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Standard IV: Leadership and Governance

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief administrator.

A **Decision-Making Roles and Processes:** The institution recognizes that ethical and effective leadership throughout the organization enables the institution to identify institutional values, set and achieve goals, learn, and improve.

A.1 Institutional leaders create an environment for empowerment, innovation, and institutional excellence. They encourage staff, faculty, administrators, and students, no matter what their official titles, to take initiative in improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective discussion, planning, and implementation.

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Description

Skyline College’s faculty, staff, and administrators strive to build a collaborative environment and encourage all employees and students to take an active role in improving Colleges programs and services and the learning experiences of students. Institutional leaders are found in the ranks of administrators, faculty, staff and students. Each of these constituent groups has a leadership organization with established meetings. All members of the College community are encouraged to attend and participate in these meetings.

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The leadership organizations for the faculty are the Academic Senate and its Governing Council and the Union represented by the American Federation of Teachers. The classified staff participates through the Classified Council and CSEA. Students participate through the Associated Students of Skyline College and administration through the management council. The College Council is the primary planning and policy formulation group for the College, thereby establishing the charges to other units and committees in accomplishing specific tasks including, but not limited to, the following areas: budget, programs, student equity, accreditation, goals and mission. The College Council is the primary body to review college-wide data, suggestions for improvement and makes recommendations to the president. The council serves as the umbrella shared governance committee for the College and is a major participant in decision making for the College. The committee is made up of the leadership from the Academic Senate, Classified Council, Associated Students and Management. College Council goals, agendas and minutes are available on the College website. In addition the agenda and links to the minutes are sent out weekly by the presidents in her all-campus email, Skyline Shines. Academic Senate, Classified Council and Student Senate leaders are all

15034 members of the College Council. For matters with college-wide implications discussion
15035 and listening forums are held. These have included: math and English degree
15036 requirements, presidential searches, educational master planning and facilities master
15037 planning.

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15039 The Academic Senate has primary leadership for matters dealing with academic and
15040 professional matters; all of their standing committees have non-voting representation
15041 from other College constituents. The Classified Council holds regular meetings and an
15042 annual retreat. The Classified Council regularly exchanges information and discusses
15043 suggestions for improvement. In addition, a compendium of committees, with committee
15044 charges and membership is distributed on campus and available on the web. (The
15045 Associated Students of Skyline College holds meetings every other week—This
15046 contradicts what comes later in IVA) that are open to the public. The Skyline
15047 Organization and Club Council, a subcommittee of the Associated Student of Skyline
15048 College Governing Council holds meeting every two weeks. These meeting are also
15049 open to the public. Both the ASSC Governing Council and the Skyline Organization and
15050 Club Council will hear agenda items requested from members of the Skyline College and
15051 the San Mateo County Community College District community. Agenda requests for and
15052 agendas and minutes of the ASSC Governing Council meetings are available in the
15053 Student Activities Office. The ASSC sends representatives to campus and district shared
15054 governance meetings in order to ensure that students' opinions are heard.

15055
15056 The Associated Students of Skyline College also maintains a website, communicates
15057 through its officers, campus events and the Student Handbook. The Journalism program
15058 supports the student newspaper, The Skyline View, which allows the campus community
15059 to openly voice concerns, share ideas and distribute information.

15060
15061 The College President has regularly scheduled meeting with leaders of the Academic
15062 senate, Classified Council and Student Senate. The Vice President of Instruction has
15063 regularly scheduled office hours each week to meet with faculty and staff to discuss
15064 concerns and suggestions for improvement. The Vice President of Student Services has
15065 regularly scheduled meetings with the student services leadership team as well as the
15066 student services council, which is comprised of student services representatives from
15067 faculty, staff and students.

15068
15069 Community leaders advise the College on such matters as economic development and
15070 workforce needs, opportunities for community outreach and education and future needs.
15071 Community leaders comprise the President's Council and meet monthly. The President's
15072 Council is also very active in fund raising for the President's Innovation fund.

15073

15074 **Self-Evaluation**

15075 **The College meets this standard.** Membership and participation on both the governing
15076 councils of the Academic Senate and Classified Council has been strong implying that
15077 both faculty and staff believe there is value in serving on these shared-governance
15078 committee. Since Fall 2005 the Academic Senate has had increased leadership from the
15079 student services faculty. Both instructional and student service faculty have benefited

15080 from the involvement and collaboration. The exchange of information regarding both the
15081 teaching of students and the services provided to students has opened up opportunities for
15082 participation on committees that deal with a variety of different perspectives. Increased
15083 dialogue between the two groups adds to a greater sense of participation in school
15084 matters. Minutes from the Academic Senate, its standing committees and the College
15085 Council are posted and easily accessed on the College website. Academic year 2006-07
15086 saw very active student participation in governance.

15087
15088 During the 2005-06 academic year the College developed Educational and Facilities
15089 Master Plans. These master plans were developed with wide participation from the
15090 campus community. Throughout the process forums were held to update the College
15091 community and solicit ideas and input. In addition, drafts were available throughout their
15092 development on the College website. Also in 2005-06, the College held forums on
15093 campus smoking and the College logo. As part of the Fresh Look Project, the campus
15094 logo was selected in a campus wide vote. During the 2006-07 academic year Skyline is
15095 participating in the Foundations of Excellence in First Year Experience with the Policy
15096 Center on the First Year of College. This innovative program of evaluation and
15097 improvement is driven by all constituents of the College community.

15098
15099 Any number of events and projects has resulted from the President's Innovation Fund.
15100 These have included the Skyline College Film Festival, the Learning Grove of Trees,
15101 Making the Connection – Plug into College, the Hermanos Project and the Adewole
15102 Project. These and others showcase the initiative of faculty, staff and students to enhance
15103 the practices, programs and services of the College.

15104
15105 When Skyline faculty and staff were asked directly about innovation and participation in
15106 the Employee Voice Survey, 60% of respondents agreed or completely agreed that they
15107 were encouraged to be creative and come up with new ideas and improvements. In
15108 addition, 61% of survey respondents strongly agreed or agreed that Skyline encourages
15109 participation in planning processes.

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15111 **Planning Agenda**

15112 None.

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A.2 The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision-making processes. The policy specifies the manner in which individuals bring forward ideas from their constituencies and work together on appropriate policy, planning, and special-purpose bodies.

A.2.a Faculty and administrators have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise. Students and staff also have established mechanisms or organizations for providing input into institutional decisions.

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15115 **Description**

15116 San Mateo Community College Board Policy 2.09 states that “the Board of Trustees is
15117 committed to a shared Governance system which ensures “faculty, staff and students the
15118 right to participate effectively in district and College governance and the opportunity to
15119 express their opinions at the (district) level and to ensure that these opinions are given
15120 every reasonable consideration, and the right of academic senates to assume primary
15121 responsibility for making recommendations in areas of curriculum and academic
15122 standards. SMCCD Board policy 2.06 revised in 5/2005 states the 11 academic and
15123 professional matters where the Academic Senate has primacy.

15124
15125 Policy 2.09 also states that “the District recognizes CSEA as the official body
15126 representing classified staff and considers classified staff to be full participants in shared
15127 governance on all items pertaining to their interests. The selection of classified
15128 representatives to serve on District and/or College committees, tasks forces and other
15129 governance groups shall be made by CSEA with the expectation that all classified staff
15130 will be considered in the process of selecting representatives”

15131
15132 Board Policy 2.09 also “recognizes the Associated Students organizations as the official
15133 bodies representing students and considers students to be full participants in shared
15134 governance on all items pertaining to their interests”. Student representatives are
15135 members of most College standing committees including Curriculum, Ed Policy,
15136 Institutional Planning, Budget and College Council. These include:

15137 The Skyline College Committee structure and membership is found in the Compendium
15138 of Committees. This document is updated each year and is distributed by paper and
15139 electronically. The Academic Senate has primary leadership for matters dealing with
15140 academic and professional matters. All of their standing committees have non-voting
15141 representation from other College constituents. The classified Council holds regular
15142 meetings and an annual retreat. The Classified Council regularly exchanges information
15143 and discusses suggestions for improvement.

15144
15145 The Associated Students of Skyline College (ASSC) holds weekly meetings that are open
15146 to the public. The Skyline Organization and Club Council, a subcommittee of the
15147 Associated Student of Skyline College Governing Council holds meeting every two
15148 weeks. These meeting are also open to the public. Both the ASSC Governing Council
15149 and the Skyline Organization and Club Council will hear agenda items requested from
15150 members of the Skyline College and the San Mateo County Community College District
15151 community. Requests for agenda items, as well as agendas and minutes of the ASSC
15152 Governing Council meetings, are available in the Student Activities Office. The ASSC
15153 sends representatives to campus and district shared-governance meetings in order to
15154 ensure those students’ opinions are heard. The Associated Students of Skyline College
15155 also maintains a website, communicates through its officers, campus events and the
15156 Student Handbook. The Journalism program supports the student newspaper, The Skyline
15157 View, which allows the campus community to openly voice concerns, share ideas and
15158 distribute information.

15159

15160 The College President has regularly scheduled meeting with leaders of the Academic
15161 Senate, Classified Council and Student Senate. The Vice President of Instruction has
15162 regularly scheduled office hours each week to meet with faculty and staff to discuss
15163 concerns and suggestions for improvement. The Vice President of Student Services has
15164 regularly scheduled meetings with the Student Services Leadership Team as well as the
15165 Student Services Council, which is comprised of student services representatives from
15166 faculty, staff and students.

15167
15168 Skyline College mirrors the wider district shared-governance model and consensus
15169 building. Each College committee has at its foundation to listen and to respect all
15170 member points of view and needs. Each committee has a delineated function and
15171 membership. These are stated in the Compendium of Committees. The committee
15172 reporting structure can be seen graphically in the Thematic Governance Model. Two of
15173 the standing committees that make-up the Skyline College shared-governance process
15174 include:

- 15175 • College Budget Committee
- 15176 • Institutional Planning Committee

15177
15178 The College Budget Committee (CBC) and Institutional Planning Committee have broad
15179 College representation. All recommendations for additional resources for classified staff
15180 and discretionary spending is approved through the CBC. Budget priorities are
15181 determined through the CBC. The full-time equivalent allocation committee has been
15182 creating the hiring priority list for faculty since the 2002-03 academic year. The CBC
15183 makes recommendations on how many positions to hire from that list through looking at
15184 different budget scenarios.

15185
15186 The College Council is the primary shared-governance body with representatives from
15187 administrators, faculty, staff and students. The Council has a set of published bylaws.
15188 These bylaws contain the College philosophy of shared governance. The bylaws can be
15189 found on the College website.

15190
15191 The College leadership also participates in the District Shared Governance Committee
15192 that incorporates not only the different campus constituencies but a cross section of the
15193 district employees including the district office. This body makes recommendations to the
15194 chancellor and participates in a district dialogue that enables groups to expand their
15195 knowledge from a one-college perspective into a multi-college perspective. This
15196 opportunity is another example of the variety of levels of participation.

15197 15198 **Self-Evaluation**

15199 **The College meets this standard.** The College has wide participatory representation on
15200 committees. Each committee has a description of goals and purpose. In addition, division
15201 and department meetings occur at the start and throughout the semester. The President's
15202 weekly email update has been very effective in keeping the campus informed of
15203 initiatives and activities.

15204

15205 Conclusions from the Employee Voice Survey indicate that there is a strong sentiment
15206 among survey respondents that the environment at Skyline is collegial and collaborative.
15207 Those same conclusions find that “while many survey respondents commented that the
15208 shared-governance process worked well at Skyline, the results from the questions in the
15209 survey indicated that nearly a third felt neutral or did not know enough to respond about
15210 the shared-governance process.” Most of those that commented about the shared
15211 governance process were positive. The question “staff has adequate opportunities to
15212 participate in the development of financial plans and budget” had a 40% satisfactory rate.
15213 The general sentiment is that it has become increasingly difficult to participate in
15214 planning and decision making through the shared-governance process because of the
15215 confines of the current workload assignments and the belief that there were so many
15216 committees and concurrent initiatives, that it was difficult to fully understand, participate
15217 or stay informed of all that went on at the College.

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Planning Agenda

- Develop strategies to better communicate the planning and budget processes.
- Evaluate the committee structure and number of initiatives undertaken in any one semester.

A.2.b The institution relies on faculty, its academic senate or other appropriate faculty structures, the curriculum committee, and academic administrators for recommendations about student learning programs and services.

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Description

SMCCCD rules and regulation 2.09 - District Shared Governance Process – “recognizes the right of the Academic Senate to assume primary responsibility for making recommendations in the areas of curriculum and academic standards. In academic and professional matters the Board will rely primarily on faculty expertise through established Academic Senate processes. The Academic Senate is expected to provide an opportunity for students and staff to participate effectively in the formulation and development of policies and procedures that have or will have a significant effect upon them”. Rules and regulation 2.06 – Academic Senate - states specific areas of academic and professional matters that the Academic Senate has primacy in. They are:

1. Curriculum, including establishing prerequisites and placing courses within disciplines;
2. Degree and certificate requirements;
3. Grading policies
4. Educational program development
5. Standards or policies regarding student preparation and success
6. District and college governance structures, as related to faculty roles
7. Faculty roles and involvement in accreditation processes, including self-study and annual reports
8. Policies for faculty professional development activities
9. Processes for program review
10. Processes for institutional planning and budget development; and

15247 11. Other academic and professional matters as are mutually agreed upon
15248 between the governing board and the academic senate
15249

15250 **Self-Evaluation**

15251 **The College meets this standard.** The College puts into practice regulation 2.09. The
15252 Academic Senate through its standing committees of Curriculum and Education Policy
15253 are relied upon for recommendations about student learning programs and services. The
15254 Curriculum Committee leads among others the academic approval process, evaluation of
15255 graduation requirements, prerequisites and program review. The Education Policy
15256 committee is relied upon for recommendations in regards to student service policies,
15257 appeals and grievances, DSPS recommendations and others.
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15259 **Planning Agenda**

15260 None.
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A.3 Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. These processes facilitate discussion of ideas and effective communication among the institution's constituencies.

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15264 **Description**

15265 The College governance structure encourages communication and collaboration of all
15266 members of the College community. The primary focus of these collaborative efforts is to
15267 foster student learning and achievement. In addition, the College processes and practices
15268 are structured to improve institutional effectiveness. The shared governance model
15269 encourages discussion and participation through officially recognized constituent groups:
15270 Associated Students, Academic Senate, Classified Council and Management. Shared
15271 governance is carefully planned, instituted and evaluated. The groups formed to address
15272 College matters are properly charged and empowered, the members carefully selected
15273 and the processes clearly structured. The structures and processes of shared governance
15274 vary according to task.
15275

15276 **District Shared Governance Council (DSGC)**

15277 This representative body is the primary committee for developing recommendations with
15278 district-wide implications. The council consists of members from AS, Classified Council,
15279 CSEA, AFSCME, Students and Management. The council is chaired by the District AS
15280 President and the Vice Chancellor for Educational Resources. The council's primary
15281 focus is to make recommendations to the Chancellor and executive management and
15282 hence the Board of Trustees that further increases the district/college effectiveness and
15283 further the educational goals and success of our students. The DSGC also reviews district
15284 rules and regulations changes before they go to the Board of Trustees.
15285

15286 **College Council**

15287 The Skyline College Council is the primary planning and policy formulation group for
15288 the College, thereby establishing the charges to other units and committees in
15289 accomplishing specific tasks including but not limited to, the following areas: budget,
15290 programs, student equity and diversity, accreditation and program review. The Council is
15291 responsible for reviewing the progress and accomplishments of the units and committees.
15292 The Council serves as the umbrella shared governance committee for the College and is a
15293 major participant in decision making for the College. The College Council membership
15294 consists of the President of the College, the Vice Presidents, and the Presidents and Vice
15295 Presidents of the Academic Senate, Classified Council, and Associated Students.

15296

15297 **Standing Committees**

15298 The College has 26 standing committees. The role of each is defined by a purpose
15299 statement and charged with conducting business that benefits students and the College
15300 community. Membership is dependent upon the charge of the committee, but all
15301 constituents are invited to “participate” and communicated with.

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15303 **Management Groups**

15304 Administrative committees are:

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- President’s cabinet
- Instructional leadership team
- Management Council
- Student Services leadership team

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15310 **Student Governance**

15311 All enrolled students are represented through the elected student government, known as
15312 the Associated Students of Skyline College (ASSC). The ASSC has well-defined
15313 responsibilities and functions provided through its constitution and bylaws (10.15). The
15314 Student Council revised this document in 2006. This document establishes the following
15315 positions on the Student Council; President, Vice President, four commissioners, and 15
15316 non-executive positions.

15317

15318 Student Council members are elected annually by the Associated Students, registered
15319 students of Skyline College. The President may nominate members for appointment to
15320 the council. All appointments must be approved by a 2/3 vote of the student council.
15321 Appointments are made for the academic year. Criteria for students who have been
15322 appointed or elected as Council members can be found in the student handbook.

15323

15324 Students who are interested in becoming active in the College community have the
15325 opportunity to organize and participate in student government activities and student
15326 clubs. The Skyline Organization and Club Council (SOCC) is a standing committee
15327 comprised of members from all campus chartered student clubs and organizations. In
15328 accordance with the constitution, the Vice President of the Student Council chairs the
15329 SOCC. The purpose of the SOCC is to foster communication between the clubs and the
15330 Student Council (ASSC) and to coordinate club and Council-sponsored activities. In
15331 addition to participating in activities and clubs, the Student Council (ASSC) appoints

15332 students to participate in regular College standing committees. This participation on
15333 governance committees has been highly encouraged by the institution.

15334
15335 The Coordinator of Student Activities advises the Student Council (ASSC) and SOCC,
15336 instructs the student government class, and acts as a campus liaison and advocate for
15337 students. The ASSC President meets with the College President on a bimonthly basis.

15338
15339 Communication takes place through a number of avenues. These include Skyline Shines,
15340 college-wide forums and posting of governance minutes, both in paper form and on the
15341 web. The College has also begun using Share Point software. This software allows for
15342 posting of document drafts and discussion boards and threads. This accreditation
15343 document was posted in share point for the writing teams to read and post comments. The
15344 entire accreditation document drafts were available in all instruction and student service
15345 divisions and posted on the web.

15346
15347 **Self-Evaluation**

15348 **The College meets this standard.** Established governance structures appear to be
15349 working effectively. One conclusion from the Employee Voice Survey indicated that
15350 “survey respondents commented that the shared governance was effective at Skyline for
15351 obtaining feedback and commitment from various constituent groups.” In the area of
15352 communication, the conclusions indicated that “comments related to communication
15353 suggested that the College (its administrators and leadership) was doing a good job
15354 communicating College goals, decisions and plans. However, all of the questions on the
15355 survey which asked about communication received less than 64% agreement
15356 (agreed/completely agreed).”

15357
15358 One other conclusion reached in the survey and also felt by those authoring this section is
15359 that there are so many committees and initiatives at the College that it is difficult for
15360 people to effectively participate or stay informed. In addition, the campus has a wealth of
15361 information, but in terms of delivery and amount it continues to be a challenge.

15362 Committee reports, campus events, state-wide issues, union, campus updates are
15363 circulated daily through a barrage of e-mails, handouts and other printed materials add an
15364 unmanageable classification of knowledge regarding campus policies, events, and issues.
15365 A method of dissemination of information may be needed to untangle the wealth of
15366 information into categories’ that would insure campus knowledge and inclusion would
15367 encourage better understanding of campus policy structures. Conclusions from the
15368 Student Campus climate survey also indicate that students commented that there was
15369 insufficient information about events, activities and clubs that would help them stay
15370 connected to the College.

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15372 **Planning Agenda**

15373 None
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A.4 The institution advocates and demonstrates honesty and integrity in its relationships with external agencies. It agrees to comply with Accrediting Commission standards, policies, and guidelines, and Commission

requirements for public disclosure, self study and other reports, team visits, and prior approval of substantive changes. The institution moves expeditiously to respond to recommendations made by the Commission.

15375

15376 **Description**

15377 The College complies with Accrediting Commission standards, policies and guidelines
15378 and Commission requirements. Accreditation status is published in College Catalog and
15379 on the website. Self-study documents, accreditation recommendations, mid term and
15380 interim reports are available on the website and Public Information Office. All previous
15381 accreditation recommendations have been addressed as top College priorities. Mid-term
15382 and interim reports have been completed as required by the Commission.

15383 The current Institutional self-study is being developed with input from all College
15384 groups. The steering committee is chaired by a faculty member and administrator. Each
15385 standard is being co-chaired by an administrator and a faculty member or classified
15386 staff. Committees were created from a cross-section of College constituents. The
15387 accreditation writing process started with nominations across campus for writing team
15388 members. This was followed by “Getting it Started Meetings” and training, regularly
15389 scheduled steering committee meetings and standard meetings and writing which in many
15390 cases included the use of Shareware.

15391

15392 Skyline College also manages, with the District Office, a number of local, state and
15393 federal grants. These include a TRIO grant, IDRC funding and a CITD grant. To manage
15394 these grants and acquire new ones, Skyline College maintains reporting ties and a
15395 working relationship with these external agencies.

15396

15397 Skyline College also maintains a number of external partnerships with high schools, ROP
15398 programs and four year institutions. Examples of these partnerships include a high school
15399 Jump Start program, articulation with the San Mateo County ROP in CAOT and Business
15400 classes and a bridge class for life science majors with San Francisco State University.
15401 Industry partnerships are also present in a number of career and technical programs.
15402 These include Genentech in Biotechnology and Toyota in Automotive Technology.

15403

15404 Advisory committees for career and technical programs provide regular reviews of their
15405 respective programs. Allied Health programs, such as Respiratory Therapy and Surgical
15406 technology must be externally accredited. The programs undergo self-study and on-site
15407 accreditation and the submission of yearly reports of student access, success and job
15408 placement.

15409

15410 The international student program at Skyline College is also certified as a SEVIS
15411 (Student and Exchange Visitor Information System) school. All records and compliance
15412 issues with regards to the issuance of the I-20 Certificate of Eligibility have been met.
15413 Guidelines regarding federal regulations regarding the F-1 visa are being followed,
15414 monitored and enforced.

15415

15416 **Self-Evaluation**

15417 **The College meets this standard.** The College complies with Accrediting Commission
15418 standards, policies and guidelines for public disclosure. Skyline administration, faculty,
15419 staff and students view the accreditation process as timely, helpful and collaborative, and
15420 have prepared this self-study utilizing a process that includes all constituents and is open
15421 and honest.

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15423 **Planning Agenda**

15424 None.

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A.5 The role of leadership and the institution's governance and decision-
making structures and processes are regularly evaluated to assure their
integrity and effectiveness. The institution widely communicates the
results of these evaluations and uses them as the basis for improvement.

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15428 **Description**

15429 As part of the preparation of this self-study, an employee voice survey was conducted in
15430 2006. Faculty/staff were previously surveyed through an institutional survey in 1998-99
15431 and classified staff in 2000. This survey included a number of questions on leadership
15432 and shared governance. In addition, in 2006 the campus administered the Noel-Levitz
15433 Student Satisfaction Survey. Students were last surveyed in the 1999-2000 "Faces of the
15434 Future" student survey. Results from all these surveys were distributed widely throughout
15435 campus and can be found on the Planning and Research website.

15436

15437 **Self-Evaluation**

15438 **The College meets this standard.** Formal and regular evaluation of the governance and
15439 decision making process has not taken place outside the context of accreditation. That
15440 said, assessment of the integrity of the College decision-making structures takes place
15441 throughout the many shared governance committees and is frequently a topic of College
15442 Council, the Academic Senate and the Classified Council. An example of this was the
15443 2005 Institutional Planning Committee's revision of the College planning process from a
15444 one-year cycle to a three-year cycle and a closer link to the budget planning process.

15445

15446 **Planning Agenda**

- 15447 • Institute a more frequent survey of faculty and staff on leadership, governance and
15448 morale.
- 15449 • Institute an employee survey every three years.

15450