

Standard IV: Leadership and Governance

A. DECISION-MAKING ROLES AND PROCESSES

1. Institutional leaders create and encourage innovation leading to institutional excellence. They support administrators, faculty, staff, and students, no matter what their official titles, in taking initiative for 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 planning and implementation.
2. The institution establishes and implements policy and procedures authorizing administrator, faculty, and staff participation in decision-making processes. The policy makes provisions for student participation and consideration of student views in those matters in which students have a direct and reasonable interest. Policy specifies the manner in which individuals bring forward ideas and work together on appropriate policy, planning, and special-purpose committees.
3. Administrators and faculty, through policy and procedures, 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.
4. Faculty and academic administrators, through policy and procedures, and through well-defined structures, have responsibility for recommendations about curriculum and student learning programs and services.
5. Through its system of board and institutional governance, the institution ensures the appropriate consideration of relevant perspectives; decision-making aligned with expertise and responsibility; and timely action on institutional plans, policies, curricular change, and other key considerations.
6. The processes for decision-making and the resulting decisions are documented and widely communicated across the institution.
7. Leadership roles and the institution’s governance and decision-making policies, procedures, 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.

Function	District Office	Colleges
Foster a culture of innovation and excellence.	<ol style="list-style-type: none"> 1. Creates structures whereby innovation is encouraged, particularly through professional development and grants. 2. Offers forums to share best practices. 3. Use data to inform decision-making and to continuously improve. 	<ol style="list-style-type: none"> 1. Creates structures whereby innovation is encouraged, particularly through professional development and grants. 2. Offers forums to share best practices. 3. Use data to inform decision-making and to continuously improve.

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<p>Review of policy and procedure.</p>	<p>1. Coordinates and ensures consistency of policy and procedure. 2. Creates district-wide task forces to address issues when needed (e.g., AB 705).</p>	<p>1. Multiple entities initiate, review, and refer to appropriate college bodies.</p>
<p>Clearly delineate shared governance structures, policies, and procedures.</p>	<p>1. Creates structures to have discussions on best practices but unique needs of colleges must be recognized. 2. Ensures alignment with Board of Trustees committee structure.</p>	<p>1. Colleges align to identify best practices but in own unique ways.</p>
<p>Assess, improve, and communicate role delineation, decision-making structures and processes.</p>	<p>1. District Strategic Planning Council assesses and improves role delineation, district-wide committees and councils' alignment, and decision-making structures and processes.</p>	<p>1. The colleges' strategic planning structures allow for assessment and improvement of role delineation and decision-making structures and processes.</p>

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B. CHIEF EXECUTIVE OFFICER

1. The institutional chief executive officer (CEO) has primary responsibility for the quality of the institution. The CEO provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.
2. The CEO plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. The CEO delegates authority to administrators and others consistent with their responsibilities, as appropriate.
3. Through established policies and procedures, the CEO guides institutional improvement of the teaching and learning environment by:
 - a. establishing a collegial process that sets values, goals, and priorities;
 - b. ensuring the college sets institutional performance standards for student achievement;
 - c. ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions;
 - d. ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning;
 - e. ensuring that the allocation of resources supports and improves learning and achievement; and
 - f. establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution.
4. The CEO has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. Faculty, staff, and administrative leaders of the institution also have responsibility for assuring compliance with accreditation requirements.
5. The CEO assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures.
6. The CEO works and communicates effectively with the communities served by the institution.

Function	District Office	Colleges
Organizational Oversight and Delegation of Authority	The Chancellor: 1. Ensures the district's administrative structure is organized and staffed to achieve the mission and strategic planning goals. 2. Delegates authority to administrators and others consistent with their responsibilities, as appropriate.	The College Presidents: 1. Ensures the college's administrative structure is organized and staffed to achieve the mission and strategic planning goals. 2. Delegates authority to administrators and others consistent with their responsibilities, as appropriate.

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<p>Assessing Institutional Effectiveness</p>	<p>The Chancellor:</p> <ol style="list-style-type: none"> 1. Oversees the district strategic planning process and ensures alignment with college strategic planning processes. 2. Ensures that the district and colleges establish ongoing measures of performance standards and monitors progress, assesses processes and evaluates outcomes. 3. Ensures that the allocation of resources at the district and college level align with institutional efforts to advance student achievement and learning. 	<p>The College Presidents:</p> <ol style="list-style-type: none"> 1. Oversees the college strategic planning process and supports the district strategic planning priorities. 2. Ensures that the colleges establish ongoing measures of performance standards and monitors progress, assesses processes and evaluates outcomes. 3. Ensures that the allocation of resources at the college align with institutional efforts to advance student achievement and learning.
<p>Accreditation</p>	<p>The Chancellor:</p> <ol style="list-style-type: none"> 1. Ensures that the elements of accreditation that involve the district and Board relations are fulfilled. 2. Ensures that the district office fulfills its responsibilities in regards to accreditation. 3. Supports the colleges in their accreditation efforts (providing annual reports, data, etc.). 	<p>The College Presidents:</p> <ol style="list-style-type: none"> 1. Oversees the college accreditation efforts and ensures broad participation of all constituencies. 2. Ensures structure and resources are available to support accreditation.
<p>Organizational Compliance</p>	<p>The Chancellor:</p> <ol style="list-style-type: none"> 1. Assures the implementation of statutes, regulations, and governing board policies and assures that district-wide practices are consistent with district-wide mission and policies, including effective control of budget and expenditures. 2. Oversees development, periodic assessment, and revision of Board policies and procedures to ensure currency. 3. Oversees development, periodic assessment, and revision of district-wide systems, processes, standards, policies and procedures. 4. Assures compliance with bargaining agreements and formation of the district bargaining team. 	<p>The College Presidents:</p> <ol style="list-style-type: none"> 1. Assures the implementation of statutes, regulations, and governing board policies and assures that college practices are consistent with district-wide policies, including effective control of budget and expenditures. 2. Ensures college participation in development, periodic assessment, and revision of Board policies and procedures to ensure currency. 3. Ensures college participation in development, periodic assessment, and revision of district-wide systems, processes, standards, policies and procedures. 4. Assures compliance with bargaining agreements.

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<p>Community Relations</p>	<p>The Chancellor:</p> <ol style="list-style-type: none"> 1. Participates in district-wide events to foster positive community relations. 2. Shares responsibility for community relations and engagement with the colleges. 3. Assists the college presidents with communications strategies and participation with community groups. 4. Coordinates with the Board of Trustees to ensure that it is informed about community events (calendar events, sponsor events, lobbying events, advocacy). 	<p>The College Presidents:</p> <ol style="list-style-type: none"> 1. Works and communicates effectively with the communities served by the institution. 2. Participates in district-wide community relations activities. 3. Engages in effective communication strategies and participates with community groups. 4. Oversees the development and implementation of a community engagement plan.
<p>Government Relations</p>	<p>In collaboration with the College Presidents, the Chancellor:</p> <ol style="list-style-type: none"> 1. Represents district/colleges and their issues to elected and appointed representatives at all levels of Regional, County, State and Federal governments. 2. Develops local, state and federal public policy agendas based on district/college needs. 3. Takes position on policy and legislative matters of interest. 4. Initiates strategic activities; supervises and directs contracted political consultants; and participates in regional and state-wide committees. 5. Consults with colleges and district departments on issues affecting higher education plans and programs, including funding and policy matters. 6. Leads and facilitates the Board of Trustees involvement with ACCT and CCLC, and annual legislative agenda related to visits to Sacramento and Washington D.C. 	<p>In collaboration with the Chancellor, the College Presidents:</p> <ol style="list-style-type: none"> 1. Represents colleges/district and their issues to elected and appointed representatives at all levels of Regional, County, State and Federal governments. 2. Develops local, state and federal public policy agendas. 3. Takes position on policy and legislative matters of interest. 4. Initiates strategic activities; supervises and directs contracted political consultants; and participates in regional and state-wide committees. 5. Consults with colleges and district departments on issues affecting higher education plans and programs, including funding and policy matters. 6. Participates and facilitates in district involvement with ACCT and CCLC, and annual legislative agenda related to visits to Sacramento and Washington D.C.

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<p>Fundraising</p>	<p>In collaboration with the College Presidents, the Chancellor:</p> <ol style="list-style-type: none">1. Oversees development and implementation of comprehensive fundraising programs (such as bond campaigns) to increase financial support for District and College priorities, as identified by the Chancellor and College Presidents.2. Conducts various activities focused on growing the pipeline of annual, major, and planned gifts for priorities identified by the District/College priorities.3. Oversees the Foundation.	<p>In collaboration with the Chancellor, the College Presidents:</p> <ol style="list-style-type: none">1. Develops and implements comprehensive fundraising programs (such as bond campaigns) to increase financial support for College and District priorities, as identified by the Chancellor and College Presidents.2. Conducts various college activities focused on growing the pipeline of annual, major, and planned gifts for College/District priorities.
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C. GOVERNING BOARD

1. The institution has a governing board that has authority over and responsibility for policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution.
2. The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.
3. The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.
4. The governing board is an independent, policy-making body that reflects the public interest in the institution's educational quality. It advocates for and defends the institution and protects it from undue influence or political pressure.
5. The governing board establishes policies consistent with the college/district/system mission to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability.
6. The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.
7. The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary.
8. To ensure the institution is accomplishing its goals for student success, the governing board regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality.
9. The governing board has an ongoing training program for board development, including new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.
10. Board policies and/or bylaws clearly establish a process for board evaluation. The evaluation assesses the board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. The governing board regularly evaluates its practices and performance, including full participation in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.
11. The governing board upholds a code of ethics and conflict of interest policy, and individual board members adhere to the code. The board has a clearly defined policy for dealing with behavior that violates its code and implements it when necessary. A majority of the board members have no employment, family, ownership, or other personal financial interest in the institution. Board member interests are disclosed and do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure the academic and fiscal integrity of the institution.
12. The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.

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13. The governing board is informed about the Eligibility Requirements, the Accreditation Standards, Commission policies, accreditation processes, and the college’s accredited status, and supports through policy the college’s efforts to improve and excel. The board participates in evaluation of governing board roles and functions in the accreditation process.

Function	District Office	Colleges
Policy Making	<ol style="list-style-type: none"> 1. Provides information to the Board on issues and concerns affecting the need for policies and procedures. 2. Provides data and analysis on academic quality, enrollment, etc. 3. Researches relevant laws and regulations to inform the development of proposed policies and procedures. 4. Facilitates the process of review and appropriate shared governance participation. 5. Maintains and ensures currency of policies and procedures. 	<ol style="list-style-type: none"> 1. Reviews and provides input on recommended policies and procedures.
Board Operations	<ol style="list-style-type: none"> 1. Provides and maintains policies that govern board membership, duties, responsibilities and privileges. 2. Facilitates the Board evaluation process and provide training as needed. 3. Facilitates processes pertaining to Board compliance with ethical standards, conflict of interests, political activities, and related matters. 4. In collaboration with the Colleges, prepares committee and board agenda items for discussion and action at Board of Trustees meetings. 5. In collaboration with the Colleges, facilitates and supports the election and training of the student trustee. 6. Ensures that there is a Board agenda item for the student trustee to report on matters that pertain to student life. 	<ol style="list-style-type: none"> 1. In collaboration with the District, prepares committee and board agenda items for discussion and action at Board of Trustees meetings. 2. In coordination with the District, conducts the election to select the student trustee. 3. Ensures that student government provides to the student trustee information concerning their respective campus for reporting to the Board of Trustees.

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<p>Selecting and Evaluating CEO</p>	<p>1. Maintains the policies and procedures pertaining to CEO selection review and evaluation, and delegation of authority. 2. Facilitates and supports the processes pertaining to CEO selection review and evaluation, and delegation of authority.</p>	<p>1. Participates in the selection process.</p>
<p>Accreditation</p>	<p>1. Ensures the Board is informed about current accreditation standards, commission policies, and the accreditation process. 2. Ensures that the Board of Trustees reviews and approves accreditation reports and documents.</p>	<p>1. Provides periodic updates in accordance with accreditation requirements and process (e.g. self-studies, interim reports, etc.).</p>

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D. MULTI-COLLEGE DISTRICTS OR SYSTEMS

1. In multi-college districts or systems, the district/system CEO provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. Working with the colleges, the district/system CEO establishes clearly defined roles, authority and responsibility between the colleges and the district/system.
2. The district/system CEO clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The district/system CEO ensures that the colleges receive effective and adequate district/system provided services to support the colleges in achieving their missions. Where a district/system has responsibility for resources, allocation of resources, and planning, it is evaluated against the Standards, and its performance is reflected in the accredited status of the institution.
3. The district/system has a policy for allocation and reallocation of resources that are adequate to support the effective operations and sustainability of the colleges and district/system. The district/system CEO ensures effective control of expenditures.
4. The CEO of the district or system delegates full responsibility and authority to the CEOs of the colleges to implement and administer delegated district/system policies without interference and holds college CEO's accountable for the operation of the colleges.
5. District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness.
6. Communication between colleges and districts/systems ensures effective operations of the colleges and should be timely, accurate, and complete in order for the colleges to make decisions effectively.
7. The district/system CEO regularly evaluates district/system and college role delineations, governance and decision-making processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.

Function	District Office	Colleges
Establishing, Maintaining and Communicating Institutional Best Practices, and Operational Responsibilities and Functions	The Chancellor: 1. Provides leadership in setting and communicating expectations of educational excellence and integrity throughout the district. 2. Assures support for the effective operation of the colleges.	The Colleges: 1. Coordinates with the Chancellor to create, implement, and assess best practices for attaining educational excellence and integrity. 2. Provides Chancellor with feedback regarding college operation in order to make modifications that ensure optimal performance.

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	3. Works with the colleges to establish clearly defined roles, authority and responsibility between the colleges and the district office.	3. Works with the Chancellor to determine roles
Delineates District office functions, roles and responsibilities; Adequately supports the operation of the colleges.	<ol style="list-style-type: none"> 1. The Chancellor works with representatives from the colleges and the district office to create appropriate strategic plans that clearly define and differentiate the functions of the district office from those of the colleges, and emphasizes the former’s focus on coordination, regulation, representation and fundraising. 2. The Chancellor, informed by the district strategic plan, ensures that the colleges receive effective and adequate services from the district office in order to assist the colleges in achieving their missions. 3. The Chancellor ensures that the district formulates a district strategic plan that aligns the district office and the three colleges in order to ensure alignment between the elements within the district and to optimize the allocation of resources, being cognizant that its performance is reflected in the accredited status of the institution. 	<p>The Colleges:</p> <ol style="list-style-type: none"> 1. Under the guidance of the Chancellor, work to formulate, implement and assess the district strategic planning documents and create, implement and assess college-based strategic planning document that align with the district. 2. Document college educational master plan and facility master plan goals. 3. Communicates services expected by the district in support of college activities, programs, and goals.
<p>Resource Allocation</p> <p>*Group to update College section.</p>	<ol style="list-style-type: none"> 1. The Chancellor ensures that policies and procedures clearly define the roles of administrators and faculty to fully participate in the development of principles and practices for resource allocation. 2. The Chancellor ensures adherence to established policies and procedures for resource allocation. 3. The Chancellor ensures that the organizational structure for participatory governance supports the involvement of administrators and faculty in the planning and development of the annual budget and resource allocation decisions (District Enrollment Management 	<ol style="list-style-type: none"> 1. College resource allocation is driven by the college planning processes.

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	<p>Committee, Information Technology Strategic Council, District Budget Advisory Council, District Safety and Security Committee, District Strategic Planning Committee, Chancellor’s Cabinet, Resources Committee Of the Board).</p> <p>4. The Chancellor ensures that policies and procedures support student achievement, learning and improvement through the Integration and linkage of educational planning objectives to resource allocation.</p>	
<p>Delegation of authority to College CEO</p>	<ol style="list-style-type: none"> 1. Board Policy 2430 delineates the delegation of authority to the Chancellor and Presidents. 2. The Board of Trustees delegates to the Chancellor the executive responsibility for administering the policies adopted by the Board and executing all decisions of the Board of Trustees requiring administrative action. 	<ol style="list-style-type: none"> 1. Authority flows from the Board of Trustees through the Chancellor to the College Presidents. 2. Each College President is responsible for carrying out the district policies. 3. Each College President’s administrative organization shall be the established authority on campus. 4. The College President is the final authority at the college level.
<p>Planning</p>	<p>The District Office collaborates with the Colleges:</p> <ol style="list-style-type: none"> 1. To develop, implement and monitor a district strategic plan that aligns the district office and college plans in terms of strategic goals, which include student learning and achievement and institutional effectiveness. 2. Establishes and maintains an office of institutional research that provides data for the district strategic planning council. 	<p>The Colleges collaborate with the District office:</p> <ol style="list-style-type: none"> 1. To develop, implement and monitor college strategic plan that aligns the district office and district strategic plans in terms of strategic goals. 2. Establishes and maintains an office of institutional effectiveness that provides data for the college strategic planning bodies.

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<p>Institutional Effectiveness</p>	<ol style="list-style-type: none"> 1. The Colleges and the District Office share the responsibility for Strategic Planning. 2. Each of the college's Strategic Plans informs the District Office's Strategic Plan. 3. The District Office provides the framework for and ensures the communication of planning across the three colleges as well as within the District Office administrative functions. This includes coordinating cross-college meetings and committees. . 	<ol style="list-style-type: none"> 1. The colleges and the District Office share the responsibility for Strategic Planning. 2. Each college must develop its own Strategic Plan, but coordination with the other colleges and with the District is important. 3. Each College's Strategic Plan should inform the District's plan.
<p>Communication</p>	<ol style="list-style-type: none"> 1. The District Office communicates timely and accurate information through a variety of means: e-mail messages, newsletters, presentations, sharing at meetings, reports to the Board of Trustees, etc. An important mechanism for sharing information among the three colleges and District Office is through the Council/Committee processes (e.g., District Strategic Planning Council, District Academic Senate, District Curriculum Committee, Chancellor's Cabinet). 2. Senate, District Curriculum Committee, Chancellor's Cabinet). 3. The Chancellor's Forums held monthly at each college provide for timely and accurate information exchange. 	<ol style="list-style-type: none"> 1. The Colleges communicate timely and accurate information through a variety of means: e-mail messages, newsletters, presentations, sharing at meetings, reports to the Board of Trustees, etc. 1. The Council and Committee structures allow for sharing of timely and accurate information among the three colleges and the District Office.