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Standard IV: Leadership and Governance

(Note: The College needs to approve the self-evaluations below, as they were written for CSM.)

B Board and Administrative Organization: In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/systems clearly define the organizational roles of the district/system and the colleges.

B.1 The institution has a governing board that is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board adheres to a clearly defined policy for the selecting and evaluating the chief administrator for the college or the district/system.

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Description

The governing body of the three colleges is a six-member board with five members elected at large for terms of four years from local district communities, and one student member elected for a one-year term by student representatives of the three colleges. Terms of office of the members elected from the local district communities are staggered with biennial elections in accordance with the California Education Code. The essential responsibilities of the Board of Trustees in the public interest and trust, are to provide the best possible learning experience for students of the colleges; to assure that the district and its colleges are effectively and efficiently managed; to maintain enlightened, fair, and equitable policies for employees and students of the district and its colleges; to represent the general interests of the entire college district; to act only on the basis of what is in the best interests of the college district and the community; to be knowledgeable of and support the mission and philosophy of community colleges; and to support the work of the colleges in the community as outlined in the District Mission Statement and District Rules and Regulations concerning the responsibilities of the board (Ref. 1 and 2). The board has established policies on the philosophy and purpose of the educational program and curriculum development, program review, and program vitality (Ref. 3).

The Board of Trustees assures that the district is financially sound through careful budget planning and ongoing budget reporting from staff. The board receives quarterly reports from the executive vice chancellor on the financial health of the district and on quarterly income and expenditures as compared to budget (Ref. 4).

Annually, the board of trustees conducts an evaluation of the chancellor and in conjunction with the board, the chancellor evaluates the college presidents. Evaluations are conducted to assure that the job performance of each individual is assessed and communicated to the individuals being evaluated in accordance with established procedures (Ref. 41).

16032 **Self-Evaluation**

16033 **The College meets this standard.** 53.9% of faculty agree or strongly agree that the
16034 SMCCCD Board of Trustees, the District Office and the College function as mutually
16035 supporting yet independent self-governing units (Ref. 6). Additionally, 58.4% of faculty
16036 and administration agree or strongly agree that the SMCCCD Board of Trustees and the
16037 District provide effective leadership and management (Ref. 7). Board Goals for 2007
16038 include the development of an integrated strategic planning model that incorporates the
16039 educational master plan, the facilities master plan, a coordinated institutional research
16040 component, a comprehensive program review process and an annual budget based upon
16041 these elements (Ref. 8). The board conducts regular study sessions open to the public to
16042 carefully examine key district-wide initiatives and provide overall guidance. For
16043 example, the board has conducted study sessions on concurrent enrollment, facilities
16044 planning and a proposal to start a dental hygiene program within the district (Ref. 9).

16045
16046 To assure district-wide coordination of educational services and planning, the board
16047 worked with the chancellor and faculty academic senates to refill the position of Vice
16048 Chancellor of Educational Services and Planning. The Office of Vice Chancellor,
16049 Educational Services & Planning provides overall coordination in the planning,
16050 development and implementation of the instructional and student support programs of the
16051 District including the areas of research, accreditation, strategic planning, workforce and
16052 economic development, and educational technology. The Vice Chancellor also acts as a
16053 liaison between the district and the colleges in matters relating to educational services
16054 and accreditation and chairs or co-chairs district-wide committees.

16055
16056 To provide visibility into the District's financial status the board has instructed the
16057 chancellor to provide quarterly, semi-annual, and annual financial statements in addition
16058 to state mandated budget reporting (Ref. 10). In accordance with state regulations, the
16059 board has established a bond oversight committee to directly oversee construction
16060 planning and management related to two facilities bond measures passed in 2001 and
16061 2005 (Ref. 11).

16062
16063 The District has a clearly defined procedure for hiring the Chancellor and the College
16064 Presidents (Ref 12, 13). In 2001, concerns were raised by faculty regarding the hiring
16065 process of the current chancellor. These concerns were sent to the state chancellor's
16066 office and the matter was satisfactorily resolved.

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16068 **Planning Agenda**

16069 None.

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B.1.a The governing board is an independent policy-making body that reflects
the public interest in board activities and decisions. Once the board
reaches a decision, it acts as a whole. It advocates for and defends the
institution and protects it from undue influence or pressure.

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16073 **Description**
16074 Board members have authority only when acting as a board legally in session. The board
16075 is not bound by any statement or action of any individual board member or employee,
16076 except when such statement or action is in pursuance of specific instructions by the board
16077 in accordance with District Rules and Regulations. Individual members of the board
16078 observe the policies that govern decision-making. The board consistently acts in a
16079 uniform manner after a vote has been taken following thorough hearing and deliberation
16080 that involve the general public. On an annual basis, each board member declares his or
16081 her financial interests to ensure his or her independence in the decision-making process
16082 and to assure the public that there are no conflicts of interest.

16083
16084 **Self-Evaluation**
16085 **The College meets this standard.** As stated elsewhere in this document, 53.9% of
16086 faculty and administrators agree or strongly agree that the SMCCCD Board of Trustees,
16087 the District Office and the College function as mutually supporting yet independent self-
16088 governing units. Once the board reaches a decision, it acts as a whole. Board conduct in
16089 this regard is articulated in District Rules and Regulations (Ref. 14).

16090
16091 The Board of Trustees actively seeks advice and opinion of the community it serves by
16092 holding open-session board meetings twice monthly (exceptions to the schedule are noted
16093 on the board calendar located on the district website) in accordance with the Brown Act
16094 where members of the public are encouraged to address the board (Ref. 44). The board
16095 has an adopted policy on community relationships, which recognizes the public's right to
16096 obtain information regarding the board's actions and encourages public input into board
16097 decision-making (Ref. 15).

16098
16099 Board members are actively involved in community and statewide activities. For
16100 instance, several board members recently attended a seminar along with leaders from
16101 government and business throughout San Mateo County. A variety of issues pertinent to
16102 the community were addressed including criminal justice, healthcare, transportation and
16103 economic development (Ref. 16). Through events such as these, board members keep
16104 informed about community needs and trends that can shape District policy and program
16105 offerings. Information about board members and their community and business
16106 affiliations is published on the district's web site (ref 35).

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16108 **Planning Agenda**

16109 None.

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B.1.b The governing board establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.

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16114 **Description**

16115 The governing board reviews its policies pertaining to educational services and offerings
16116 on a regular basis. The governing board directs the colleges and district staff to compile
16117 reports on program review and enrollment, and conducts study sessions on specific
16118 subjects of interest. In 2004 the Board of Trustees codified a reaffirmation and
16119 recommitment to core values and operating principles which is posted at the district
16120 office and can be located on the district website (Ref 43). The board directs the
16121 chancellor to work closely with the college presidents to coordinate resource allocation
16122 and to identify near-term and long-term resource needs (Ref. 42).

16123

16124 **Self-Evaluation**

16125 **The College meets this standard.** The District mission statement emphasizes providing
16126 both a breadth of educational opportunities as well as a supportive atmosphere in which
16127 students will succeed (Ref. 1). Policies related to academic programs and student
16128 services, developed and reviewed by the Board, are consistent with the district mission
16129 statement (Ref. 3, Ref. 20, Ref 21). The Board clearly understands its responsibilities for
16130 academic program and service quality and integrity and has demonstrated this
16131 understanding in the development and review of the mission statement itself (Ref. 17).
16132 Through its goal of developing an integrated strategic planning mode that incorporates
16133 the District’s Educational Master Plan; the facilities master plan; a coordinated
16134 institutional research component; a comprehensive program review process and an annual
16135 budget that is based upon the other four elements, the board demonstrates its commitment
16136 to the quality, integrity and improvement of student learning programs and services (Ref
16137 8, Ref 18). Also, in 2007, the governing board will have received special presentations
16138 from each of the colleges on teaching and learning (Ref. 19).

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16140 **Planning Agenda**

16141 None.

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B.1.c The governing board has ultimate responsibility for educational quality, legal matters and financial integrity.

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16144 **Description**

16145 The board regularly monitors learning programs and services through their yearly board
16146 retreats, study sessions, and specific reports and presentations regarding educational
16147 program. For instance, recent topics presented to the board include strategic planning,
16148 articulation, counseling, and student learning outcomes (Ref. 18, 21, 22). The board’s
16149 decisions are made with adherence to federal, state and local policy and guidelines. The

16150 board, through the chancellor, has established the district committee on budget and
16151 finance, a subcommittee of the District Shared Governance Committee, to oversee budget
16152 and finance (Ref. 23).

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16154 **Self-Evaluation**

16155 **The College meets this standard.** The Board of Trustees is informed through reports at
16156 board meetings regarding the current educational programs at each college (Ref. 21, 22).
16157 Annually, the board approves curricular additions and deletions to the educational
16158 programs at the colleges (Ref. 45). The board is provided statistical reports on student
16159 learning outcomes to assure the quality and effectiveness of instruction. The board
16160 reviews the financial statements of the district at regularly scheduled board meetings as
16161 well as all potential or pending litigation in closed sessions. The board reviews and
16162 approves a tentative budget in June of each year, a final budget in September of each
16163 year, and a mid-year report in February of each year. Prior to the review and final
16164 approval of the district budget, the District Committee on Budget and Finance reviews
16165 and revises fiscal reports and the resource allocation model for each college.

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16167 In accordance with state law, the board has established a Bond Oversight Committee to
16168 provide assurances that bond dollars are spent and accounted for appropriately (Ref. 11).
16169 In addition, all contracted services in excess of \$50,000 are reviewed and approved by the
16170 board. Board policy adheres to the California educational code and California Title V
16171 regulations. Board policies informed by this code are reviewed for compliance as state
16172 regulations and law change.

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16174 **Planning Agenda**

16175 None.

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B.1.d The institution or the governing board publishes the board bylaws and
policies specifying the board's size, duties, responsibilities, structures,
and operating procedures.

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16178 **Description**

16179 Bylaws and policies specifying the board's size, duties, responsibilities, structures and
16180 operating procedures are stated in District Rules and Regulations which are posted on the
16181 District's website (Ref. 26). Specifically, Rules and regulations section 1.00,
16182 Organization of the Board, 1.10, Duties and Responsibilities of the Board, 1.15, Officers
16183 of the Board, 1.20 Duties of Officers, 1.40 Meetings of the Board, and 1.60, Rules of
16184 Order for Board Meetings address the matters stated in this standard.

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16186 **Self-Evaluation**

16187 **The College meets the standard.** The policies related to these matters are published on
16188 the districts website as noted earlier. The policies are reviewed as needed and revised as
16189 necessary. For instance, in February 2007, the board revised its policies regarding its

16190 meetings, meeting minutes and order of business (Ref. 27). The revised documents are
16191 posted on the District’s website (Ref. 26).

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16193 **Planning Agenda**

16194 None.

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B.1.e The governing board acts in a manner consistent with its policies and bylaws. The board regularly evaluates its policies and practices and revises them as necessary.

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16197 **Description**

16198 The Board of Trustees holds to a high standard of conduct for each board member’s
16199 performance through its policy on Board Member Conduct (Ref. 14). Additionally,
16200 Board Operations is evaluated as part of the Board Self Evaluation Instrument (Ref. 32).
16201 District Rules and Regulations are reviewed and revised as necessary by appropriate
16202 constituencies and presented to the Board for approval.

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16204 **Self-Evaluation**

16205 **The College meets the standard.** As necessary, the board reviews and revises policies
16206 related to board meetings, board operations and board conduct. For instance, at a recent
16207 board meeting, the board made revisions to its policies related to board meetings, board
16208 minutes and order of agenda items (Ref. 27). Changes to policies related to smoking, use
16209 of district communications systems and use of student email addresses, were reviewed
16210 and revised by appropriate constituencies and brought to the board for approval (Ref. 28,
16211 29, 30). The board also reviews the area of Board Operations as part of its self evaluation
16212 (Ref. 32).

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16214 **Planning Agenda**

16215 None.

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B.1.f The governing board has a program for board development and new member orientation. It has a mechanism for providing continuity of board membership and staggered terms of office.

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16218 **Description**

16219 When a new board member is elected, he or she meets individually with District
16220 administrators and college presidents in order to become oriented to college and district
16221 initiatives, strategic priorities and culture. The board also encourages new board
16222 members to participate in the annual California Community College Leagues’ New
16223 Trustee Orientation program that is held in the winter each year (Ref 32). Policies related
16224 to election and terms of office are articulated in District Rules and Regulations (Ref. 33).

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Self-Evaluation

The College meets this standard. All current board members have attended one of Community College Leagues Trustee orientation sessions. Each year, board members receive an updated Trustee Handbook from the Community College League (Ref. 36). Current members of the board of trustees and their terms are listed on the Board of Trustees website (Ref. 35).

Planning Agenda

None.

B.1.g The governing board's self evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies and bylaws.

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Description

The district's Rules and Regulations 1.35 states that board members, including the student trustee, shall participate in an annual board evaluation process, which will be conducted each calendar year (Ref. 14). The purpose of this evaluation of the board as a whole is to identify those areas of board functioning that are working well and those that need improvement and to improve communication and understanding among board members. The board uses a carefully developed evaluation instrument to assess its performance (Ref. 32). Each board member completes the evaluation form individually; the results are tabulated and the board as a whole discusses the results at a board meeting. The last board self-evaluation was conducted in the Fall of 2006 (Ref. 31).

Self-Evaluation

The College meets this standard. The ongoing board evaluation has helped identify areas in which improvement can be made. For example, the board annually examines ten areas of governance including institutional mission and educational policy; institutional planning; instructional/student services programs; facilities; financial resources; board operations; board-chancellor relations; faculty/student/classified relationships; community relations; and government relationships (Ref. 32). Through its most recent evaluation, the board recognized the need for more information regarding program planning. As a result, the board decided to devote more time for presentations at board meetings on teaching and learning. The first in this series of presentations was held at the February 28, 2007 board meeting (Ref. 37). At the April 11, 2007 Board of Trustees meeting, the board revisited their self-evaluation. They noted that the evaluation tool itself should be reviewed at a future board retreat (Ref. 18).

Planning Agenda

None.

B.1.h The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code.

16267 **Description**

16268 The district's Rules and Regulations 1.35 Board Member Conduct clearly outlines the
16269 expectations of board members' behaviors. It covers a range of topics including the
16270 confidentiality of information discussed in closed session, maintaining decorum at board
16271 meetings, working through appropriate channels of authority and many others and the
16272 regulation states that refusal to adhere to the code constitutes misconduct of a board
16273 member (Ref. 14).

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16275 **Self-Evaluation**

16276 **The College meets this standard.** The Board of Trustees has a long-standing code of
16277 conduct that has been observed throughout the years since its inception in the mid 1980's.
16278 Consequently, over the years the board has maintained its reputation for being collegial,
16279 collaborative, and professional.

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16281 **Planning Agenda**

16282 None.

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B.1.i The governing board is informed and involved in the accreditation process.

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16285 **Description**

16286 The Board of Trustees is informed and involved in the accreditation process through
16287 regular reports from the chancellor, college presidents, and accreditation chairs at board
16288 meetings. Accreditation Interim and Midterm Reports that include progress toward
16289 implementation of recommendations have been presented to the board (Ref. 39). Board
16290 members are given the opportunity to review the self-studies drafts and provide input.

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16292 **Self-Evaluation**

16293 **The College meets this standard.** In response to the request from the colleges, the board
16294 approved the hiring of a vice chancellor of educational services and planning to provide
16295 coordination for strategic planning, and instructional and student services activities and to
16296 act as a liaison between the district and the colleges in matters relating to accreditation.
16297 The colleges are meeting with the district administration on a regular basis to discuss the
16298 status of self-studies (Ref 38). The self studies will be posted online in spring of 2007
16299 and the accreditation studies for all colleges will also be discussed at the June 2007 Board
16300 study session.

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16302 **Planning Agenda**

16303 None.

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B.1.j The governing board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief

administrator (most often known as the president) in the case of a single college. The governing board delegates full responsibility and authority to him/her to implement and administer board policies without board interference and hold him/her accountable for the operation of the district/system or college respectively. In multi-college district/systems, the governing board establishes a clearly defined policy for selecting and evaluating the presidents of the college.

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16306 **Description**

16307 The district has a clearly defined procedure for the hiring and selecting of a chancellor
16308 (Ref. 12). The district also has a well-defined policy for the delegation of authority
16309 within the district (Ref. 40). The board conducts annual evaluations of the chancellor in a
16310 closed session in December of each year. The chancellor proposes and the board
16311 approves goals and objectives for the district each year, and the board measures the
16312 chancellor's performance on the successful accomplishments of these goals. The
16313 chancellor, in conjunction with the Board of Trustees, conducts annual evaluations of
16314 each president in a closed session meeting held in July of each year. This evaluation is
16315 based upon the college goals that are developed by the presidents each year and approved
16316 by the chancellor.

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16318 **Self-Evaluation**

16319 **The College meets this standard.** In 2001, concerns were raised by faculty regarding
16320 the hiring process of the current chancellor. These concerns were sent to the state
16321 chancellor's office and the entire matter was satisfactorily resolved. (The following text
16322 is intended for the CSM self study and needs to be reevaluated for Skyline.)The
16323 district has successfully recruited a president of College of College of San Mateo through
16324 the formation of a screening committee comprised of all constituencies at the college and
16325 from the district office. In addition, the services of the Association of Community
16326 College Trustees (ACCT) were utilized to assure a wide reaching national search.
16327 Following the identification of two finalists for the position, the college hosted open
16328 forums for each candidate to present the college faculty, staff, and students as well as
16329 community members and the Board of Trustees. Final interviews were conducted with
16330 the chancellor and ultimately the Board of Trustees. The candidate selection was based
16331 upon a compilation of the candidate evaluations submitted after the completion of the
16332 candidate forums and the evaluation of the chancellor and the Board of Trustees. The
16333 district also successfully recruited for a president of Skyline College and followed the
16334 same successful procedure used at College of San Mateo. The district will be conducting
16335 a search for the president of Cañada College in 2007 after its first search did not produce
16336 a suitable candidate for the position. The same procedure was followed during the first
16337 search and will continue with the second search.

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16339 **Planning Agenda**

16340 None.

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Ref.#	Exact Title of Document	Source
1	District Mission Statement	http://www.smccd.edu/accounts/smccdbackup/aboutdistrict/mission.asp
2	District Rules and Regulations, 1.10, Duties and Responsibilities of the Board	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/1_10.pdf
3	District Rules and Regulations, 6.15, Curriculum Development, Program Review, and Program Viability	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/6_15.pdf
4	District rules and Regulations, 8.11, District Budget	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/8_11.pdf
5	Management Evaluation Form	http://www.smccd.edu/portal/Human%20Resources/Performance%20Evaluations/Mgmt%20Acad%20Spvry%20Perf%20Eval%20Form%20rev206.pdf
6	CSM Faculty/ Administration Accreditation Survey, question 61.	
7	CSM Faculty/Administration Accreditation Survey, Question 63	

8	SMCCCD 2007 Board Goals	http://www.smccd.edu/accounts/smccd/boardoftrustees/goals.shtml
9	Minutes from the Board of Trustees meeting of September 11, 2006 Minuets from the Board of Trustees meeting of June 14, 2006; Minutes from the Board of Trustees meeting of March 8, 2006	http://www.smccd.edu/accounts/smccd/boardoftrustees/board_minutes_details.asp?ID=151 http://www.smccd.edu/accounts/smccd/boardoftrustees/board_minutes_details_results.asp?search=facilities+planning&Submit=Find&ID=166 http://www.smccd.edu/accounts/smccd/boardoftrustees/board_minutes_details_results.asp?search=dental+hygiene&Submit=Find&ID=170
10	Board Report 06-11-1C, District Financial summary for the quarter ending September 30, 2006	Hard copy only
11	Bond Oversight Committee Website	http://www.smccd.edu/accounts/smccd/committees/bondoversight/default.shtml
12	Chancellor Hiring Procedure	Hard copy only
13	Manager Hiring Procedure	http://www.smccd.edu/portal/Human%20Resources/Selection%20Committee%20Information/Classif%20Mgmt%20Selection%20Procedures%20Final%2005-04.pdf

14	District rules and Regulations, 1.35, Board Conduct	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/1_35.pdf
15	District rules and Regulations, 1.65, Community Relationships	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/1_65.pdf
16	Progress Seminar Schedule, April 13-15, 2007	Hard Copy Only
17	Board Report No. 07-4-1B	http://www.smccd.edu/portal/District%20Information/Board%20Packet/April%2011%20Board%20Packet.pdf
18	Minutes from the Board of Trustees Study Session, April 11, 2007	Add link when minutes are approved (at April 25 meeting) and posted.
19	Minutes from the Board of Trustees February 28	http://www.smccd.edu/accounts/smccd/boardoftrustees/07_02_28.shtml
20	District Rules and Regulations, 7.00, Student Services	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/7_00.pdf

21	District rules and Regulations, 7.45, other student services	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/7_45.pdf
22	Minutes from the Board of Trustees Meeting of January 24, 2007	http://www.smccd.edu/accounts/smccd/boardoftrustees/minutes/07_01_24.shtml
23	Minutes from the Board of Trustees Meeting of February 14, 2007	http://www.smccd.edu/accounts/smccd/boardoftrustees/07_02_14.shtml
24	District Committee on Budget and Finance Web Page	http://www.smccd.edu/portal/dcbf/default.aspx
25	Minutes of the District Board of Trustees February 24, 2007	http://www.smccd.edu/accounts/smccd/boardoftrustees/minutes/07_02_24.shtml
26	Entire Body of District Rules and Regulations	http://www.smccd.edu/portal/District%20Information/Forms/AllItems.aspx?RootFolder=http%3a%2f%2fwww%2esmccd%2eedu%2fportal%2fDistrict%20Information%2fRules%20And%20Regulations
27	Board Report No. 07-2-102B, from the February 28, 2007 Meeting of the Board of Trustees	http://www.smccd.edu/portal/District%20Information/Board%20Packet/February%2028%20Board%20Packet.pdf

28	District Rules and Regulations, 2.2,7 Smoking	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/2_27.pdf
29	District Rules and Regulations, 2.35, Use of Districts Communications Systems	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/2_35.pdf
30	District Rules and Regulations, 2.36 Use of Student Email Addresses	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/2_36.pdf
31	Minutes from the Board of Trustees Meeting of October 25, 2006.	http://www.smccd.edu/accounts/smccd/boardoftrustees/board_minutes_details.asp?ID=153
32	Board Self Evaluation Tool	Hard Copy Only
33	Community College League of California Trustee	http://www.ccleague.org/trusteeship_index.asp
34	District Rules and Regulations, 1.00, Organization of the Board	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/1_00.pdf

35	Board Member web page	http://www.smccd.edu/accounts/smccd/boardoftrustees/members.shtml
36	2007 Trustee Handbook	Hard Copy Only
37	Minutes from the February 28, 2007 Meeting of the board of Trustees	http://www.smccd.edu/accounts/smccd/boardoftrustees/07_02_28.shtml
38	Agendas for the District Accreditation Meetings	http://www.smccd.net/portal/edserv/accred/Shared%20Documents/Forms/AllItems.aspx
39	Minutes from the February 25, 2004 Meeting of the Board of Trustees	http://www.smccd.edu/accounts/smccd/boardoftrustees/board_minutes_details.asp?ID=77
40	District Rules and Regulations, 2.05, Delegation of Authority	http://www.smccd.edu/portal/District%20Information/Rules%20And%20Regulations/2_05.pdf
41	Human Resources Procedures for Manager Evaluations	http://www.smccd.edu/portal/Human%20Resources/Forms/AllItems.aspx?RootFolder=%2fportal%2fHuman%20Resources%2fPerformance%20Evaluations&View=%7b7410A2C8%2d5FAF%2d4B10%2dBE7B%2dA1AB6192C273%7d

42	District Resource Allocation Model	Hard copy only
43	Board Reaffirmation	Hard copy only for now. The document will be posted shortly on the District web page.
44	Board Meeting Calendar	http://www.smccd.edu/accounts/smccd/boardoftrustees/calendar.shtml
45	Board report 06-6-1B Curricular Additions and Deletions	Hard copy only.

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B.2 The President has primary responsibility for the quality of the institution he/she leads. He/she provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

B.2.a The President plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. He/she delegates authority to administrators and others consistent with their responsibilities, as appropriate.

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Description

President Victoria Morrow has generally maintained the administrative structure that existed at the College when she arrived in 2004. This structure is found in the administrative organizational chart (1). The Dean of Instructional Technology Resources was vacated in 2005 and has not been refilled. The administrative structure is centered and staffed primarily around student services and instruction with most committees staffed and receiving input from administrators from both units (3).

The President's cabinet meets weekly and consists of the President, the Vice Presidents of Instruction and Student Services, the Director of Business Services and the Director of

16357 Development, Marketing and Public Relations, and the Director of Planning Research,
16358 and Institutional Effectiveness. The President also oversees the Management Council
16359 whose members are generally administrators and classified supervisors. The Management
16360 Council meets monthly. The agenda is determined by the President in consultation with
16361 the President's Cabinet, with solicitation of topics from all administrators. The President
16362 delegates the day to day operation of instruction and student services to the vice
16363 presidents and through them to the Instructional Leadership Team and the Student
16364 Services Council (2).

16365

16366 In the Fall of 2005, the President instituted a two day off-site leadership retreat to develop
16367 management skills, problem solving and issues relevant to the College. Leaders from the
16368 Academic Senate, Classified Council, and Associated Students of Skyline College were
16369 invited to participate in the second day of that retreat. During the Fall 2005 retreat one of
16370 the activities was to discuss the quality of administrative input to College decision
16371 making and ways to improve it (2).

16372

16373 **Self-Evaluation**

16374 **The College meets this standard.** President Morrow's management style is inclusive
16375 and collaborative and she delegates authority as appropriate. The President values the
16376 full range of perspectives contributed to the Cabinet members' thinking about College
16377 issues and activities, as well as the discussion, updates and input provided by
16378 Management Council on college-wide issues. The President's Cabinet and Management
16379 Council function both to share ideas of administrators and provide informed decisions

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16381

16382 **Planning Agenda**

16383 None.

16384

16385

16386 References:

- 16387 1. President Morrow's Response to Questions on Leadership and Governance –
16388 President's Role, October 24, 2006
- 16389 2. Skyline Organizational Chart: available in the President's Administrative
16390 Assistant's office
- 16391 3. Committee Reporting Lines:
16392 [http://smccd.edu/accounts/skynotes/governance/pdf_files/Committee%20Rep
16393 orting%20March%2023%202006.pdf](http://smccd.edu/accounts/skynotes/governance/pdf_files/Committee%20Reporting%20March%2023%202006.pdf)

16394

B.2.b

The President guides institutional improvement of the teaching and learning environment by the following:

- establishing a collegial process that sets values, goals, and priorities;
- ensuring that evaluation and planning rely on high quality research and analysis on external and internal conditions;

- ensuring that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; and
- establishing procedures to evaluate overall institutional planning and implementation efforts

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Description

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The current President assumed her leadership role in December 2004. The President has guided the process of refining the College mission, goals and values, education and facilities master planning, the “fresh look project” evaluating the College presents itself to the outside, supporting the SLOAC process, and the College’s planning, research and institutional effectiveness work.

Values, Goals and Priorities

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(This needs to be made consistent with other references to this document.) The College Vision, Mission, Values, Goals and Strategies were modified involving the entire campus and the College Council and were recently approved by the District board in April 2007. These are widely distributed and found on the College website.

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The President works with the College Council on all college-wide policy decisions, ensuring that all of the constituent groups have an opportunity to discuss the options that are being considered and to bring their input to the Council before a decision is rendered. Although technically the Council makes recommendations to the President, the Council and the President work together on the issues and usually reach a consensus on how to proceed. There has not been a case during the past two years when the President has felt the need to take a different direction than that recommendation. Examples that illustrate this approach can be found in the College Council minutes and in the Council’s first ever Annual Report and include the process by which the College selected the Building 6 inscription from Mahatma Gandhi – “You must be the change you wish to see in the world.” The College used a similar approach with the Accreditation process, the Art on Campus project, the Fresh Look Project, and with the Educational and Facilities Master Planning Project (2).

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The President supports and strengthens the shared governance processes by ensuring that the work of the College Council, the central recommending body in the process, is accessible and monthly Council agendas and minutes are posted on the Skyline Website (2). President Morrow also publishes the Council agendas in *Skyline Shines*, her weekly email address to the campus, along with a summary of actions taken by the Council following monthly meetings (4). She works with colleagues to ensure that other shared governance meeting agendas and minutes are posted online in a timely fashion.

16433 **Research and Analysis**

16434 In 2006, the College appointed a new Director of Planning, Research and Institutional
16435 Effectiveness who reports directly to the President and is a member of the President’s
16436 Cabinet. The Office of Planning, Research and Institutional Effectiveness has provided
16437 excellent leadership which allows the College to effectively strengthen institutional
16438 research efforts. The Office of Planning, Research and Institutional Effectiveness
16439 analyzes data on both external and internal conditions that affect the College and the
16440 needs of the student population, both now and in the future. This information is
16441 communicated regularly with the President, the President’s Cabinet, Management
16442 Council and college-wide committees, and is posted on the Planning and Research office
16443 website (5). The College conducted two surveys in 2006 to measure institutional
16444 performance. A Campus Climate Survey of Students was administered in spring 2006.
16445 The assessment provided information on students’ perceptions on Skyline College’s
16446 programs, services and learning environment which the College will use in planning and
16447 improvement efforts, including the Education and Facilities Master Plan. The Employee
16448 Voice Survey, which was administered in Fall 2006, measured how well the shared
16449 governance model is working from the point of view of faculty and staff. The results of
16450 both surveys are posted on the Office of Planning and Research website (5).

16451

16452 **Educational Planning/Resource Allocation**

16453 Skyline College values a campus climate that reflects its belief in a “students first
16454 philosophy.” The College is committed to providing academic excellence and facilitating
16455 student success. One means to fulfill this mission is through the Student Learning
16456 Outcomes Assessment Cycle (SLOAC), which asks campus constituents to focus on
16457 improving student learning. The College has been working over the past year to link
16458 closely its budget, planning and evaluation processes. An overview of the linkages with
16459 Student Learning Outcomes is provided in the SLOAC Framework (6). The President
16460 attends the SLOAC meetings on an occasional basis to lend support and to learn. The
16461 College has also adopted a four-year Budget and Planning Calendar which identifies the
16462 linkages among the Program Reviews, the Full-time Faculty Allocation Process, Budget
16463 requests and Work Plans and Reports (7).

16464

16465 **Procedures for Overall Evaluation**

16466 In Spring 2006, Skyline College established a college-wide Educational and Facilities
16467 Master Planning Task Force. The College is continuing to utilize the Task Force to
16468 advise the President and the College on next steps in relation to both the Educational
16469 Master Plan and Facilities Master Plan. In the spring of 2007, Task Force meetings were
16470 combined with college-wide open forums to allow input from the College community.
16471 The College began work on both the Educational Master Plan and Facilities Master Plan
16472 in the fall of 2006 and that work will continue through the spring of 2007 (5). The Task
16473 Force and the Institutional Planning Committee, along with the College Council and the
16474 Management Council, have all done work on the Educational Master Plan
16475 recommendations. They began by identifying the current strategies in relation to each
16476 recommendation and in fall of 2006 began moving to the next steps and implementation.
16477 The intention is for any components of the implementation which will require College

16478 budgetary resources to be incorporated into specific budget proposals for the 2007-08
16479 year. The College Budget Committee recommended the setting aside of funds in the
16480 2006-07 budget for College planning and new instructional programs, and there may be
16481 additional proposals entered into the budget process for 2007-08. The budget for the
16482 facilities work is provided in the bond measure passed by the county's voters in the fall of
16483 2005. (Check with Eloisa to reflect current year's budget situation)
16484

16485 In addition, the College has developed a new Balanced Scorecard System, which
16486 translates the College vision and mission into meaningful indicators which are directly
16487 linked to College goals and strategies (8). The Balanced Scorecard provides a vehicle for
16488 collaborative decision-making by measuring, tracking and communicating performance
16489 of goals and strategies. The Balanced Scorecard makes use of a set of core indicators that
16490 define and measure institutional effectiveness.
16491

16492 **Self-Evaluation**

16493 **The College meets this standard.** Through appropriate planning and evaluation, the
16494 President guides institutional improvement of the teaching and learning environment. At
16495 Skyline College there is a widely shared commitment to working together collaboratively
16496 to set values, goals, and priorities (1). The campus constituencies, which are the
16497 Academic Senate, Classified Council and the Associated Students of Skyline College,
16498 appoint representatives to the College Budget Committee and Institutional Planning
16499 Committee and other campus-wide committees to work together to make
16500 recommendations.
16501

16502 The Employee Voice Survey, administered in Fall 2006, measured how well the shared-
16503 governance model is working from the point of view of faculty and staff. The results of
16504 both surveys are posted on the Office of Planning and Research website (5).
16505
16506

16507 **Planning Agenda**

16508 None .
16509

16510 References:

- 16511 1. President Morrow's Response to Questions on Leadership and Governance –
16512 President's Role, October 24, 2006
- 16513 2. College Council Minutes: <http://www.smccd.edu/accounts/skycouncil/home.html>
- 16514 3. College Council Annual Report 2005-06:
16515 <http://www.smccd.edu/accounts/skycouncil/home.html>
- 16516 4. Skyline Shines: <http://www.smccd.edu/accounts/skypio/updates/0607/prez0607.html>
- 16517 5. Office of Planning and Research website:
16518 <http://www.smccd.edu/accounts/skypro/home.html>
- 16519 6. SLOAC Framework: College Implementation Model of SLOAC, page 9 at
16520 <http://www.smccd.edu/accounts/skysloac/index.htm>
- 16521 7. Budget and Planning Calendar 2005-2009:
16522 <http://www.smccd.edu/accounts/skypro/home.html>

16523 8. Balanced Scorecard on the Planning and Research Office website:
16524 <http://www.smccd.edu/accounts/skypro/balancedscorecard/home.htm>

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B.2.c The President assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies.

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Description

16529 The President assures the implementation of statutes, regulations, and governing board
16530 policies and assures that institutional practices are consistent with institutional mission
16531 and policies through a variety of methods. The President meets weekly with her
16532 President’s Cabinet; the Vice President of Instruction, Vice President of Student Services,
16533 Director of Business Services, Director of Research, Planning and Institutional
16534 Effectiveness and the Director of Development, Marketing and Public Relations. The
16535 Cabinet regularly discusses these matters and issues of consistency and effectiveness of
16536 implementation (1). She meets monthly with the College’s Management Council, which
16537 includes all members of the President’s Cabinet and the Deans and Directors of each
16538 division. Those meetings include discussion of statutes, regulations and board policies,
16539 as well as the College mission and policies (2). She meets monthly with the College
16540 Council, which includes the Vice President of Instruction, the Vice President of Student
16541 Services and the Presidents and Vice Presidents of the Academic Senate, Classified
16542 Council and Associated Students of Skyline College (3). The Council’s agenda includes
16543 matters of statute, regulation and board policy when appropriate and the College mission
16544 and policies.

16545

Self-Evaluation

16546 **The College meets this standard.** The President assures the implementation of statutes,
16547 regulations, and governing board policies and assures that institutional practices are
16548 consistent with institutional mission and policies. She has discussed the mission and
16549 goals of the College with shared governance groups frequently.

16550

Planning Agenda

16551 None.

16552

References:

- 16553
16554
16555 1. Institutional Planning Council agendas and minutes
16556 2. Management Council agendas, President’s Administrative Assistant’s office
16557 3. College Council minutes archived on the Skyline College website at:
16558 <http://www.smccd.edu/accounts/skycouncil/home.html>
16559

16560

B.2.d The President effectively controls budget and expenditures.

16561
16562

Description

16563 The President works within the College's shared-governance process to set the College's
16564 budget priorities. She does this through the work of the Institutional Planning Committee
16565 and the College Budget Committee (1). During the 2005-06 year, the College
16566 reexamined overarching goals and augmented them with specific strategies. Each work
16567 unit then adapted its work plan for 2006-07 by integrating these goals and strategies. The
16568 Educational Master Plan, completed in spring 2006, provides direction for educational
16569 planning (3). The College is currently examining the recommendations which arose from
16570 the Educational Master Plan in order to identify when and how they will be implemented
16571 and to identify elements for incorporation into the budget process for 2007-08. The
16572 College consistently uses its Program Review findings to inform budget priorities.
16573 Decisions about full-time faculty hires are made based on the College's full-time faculty
16574 allocation process, which incorporates information from the Educational and Facilities
16575 Master Plans and Program Reviews. A joint faculty administration group, the Full Time
16576 Equivalent Faculty (FTEF) Allocation Committee prioritizes the position requests and
16577 their recommendation is considered by the Academic Senate and the Instructional
16578 Leadership Team, and then by the Vice President of Instruction and the Vice President of
16579 Student Services. They make a recommendation to the President, who then makes the
16580 final decision about priorities. To date, the President has concurred with the
16581 recommendations. The College Budget Committee recommends to the President what
16582 share of the budget for the forthcoming year should be dedicated to full-time faculty and
16583 classified hires (2). The College Budget Committee, beginning with budget
16584 recommendations for the 2006-07 year, worked to systematize their consideration of the
16585 goals and strategies in setting budget priorities. The committee adopted the approach in
16586 Spring 2007.

16587

16588 **Self-Evaluation**

16589 **The College meets this standard.** The President effectively controls budget and
16590 planning by integrating the two processes. From the Employee Voice survey 61%
16591 agreed/completely agreed that there was adequate opportunity to participate in college-
16592 wide planning, but 22% disagreed/completely disagreed that there was adequate
16593 opportunity to participate in financial plans and budget, the most unfavorable of the
16594 evaluation, planning and improvement questions (4) (Add more to the evaluation here
16595 and to it a planning agenda).

16596

16597 **Planning Agenda**

16598 **???**

16599

16600 Reference:

- 16601 1. President Morrow's Response to Questions on Leadership and Governance –
16602 President's Role, October 24, 2006
- 16603 2. College Budget Committee agendas:
16604 <http://www.smccd.edu/accounts/skycbc/home.html>
- 16605 3. Educational and Facilities Master Planning 2006:
16606 [http://www.smccd.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%2006/e](http://www.smccd.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%2006/education_and_facilities_master.htm)
16607 [ducation_and_facilities_master.htm](http://www.smccd.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%2006/education_and_facilities_master.htm)

16608 4. Employee Voice Survey:
16609 http://www.smccd.edu/accounts/skypro/Surveys%20&%20Focus%20Group%20Studies/employee_voice_2006_survey_exec_sum.pdf
16610
16611

B.2.e The President works and communicates effectively with the communities served by the institution.

16612

16613 **Description**

16614 The College serves students from San Mateo and San Francisco counties, but the most
16615 proximate seven communities are Pacifica, Brisbane, Colma, Daly City, San Bruno,
16616 South San Francisco and Millbrae. The President works with and communicates with
16617 those communities in a variety of ways (1).

16618

16619 • Skyline College has a President’s Council of community leaders who support the
16620 College and raise funds for the College’s President’s Innovation Fund. The President
16621 ensures that all of these communities are represented on the President’s Council. This
16622 group involves a great deal of interaction and contact, including four meetings a year
16623 of the whole group, frequent meetings and contact with the Chair and the Executive
16624 Committee as well as the Breakfast committee. The College holds an annual
16625 President’s Breakfast, which is attended by approximately 250 people, to raise funds
16626 for the President’s Innovation Fund. This event provides an opportunity to also
16627 communicate with the community about Skyline College and its innovative programs
16628 and services.

16629

16630 • Skyline College holds at least one annual mixer for the local Chambers of Commerce
16631 at the College, coinciding with the opening of the spring student art show in the
16632 College’s Gallery Theatre.

16633

16634 • The President is an active member and Program Chair of the San Bruno Rotary Club,
16635 the club for the town in which Skyline College is located. She frequently attends the
16636 Pacifica Rotary Club and on occasion the San Mateo Rotary Club. She gives
16637 numerous community presentations at Rotary, Soroptimists and Kiwanis Clubs about
16638 Skyline College and talks with participants at these events about the College.

16639

16640 • The President has joined and/or participates in a number of local community
16641 organizations and events in addition to those related to the San Bruno Rotary Club,
16642 such as Philippine International Aid, the Peninsula Conflict Resolution Center and
16643 Sustainable San Mateo County.

16644

16645 • The President occasionally attends San Bruno City Council meetings, and one of
16646 those meetings was combined with a meeting of the College district’s Board of
16647 Trustees to provide an opportunity for dialogue between the two groups.

16648

16649 • The President has initiated a series of meetings with local high school superintendents
16650 and principals to explore ways that the K-12 schools and Skyline College might

16651 expand its collaborative efforts. That has led to enhanced outreach efforts at the high
16652 schools and increased concurrent enrollment offerings on site at local high schools.
16653 The President also participates in the annual High School Counselor Breakfast at
16654 Skyline.

- 16655
- 16656 • The College invites the community on to the campus at every opportunity. During
16657 the past year, Skyline College has held “topping off” ceremonies and has held a
16658 number of ribbon cutting ceremonies for new and remodeled buildings that have
16659 recently opened on campus. The College held a Sneak Preview Reception for the
16660 community in February 2007 and thousands of people, including many alumni of the
16661 College, were invited as part of a new effort to better connect with alumni of Skyline
16662 College.
- 16663
- 16664 • The President involves representatives of the community whenever possible in
16665 appropriate College decisions. For example, the President involved community
16666 members in the focus groups that were convened as part of the College’s Fresh Look
16667 Project as well as for the Educational and Facilities Master Planning Project.
16668 Members of the President’s Council were invited to provide input when the campus
16669 selected the inscription for its new Student Center and when the campus selected the
16670 new logo.
- 16671
- 16672 • The President has worked to strengthen the College’s partnerships with local business
16673 and industry by attending occasional Advisory Committee meetings at the College
16674 and by attending industry-related events in the community. The President also
16675 attended a celebration at Genentech in South San Francisco, the biotechnology firm
16676 with which Skyline works on its innovative Biotech program, and a tour of Seton
16677 Medical Center in Daly City. The President has participated in workshops and
16678 presentations locally and statewide to talk about the College and its workforce
16679 development efforts.
- 16680
- 16681 • The President meets regularly with the district’s Foundation Board of Directors and
16682 attends numerous donor-related events for both the district foundation and the
16683 College.

16684 **Self-Evaluation**

16685 **The College meets this standard.** Through the president’s leadership, support from
16686 the local community of residents and businesses has continued to increase. Skyline
16687 College has established itself as the leading academic institution in the local
16688 community and that the College has a “can do” attitude.

16689 **Planning Agenda**

16690 None.

16691 Reference:

16695 1. President's Morrow's Responses to Questions on Leadership and Governance –
16696 President's Role: Work and Communication with the Communities Served by the
16697 College, October 26, 2006.

16698

16699 **IVB 3 Still pending from District**