Standard IV.C. Governing Board

Background

On July 8, 2013, immediately after ACCJC announced its intent to terminate CCSF's accreditation on July 31, 2014, the Board of Governors of the California Community Colleges System, acting under authority granted by the California Education Code section 84040 and California Codes of Regulations section 58310 et seq., suspended the governing board of CCSF. The Board appointed a Special Trustee with the authority to assume management and control of the District due to the District's potential loss of accreditation.[1] Upon receiving authority from the Board of Governors, the State Chancellor appointed a Special Trustee. On July 7, 2014, the Board of Governors took action to extend the suspension of CCSF's Board of Trustees and approved the continuation of a Special Trustee.[2]

At the November 2014 meeting of the Board of Governors, Chancellor Harris presented "A Plan for Returning City College of San Francisco to Local Control." That plan, as originally developed, called for a multi-phase implementation process beginning in January 2015 with complete control to be returned to the Board no later than January 2016.[3] The Plan included training for the Board and demonstrations of achievement of action steps for the Board to move from no authority to partial authority and then to complete authority over approximately 12 months.

Subsequently, the State Chancellor accelerated the transition process, signaling his confidence in the Board's commitment to meeting the Accreditation Standards.[4] The Board assumed full control and responsibility of the District on July 1, 2015. The Special Trustee retained stay and rescind powers through December 31, 2015. As a condition of the stability funding that the College is receiving from the state, the Special Trustee will remain in an advisory capacity to the Board and the Chancellor until the stability funding ends.[5]

IV.C.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. (ER 7)*

IV.C.1. Evidence of Meeting the Standard

The Board is responsible for establishing policies to assure the quality, integrity, and effectiveness of all programs associated with the College, as described within Board Policy 1.02

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[1] Board of Governors of the California Community Colleges, Resolution No. 2013-03 Amending Title 5 Section 58312; Board of Governors of the California Community Colleges Attachment to Resolution No. 2013-03; Board of Governors Resolution appointing a Special Trustee for San Francisco Community College District, July 8, 2013
[2] Board of Governors Resolution of July 7, 2014
[3] A Plan for Returning City College of San Francisco to Local Control, November 17, 2014
[4] Expedited Plan
[5] Letter from State Chancellor Regarding Advisory Capacity of Special Trustee

(Powers and Duties of the Board).[6] The Board of Trustees maintains a comprehensive manual of policies governing all district operations, and Board Policy 1.02 provides that it is the Board's responsibility to evaluate, correct, and revise its policies as needed.[7] [8]

Authority and Responsibility for Policies to Assure the Academic Quality of Student Learning Programs and Services. The Governing Board Code of Ethics requires that the Board "assure the opportunity for high quality education for every student within the fiscal limitations of the District."[9] In addition, per Board Policy 6.01 (Instruction - General):

> The Board recognizes that all policies governing the District must be directed to providing a sound program of instruction which will permit the realization of the objectives and functions of a community college and which promotes the welfare of students; the Board recognizes the instructor as the primary person in providing instruction.[10]

To assure quality in academic and professional matters, the Board of Trustees relies primarily on the Academic Senate.[11] Based on the Curriculum Committee and Academic Senate's recommendations, the Board of Trustees approves the curricula of the College, including courses, programs, and degree patterns.[12] For example, at the March 24, 2016, Board meeting, the Board approved 164 actions recommended by the Academic Senate, including new courses, course revisions, course deactivations, and certificate revisions.[13]

Authority and Responsibility for Policies to Assure the Integrity of Student Learning Programs and Services. The Board promotes integrity in student learning programs and services through a number of policies that require the District to comply with applicable laws and regulations, including the following examples:[14]

- Board Policies related to hiring faculty and administrators require compliance with sections in Title 5 of the Education Code pertaining to minimum qualifications.[15]

- Administrative Procedure 6.03 (Course Development) directs the College to follow Title 5 regulations in the award of credit for units.[16]

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[6] CCSF Board Policy 1.02 - Powers and Duties of the Board

[7] Board Policies and Administrative Procedures

[8] Board Policy 1.02 - Powers and Duties of the Board

[9] Board Policy 1.17A - Governing Board Code of Ethics

[10] Board Policy 6.01 - Instruction - General

[11] BP 2.08 and AP 2.08 - City College of San Francisco Collegial Governance: Academic Senate

[12] Draft AP 6.03 (recommended by Academic Senate in May 2016 along with revised BP 6.03; moving through formal adoption process)

[13] Board of Trustees Meeting Agenda 3/24/2016; Consent Agenda item #79 - Approval of course and program actions recommended by the College Curriculum Committee

[14] BP 1.28 Control and Direction

[15] Policy Manual 3.04 - Policy Governing the Employment of Academic and Classified Administrators; Policy Manual 3.05 - Hiring Criteria for faculty

[16] Board Policy 6.03, Draft AP 6.03 - Program Curriculum and Course Development (recommended by Academic Senate in May 2016 along with revised BP 6.03; moving through formal adoption process)

- Board Policy 5.06 (Degrees and Awards) provides that CCSF awards the Associate Degree in accordance with Title 5.[17]
- Board Policy 6.07 (Standards of Scholarship) requires compliance with Title 5 as it relates to grading practices.[18]

The Board delegates responsibility for administering all policies to the Chancellor along with the responsibility to follow relevant laws and regulations.[19]

Authority and Responsibility for Policies to Assure the Effectiveness of Student Learning Programs and Services. Board Policy 6.01 assures effectiveness of student learning programs and services by promoting continuous quality improvement of those programs and services:

> The District shall continue to re-evaluate and improve its programs and offerings by seeking both general and special accreditation; by association and affiliation with other educational institutions; by assuring that its courses and programs are articulated with proximate baccalaureate institutions and high schools; and by other appropriate activities commensurate with its role as a public postsecondary institution.[20]

The Office of Research and Planning presents to the Board the assessment results of the College's mission; student success indicator performance based on course completion, transfer rates, and degree and certification achievement; and student satisfaction survey results (including the Community College Survey of Student Engagement).[21] This information helps the Board make informed decisions that support student success and the mission of the College.

Authority and Responsibility for Policies to Assure the Financial Stability of the Institution. Board Policy 1.02 (Powers and Duties of the Board) states that a key Board function is to focus on "maintaining fiscal stability" and assigns responsibility to the Board for "developing a balanced annual budget."[22] Board Policy 8.01 (Budget Preparation) requires that the budget address the District's long-term mission, goals, and commitments.[23] The process for the budget adoption is described in Administrative Procedure 8.01.[24] The Board develops its budget and financial planning based on six-year projections.[25] [26] Due to the instability of the enrollment levels over the past several years and the use of stability funding from the state to

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[17] Board Policy 5.06 – Degrees and Awards

[18] Board Policy 6.07 - Standards of Scholarship

[19] Board Policy 1.37 - Delegation of Authority to the Chancellor

[20] Board Policy 6.01 - Instruction - General

[21] Vision and Mission Annual Review Part A: Mission Data - Fall 2015, Vision and Mission Annual Review Part B: Survey Responses - Fall 2015

[22] Board Policy 1.02 - Powers and Duties of the Board

[23] Board Policy 8.01 - Budget Preparation and Fiscal Accountability

[24] Administrative Policy 8.01 - Budget Preparation

[25] Budget (all scenarios 2015 to 2021)

[26] Board of Trustees Meeting Agenda 1/28/2016; Action Item #40 - Review and consider approval of the FY 2016-17 Development Budget Calendar; 2016-17 Budget Development Calendar

maintain services and programs, the Board has reviewed multiple enrollment and budget projections that ensure fiscal stability while the College's enrollment stabilizes and returns to a growth pattern.[27] Board Policy 8.05 (Budget Management) provides that "The budget shall be managed in accordance with Title 5 and the California Community College Budget and Accounting Manual."[28]

IV.C.1. Analysis and Evaluation

The Board has established policies that ensure the Board has authority for student learning programs and services and the financial stability of the institution. Per Board Policy 6.01, the Governing Board Code of Ethics requires that the Board "assure the opportunity for high quality education for every student within the fiscal limitations of the District." To assure quality in academic and professional matters, the Board of Trustees relies primarily on the Academic Senate. The Board promotes integrity in student learning programs and services through a number of policies that require the District to comply with applicable laws and regulation. Board Policy 6.01 assures effectiveness of student learning programs and services by promoting continuous quality improvement of those programs and services. Board Policy 1.02 states that a key Board function is to focus on "maintaining fiscal stability" and assigns responsibility to the Board for "developing a balanced annual budget.

Conclusion. The College meets Standard IV.C.1.

IV.C.2. *The Governing Board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.*

IV.C.2. Evidence of Meeting the Standard

The Governing Board of City College of San Francisco acts as a collective entity, and, when a decision is reached, all Board members act in support of the decision.

The CCSF Board of Trustees supports all collective decisions regardless of their individual votes, as mandated by Board Policy 1.17A (Governing Board Code of Ethics), which provides that the Board exercises power only through the decisions it makes as a group. In addition, the Board of Trustees "ensures an atmosphere in which controversial issues can be presented fairly and in which the dignity of each individual is maintained."[29] Board Policy 1.29 (The Community and the Board) provides that individual Board members have no authority to act on behalf of the District.[30] The response must come from the Board as a whole or as delegated to the Chancellor. Board members are expected to come together as a group to create and review policies, be knowledgeable about various discussion items, and act objectively.

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[27] DRAFT Enrollment Management Plan

[28] Board Policy 8.05 - Budget Management

[29] Board Policy 1.17A – Governing Board Code of Ethics

[30] Board Policy 1.29 – The Community and the Board

The Board demonstrated its ability to act as a collective entity, for example, when the football stadium was proposed to be renamed in honor of the College's former coach. Board members disagreed initially: some believed that the College should only allow for such naming if there is a financial benefit to the College. However, after significant public comment and discussion, when the Board voted to approve the change, all members acted collectively to support the outcome.[31]

The Special Trustee assigned to the College has carefully observed the Board since its return in January 2015. He has determined that the Board has consistently acted as a collective entity and in support of its decisions thereafter, as demonstrated by, but not exclusive to, the football stadium example above.[32]

IV.C.2. Analysis and Evaluation

The Board demonstrates support for its policies and decisions by respecting actions taken. Board Policy 1.17A mandates that the Board of Trustees supports all collective decisions regardless of their individual votes. In addition, Board Policy 1.29 provides that individual board members have no authority to act on behalf of the District. No incidents have occurred in which the Board failed to act together in support of its decision. This demonstrates the Board's determination to act collectively and stand together as a unit once decisions have been made. The Special Trustee has carefully observed the governing board, since its return in January 2015, and determined that the Board has consistently acted as a collective unit in support of its decisions.

Conclusion. The College meets Standard IV.C.2.

IV.C.3. *The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.*

IV.C.3. Evidence of Meeting the Standard

CCSF's governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the College (the Chancellor).

Selecting the Chancellor of the College. Board Policy 1.25 (Chief Administrator, Selection and Term of Office) governs the appointment of the Chancellor and requires a search process that is fair, open, and complies with regulations.[33]

The Special Trustee appointed the current Interim Chancellor in June 2015, prior to the Board resuming full control of the District.[34] After the Board assumed full control in July 2015, the Board of Trustees determined that an executive search during the College's Restoration Status would distract the College from its primary task of meeting or exceeding all Accreditation

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[31] Board Resolution IX 460, screenshot of Board of Trustees 8/27/15 minutes (Source: Board of Trustees Meeting Minutes of August 27, 2015)

[32] Memo from Special Trustee Guy Lease, January 28, 2016

[33] Board Policy 1.25 - Chief Administrator, Selection and Term of Office

[34] Leadership Transition Announcement, June 5, 2015

Standards. In light of this, the Board of Trustees voted to extend the Chancellor's interim appointment to two years.[35]

Evaluating the Chancellor of the College. Board Policy 1.24 (Evaluation of the Chancellor) states that:

> The Board shall conduct an evaluation of the Chancellor annually. Such evaluation shall comply with any requirements set forth in the contract of employment with the Chancellor as well as this policy.
>
> The Board shall evaluate the Chancellor using an evaluation process developed and jointly agreed to by the Board and the Chancellor.
>
> The criteria for evaluation shall be based on Board Policy, the Chancellor's job description, and performance goals and objectives developed in accordance with Board Policy.[36]

While the responsibility for this annual appraisal lies solely with the Board, the leadership of the College's major constituent groups also have an opportunity for input. Board Policy 1.24 also outlines the process for evaluating the Chancellor.

In July 2015, the Board of Trustees established goals and priorities for the College for the 2015-16 year.[37] [38] On January 23, 2016, the Board of Trustees convened a retreat, which included a semi-annual review of the Chancellor's performance.[39] On February 25, 2016, and March 10, 2016, the Board met with the Chancellor in closed session regarding her mid-year evaluation.[40] [41] Although this mid-year evaluation was not required per Board Policy, it demonstrates the Board's due diligence upon re-establishment of its power. After this informal evaluation, the Board moved forward with a formal evaluation beginning with the March 24, 2016, Board meeting. At that meeting, the Board reviewed Board Policy 1.24 and discussed the process for seeking input from the College community on the annual evaluation of the Chancellor and finalized a survey instrument in April 2016.[42] The leadership of the College received a survey in May 2016 to evaluate the Chancellor's performance, which the Board discussed with the Chancellor during Summer 2016.

IV.C.3. Evaluation and Analysis

Board Policy 1.25 governs the appointment of the Chancellor and requires a search process that is fair, open, and complies with regulations. Now that leadership stability has been restored at the Board and executive leadership levels, the Board has re-established its processes for Chancellor

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[35] Board of Trustees Action Item to extend Interim Chancellor's appointment to June 30, 2017; BOT Minutes, June 25, 2015 - Approval of Action Item 150625-IX-E-412

[36] Board Policy 1.24 – Evaluation of the Chancellor

[37] Board of Trustees Special Meeting regarding Board Priorities and Goals, July 9, 2015

[38] Board of Trustees Special Meeting Agenda, July 9, 2015

[39] Board of Trustees Retreat, January 23, 2016

[40] Board of Trustees Closed Session Agenda, February 25 - see item IVD

[41] Board of Trustees Closed Session Agenda, March 10 - see item VIC

[42] Board of Trustees Meeting Agenda, March 24 - see item 91

evaluation. Board Policy 1.24 details the evaluation process that the governing must utilize in evaluating the Chancellor. Prior to the conclusion of the Interim Chancellor's two-year interim appointment, the Board will conduct a chancellor search pursuant to its policy in order to have a permanent Chancellor in place no later than July 1, 2017, when the current Chancellor's interim appointment terminates.

Conclusion. The College meets Standard IV.C.3.

IV.C.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.*

IV.C.4. Evidence of Meeting the Standard

The Governing Board of CCSF acts as an independent policy-making body that reflects the public interest in the educational quality of the institution. Furthermore, it advocates for and defends the institution and protects it from undue influence or political pressure.

The Governing Board is an Independent Policy-Making Body. The San Francisco Community College District has a Board of Trustees in accordance with Education Code section 70902 and the Charter of the City and County of San Francisco section 8.101.[43] [44]

The Board of Trustees is an independent policy-making body composed of seven members elected pursuant to regular elections on a staggered basis every two years. Voters elect the Board members in accordance with California state law (Education Code section 72103), Board Policy 1.01, and the Charter of the City and County of San Francisco.[45] [46]

After a period in which the District was governed by the Special Trustee, the Board of Trustees returned to full power on July 1, 2015. The Special Trustee continued to have stay and rescind power through December 31, 2015. However, because the Board of Trustees has conducted itself in an exemplary manner in the public interest, the Special Trustee never used the stay and rescind power to overrule an action of the Board of Trustees. The California State Chancellor sent a letter on December 10, 2015, ending the stay and rescind power of the Special Trustee effective December 31, 2015, further demonstrating the State Chancellor's confidence in the Board's ability to be an independent policy-making body.[47]

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[43] California Education Code 70902
[44] Section 8.101 Governing Board of the Community College District - Article VIII Section Education and Libraries, San Francisco Charter
[45] California Education Code 72103
[46] Screenshot of Section 8.101 (source: Charter of the City and County of San Francisco); Board Policy 1.01 – Election and Membership; Education Code, Section 72103
[47] Chancellor Brice Harris letter to Board of Trustee President, Rafael Mandelman regarding the advisory role of Special Trustee, 12/10/2015

The Governing Board Reflects the Public Interest in the Institution's Educational Quality.
Board Policy 1.17A provides that the Board shall represent all segments of the community in advocating for the best interests of the community.[48]

Members of the Board of Trustees are elected at-large rather than by individual areas/zones within the San Francisco Community College District (SFCCD or "the District"). The Board of Trustees is ethnically and racially diverse and representative of the District in general. The Board is also diverse in gender, sexual orientation, occupation, age, and areas of residence within the city. In addition, one Board member is a San Francisco State University faculty member, and the Board includes a Student Trustee. Board members also serve on other boards that promote education.

The Board is highly accountable to the people of the city of San Francisco. The diversity and intensity of interests along with Board members' passionate advocacy and activism—and the complexity of the District—is reflected in the high level of public participation in CCSF Board meetings and in the high level of the Board of Trustees' participation in other public venues within the City of San Francisco.[49] These factors ensure that the Board properly considers the public interest.[50]

Board Policy 1.02 requires the Board of Trustees to conduct all business in open and public meetings except those matters authorized to be held in closed session.[51]

The Governing Board Advocates for and Defends the Institution and Protects It from Undue Influence or Political Pressure. Board Policies 1.18 (Institutional Code of Ethics) and 1.19 (Conflict of Interest) assure that the Board conducts itself free of conflicts of interest.[52] [53]

Since the Board of Trustees has returned to full power, it has addressed numerous challenges and has handled them with great care and attention to public input while keeping the interests of the College paramount. For example, in 2015-16, the Board considered leasing the land occupied by administrative offices to a residential housing developer. The Board held a series of open and closed session meetings before deciding to move ahead with the project.[54] The project was opposed by some community members, but the Board focused on the financial benefit to the District.

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[48] Board Policy 1.17A - Governing Board Code of Ethics

[49] See, for example, news articles in *San Francisco Examiner*: 4/27/16, 6/6/16; News article in CCSF's *The Guardsman*: 6/28/15, 6/26/16

[50] Board of Trustees Meetings Video Recording Archive. Average meeting last about 4 hours while longest meeting is seven hours.

[51] Board Policy 1.02 – Powers and Duties of the Board

[52] Board Policy 1.18 - Institutional Code of Ethics

[53] Board Policy 1.19 - Conflict of Interest

[54] Board Of Trustees Closed Session meetings regarding Real Property Negotiations: 1/22/2015, 2/26/2015, 3/26/2015, 4/23/2015, 5/28/2015, 6/25/2015, and 11/12/2015

IV.C.4. Analysis and Evaluation

As illustrated by the examples and evidence presented above, the Board acts independently and in the public interest. The Board of Trustees is an independent policy-making body composed of seven members elected pursuant to regular elections on a staggered basis every two years. After a period in which the District was governed by the Special Trustee, the Board of Trustees returned to full power on July 1, 2015. The Special Trustee continued to have stay and rescind power through December 31, 2015. Board Policy 1.17A provides that the Board shall represent all segments of the community in advocating for the best interests of the community. Board Policy 1.02 requires the Board of Trustees to conduct all business in open and public meetings except those matters authorized to be held in closed session. Board Policies 1.18 and 1.19 assure that the Board conducts itself free of conflicts of interest.

Conclusion. The College meets Standard IV.C.4.

IV.C.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.*

IV.C.5. Evidence of Meeting the Standard

The San Francisco Community College District Board of Trustees has established policies that are consistent with the College mission that ensures the quality, integrity and improvement of student learning programs and services and allocates the resources necessary to support them. More importantly, the Board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability.

Board Establishes Policies Consistent with the Mission to Ensure Quality, Integrity, and Improvement of Learning Programs and Services. A number of policies ensure the quality, integrity, and improvement of student learning programs and services. As noted in the response to Standards IV.C.1., these include Board Policies 1.02 (Powers and Duties of the Board), 2.08 (City College of San Francisco Collegial Governance: Academic Senate), 3.04 (Policy Governing the Employment of Academic and Classified Administrators), 3.05 (Hiring Criteria for Faculty), and 6.01 (Instruction - General).[55] [56] [57] [58] [59]

In addition, Board Policy and Administrative Procedure 2.18 (Institutional Planning) describe the principles, structures, and features of the College's integrated planning system and its major

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[55] Board Policy 1.02 – Powers and Duties of the Board
[56] BP 2.08 and AP 2.08 - City College of San Francisco Collegial Governance: Academic Senate
[57] Policy Manual 3.04 - Policy Governing the Employment of Academic and Classified Administrators
[58] Policy Manual 3.05 - Hiring Criteria for Faculty
[59] Board Policy 6.01 - Instruction - General

components, with a focus on institutional effectiveness and continuous quality improvement through evaluation of units, programs, and services, primarily through Program Review.[60] Because the Mission and Vision Statements guide College planning, BP and AP 2.18 are consistent with the mission and vision.[61] [62]

Moreover, "academic excellence and integrity" is one of four overarching Board values that, along with the College mission and vision, give direction to the Board Goals and College Priorities. These in turn drive annual planning, assessment, and Program Reviews that inform the need for improvement.[63] [64]

The Board Ensures the Resources to Support Learning Programs and Services. Board Policy 8.01 (Budget Preparation and Fiscal Accountability) requires that "The annual budget shall support the District's master and educational plans."[65] To meet this mandate, the College prioritizes Program Review requests according to several criteria, including linkage to approved College plans and College Priorities, all of which integrate with each other and support the mission and vision of the College.[66] This is in addition to establishing FTES/FTEF targets to ensure adequacy of course availability within the available financial resources.[67]

The Board Has Ultimate Responsibility for Educational Quality. Ultimately, educational quality is determined by a series of Board policies with the Board of Trustees relying primarily on the Academic Senate in areas of quality, integrity, and improvement of student learning programs, as outlined in the response to Standard IV.C.1. For example,

- Board Policy 5.06 addresses degrees and awards.[68] It provides that CCSF awards the Associate Degree in accordance with Title 5 of the California Codes of Regulations. Other awards and certificates are granted in accordance with provisions set forth in the College Catalog.

- Board Policy 6.01 emphasizes the importance of improving programs and offerings by seeking accreditation for special programs and maintaining articulation agreements with transfer institutions:[69]

    The District shall continue to re-evaluate and improve its programs and offerings by seeking both general and special accreditation, by association and affiliation

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[60] Administrative Policy - 2.18 Institutional Planning

[61] CCSF's Mission Statement

[62] Integrated Planning Cycle

[63] Board Goals and College Priorities

[64] Institutional Assessment Plan, last updated March 2016

[65] Board Policy 8.01 - Budget Preparation and Fiscal Accountability

[66] Fall 2015 Program Review Scoresheet

[67] 2016-17 Multibudget Scenarios

[68] BP 5.06 - Degrees and Awards

[69] Board Policy 6.01 – Instruction - General and high schools; and by other appropriate activities commensurate with its role as a public postsecondary institution.

with other educational institutions, by assuring that its courses and programs are articulated with proximate baccalaureate institutions.

- Board Policy 6.03 (Course Development) establishes the review and approval process of all courses and programs through the Curriculum Committee.[70] Board Policy 6.04 (Learning Resources and Instructional Support Services) provides that "The College shall adopt reasonable rules and regulations governing the operation of all instructional learning resources and instructional support services.[71] Board Policy 6.24 (Library Services) provides that "The College shall support library services and collections to foster academic success and promote transferrable information competency skills." An accompanying regulation provides more detail.[72]

- Board Policy 5.03 (Student Services) provides that "Responsibility for the planning, development, coordination and evaluation of student services will usually be delegated by the Chancellor to the appropriate persons."[73]

- Board Policy 6.07 (Standards of Scholarship) directs the College to promulgate scholarship rules and regulations pertaining to student attendance, auditing of classes, grading, and other matters pertinent to academic achievement.[74] The regulations are included in the College Catalog.

- Board Policy 6.15 addresses prerequisites and corequisites. The policy balances the need to ensure that students are properly placed in courses for which they are well prepared against the concern that prerequisites can become obstacles to student access and success.[75] Board Policy 6.17 addresses program revitalization, suspension, and/or discontinuance. The policy requires that data be used to evaluate programs and the effect on students. The policy also directs the Chancellor to adopt more detailed procedures.[76]

The College has established Board Policies and Administrative Procedures to ensure the fiscal integrity and the appropriate use and control of financial resources and investments. For example:

- Board Policy 8.01 and Administrative Procedure 8.01 (Budget Preparation and Fiscal Accountability) articulate and define the process of how the College will develop its annual fiscal year budget in an open, transparent, and communicative manner.

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[70] Board Policy 6.03 – Course Development
[71] Board Policy 6.04 – Learning Resources and Instructional Support Services
[72] DRAFT Administrative Procedure 6.04
[73] Board Policy 5.03 – Student Services
[74] Board Policy 6.07 – Standards of Scholarship
[75] Board Policy 6.15 – Establishing, Reviewing, and Implementing Prerequisites, Corequisites, Advisories on Recommended Preparation and Limitations on Enrollment
[76] Board Policy 6.17 – Program Revitalization, Suspension, and/or Discontinuance

- Board Policy 8.05 (Budget Management) speaks to how the College will manage its reserves and budget transfers to adhere to Title 5 restrictions but also to provide assurance that budgets are being maintained appropriately.

- Board Policy 8.12 and Administrative Procedure 8.12 (Fiscal Management and Accounting) assure that the College's fiscal management is in accordance with principles contained in Title 5 Section 58311 of the California Code of Regulations

The Board Has Ultimate Responsibility for Legal Matters. The Board relies on an in-house General Counsel responsible for the District's legal affairs.[77] [78] The General Counsel regularly informs the Board on litigation and other legal matters. As appropriate, in closed session, the Board provides direction to the General Counsel on litigation strategy. In addition, the Board employs a Chancellor and approves the hiring of other highly qualified administrative staff who are experts in their fields and who are knowledgeable regarding legal requirements and prohibitions. Through these appointments and communications, the Board has met its obligation to maintain ultimate responsibility for legal matters.

The Board Has Ultimate Responsibility for Financial Integrity and Stability. The College has established Board Policies and Administrative Procedures to ensure the fiscal integrity and the appropriate use and control of financial resources and investments. Board Policy 8.05 (Budget Management) speaks to how the College will manage its reserves and budget transfers to adhere to Title 5 restrictions but also to provide assurance that budgets are being maintained appropriately. To ensure that the Board can carry out its responsibility for financial integrity and stability, the Vice Chancellor of Finance and Administration makes regular financial reports to the Board.[79]

Board Policy 8.01 and Administrative Procedure 8.01 (Budget Preparation and Fiscal Accountability) articulate and define the process of how the College will develop its annual fiscal year budget in an open, transparent, and communicative manner.[80] The Board reviews the tentative and annual budgets twice each in public sessions prior to adoption.[81]

IV.C.5. Analysis and Evaluation

The Board of Trustees has a number of policies in place to ensure the quality, integrity and improvement of student learning programs and services. The Board is ultimately responsible for the wellbeing of the District. When the California Community College Chancellor's Office determined that the Governing Board was incapable of carrying out its responsibilities, power was transferred to a Special Trustee. After a transitional period during which the Board received

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[77] December 19, 2013 Meeting Minutes; Resolution 131219-II-G Appointment –Non-Educational Administrator General Counsel

[78] Resolution 140626-II-D-121 - Appointment – Classified Administrator – Deputy General Counsel

[79] See BOT report: 6/23/16, 5/26/16, 4/28/16

[80] Resolution No. 140626-III-B-129 - Adoption of Fiscal Year 2014-15 Tentative Budget Annual

[81] The BOT reviews the tentative and annual budgets twice: 5/26/16 BOT Agenda, XI, Item B, 6/23/16 BOT Agenda, XII, Item 184

extensive training, the California Community College Chancellor's Office determined that the Board is capable and responsible for educational quality, legal matters, and financial integrity and stability.

The College prioritizes Program Review requests according to several criteria, including linkage to approved College plans and College Priorities, all of which integrate with each other and support the mission and vision of the College. Educational quality is determined by a series of Board policies, with the Board of Trustees relying primarily on the Academic Senate in areas of quality, integrity, and improvement of student learning programs, see Standard IV.C.1.

The Governing Board relies on an in-house General Counsel responsible for the District's legal affairs. The General Counsel regularly informs the Governing Board on litigation and other legal matters.

The College has established Board policies and administrative procedures to ensure the fiscal integrity and the appropriate use and control of financial resources and investments.

Conclusion. The College meets Standard IV.C.5.

IV.C.6. *The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.*

IV.C.6. Evidence of Meeting the Standard

The San Francisco Community College District Board of Trustees publishes the Board bylaws and policies specifying the Board's size, duties, responsibilities, structure, and operating procedures.

The Board's policies are published on the College website, easily accessible by the public.[82] They include policies related to the following:

- **Board Size.** Board Policy 1.01 (Election and Membership) addresses the size of the Board.[83]

- **Board Duties and Responsibilities.** Board Policy 1.02 (Powers and Duties) describes the Board's duties and responsibilities, such as determining broad general policies, plans, and procedures to guide its officers and employees.[84] Board Policy 1.04 (Officers-Duties) describes the duties of officers of the Board, specifically the President, Vice President, and Secretary.[85]

- **Board Structure.** The Board's structure is covered by Board Policy 1.01 (Election and Membership) which describes the electoral process and Board Policy 1.03 (Organization

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[82] Policies & Administrative Procedures
[83] Board Policy 1.01 - Election and Membership
[84] Board Policy 1.02 Powers and Duties of the Board
[85] Board Policy 1.04 Officer Duties

of the Board) calling for an annual organizational meeting.[86]

- **Board Operating Procedures.** The Board's operating procedures, including agenda requirements, are described in Board Policy 1.05 (Regular Meetings of the Board), 1.06 (Closed Sessions), 1.07 (Special and Emergency Meetings), 1.08 (Quorum and Voting), and 1.10 (Public Participation at Board Meetings).[87] Board agendas and minutes are on file and posted on the College website for public access. The College video records all regular Board meetings and makes those recordings available to the public.[88]

IV.C.6. Analysis and Evaluation

As demonstrated above, the College maintains the necessary policies that specifically describes the size of the Board, their incumbent duties, their responsibilities, the organizational structure, and its operating procedures. The Board's policies are published on the College website and are easily accessible by the public.

Conclusion. The College meets Standard IV.C.6.

IV.C.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.*

IV.C.7. Evidence of Meeting the Standard

The CCSF Board of Trustees acts in a manner consistent with its approved policies and bylaws. Additionally, the Board systematically assesses its policies and bylaws for their effectiveness in fulfilling the college mission. Furthermore, the Board revises its policies and bylaws as necessary.

The Governing Board Acts in a Manner Consistent with its Policies and Bylaws. The Special Trustee appointed by the State Chancellor has observed the Board since its return to power in January 2015. The Special Trustee concluded that the Board acts in a manner consistent with its policies.[89]

The Board Regularly Assess its Policies and Bylaws. In consultation with the appropriate areas of the College, the Chancellor is responsible for recommending policies to the Board and developing administrative procedures. The Board delegates to the Chancellor the authority to determine the process for revising existing policies and developing new policies. The Chancellor

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[86] Board Policy 1.03 Organization of the Board

[87] BP 1.01 Election and Membership; BP 1.02 Powers and Duties; BP 1.04 Officers-Duties; BP 1.05 Regular Meetings of the Board; BP 1.06 Closed Sessions; BP 1.07 Special and Emergency Meetings; BP 1.08 Quorum and Voting; BP 1.10 Public Participation at Board Meetings

[88] Board Live Video Webcast

[89] Memo from Special Trustee Guy Lease, January 28, 2016

has delegated to the General Counsel the responsibility for facilitating the review and updating of policies.

The Board revises its policies regularly as required by Board Policy 1.02. Board Policy 1.15 provides for the review of policies on a five-year rotating basis:

- Chapter 1, concerning the Board of Trustees, was reviewed during 2012-13. The College partially deferred the review process while the Board of Trustees was temporarily suspended.

- Chapter 8, concerning Business Procedures, was reviewed in 2013-14.

- Chapter 6, Instructional Programs, portions of which were reviewed by the Board in June 2016.

- Chapter 2, Organization for Administration, is being reviewed later in 2016 and the remaining chapters are scheduled for subsequent years.[90]

In addition to the scheduled, rotating review, the Board of Trustees and Special Trustees have been actively engaged in ensuring the College has a current and complete set of policies. This has involved both developing and modifying numerous policies, including the following:

- Board Policy 1.00 - District Vision and Mission Statement
- Board Policy 1.01 - Election and Membership
- Board Policy 1.02 - Powers and Duties of the Board
- Board Policy 1.03 - Organization of the Board
- Board Policy 1.04 - Officers - Duties
- Board Policy 1.05 - Regular Meetings of the Board
- Board Policy 1.06 - Closed Sessions
- Board Policy 1.07 - Special and Emergency Meetings
- Board Policy 1.08 - Quorum and Voting
- Board Policy 1.09 - Agendas
- Board Policy 1.10 - Public Participation at Board Meetings
- Board Policy 1.11 - Speakers at Board Meetings
- Board Policy 1.12 - Decorum
- Board Policy 1.13 - Minutes of Meetings
- Board Policy 1.14 - Recording Meetings
- Board Policy 1.15 - Policies and Administrative Procedures
- Board Policy 1.16 - Public Access Sunshine Policy
- Board Policy 1.17A - Governing Board Code of Ethics and Responsibilities
- Board Policy 1.17B - Governing Board of Responsibilities
- Board Policy 1.18 - Institutional Code of Ethics
- Board Policy 1.19 - Conflict of Interest

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[90] Board Policies and Administrative Procedures PGC Action Status

- Board Policy 1.20 - Protected Disclosure of Improper Government Activity
- Board Policy 1.21 - Committees of the Board
- Board Policy 1.22 - Audit Committee Guiding Principles
- Board Policy 1.23 - Board Self-Evaluation
- Board Policy 1.24 - Evaluation of the Chancellor
- Board Policy 1.25 - Chief Administrator: Authority, Selection, and Term of Office
- Board Policy 1.26 - Changes in Administrator Title, Salary and Benefits
- Board Policy 1.27 - Practices and Procedures Governing Conduct Related To Elections and Ballot Measure Elections
- Board Policy 1.28 - Control and Direction
- Board Policy 1.29 - The Community and the Board
- Board Policy 1.30 - Unlawful Discrimination
- Board Policy 1.31 - Access to Faculty and Staff Mailboxes
- Board Policy 1.32 - Prohibiting Workplace Violence
- Board Policy 1.33 - Accreditation Eligibility Requirement 21, Standard IV.B.1.i
- Board Policy 1.34 - Board Member Travel
- Board Policy 1.35 - Board Professional Development
- Board Policy 1.36 - Sexual Harassment Policy
- Board Policy 2.07 - City College of San Francisco on Participatory Governance
- Board Policy 2.08 - City College of San Francisco on Collegial Governance: Academic Senate
- Board Policy 2.11 - Parcel Tax Oversight Committee
- Board Policy 2.12 - Reporting of Crimes
- Board Policy 2.13 - Timely Warning and Emergency Notification
- Board Policy 2.14 - Drug and Alcohol-Free Workplace and College Environment
- Board Policy 3.04 - Policy Governing the Employment of Academic and Classified Administrators
- Board Policy 3.18 - Evaluation of Academic and Classified Administrators
- Board Policy 5.07 - Financial Aid
- Board Policy 6.17 - City College of San Francisco Program Revitalization, Suspension, and/or Discontinuance
- Board Policy 7.17 - Civic Center and Other Facility Use
- Board Policy 7.40 - Parking
- Board Policy 8.01 - Budget Preparation and Fiscal Accountability
- Board Policy 8.03 - Audits
- Board Policy 8.05 - Budget Management
- Board Policy 8.06A - Procurement of Supplies, Equipment, and Services
- Board Policy 8.07 - Insurance
- Board Policy 8.09 - Disposal of Property
- Board Policy 8.11 - Delegation of Authority for Business

- Board Policy 8.12 - Fiscal Management and Accounting
- Board Policy 8.13 - Authorizations to Encumber the District
- Board Policy 8.15 - Cellular Telephone Use

IV.C.7. Analysis and Evaluation

The Board acts in compliance with its policies and bylaws. The College has been actively reviewing and updating its policies. The Special Trustee concluded that the governing board acts in a manner consistent with its policies. The Board delegates to the Chancellor the authority to determine the process for revising existing policies and developing new policies. The Board revises its policies regularly as required by Board Policy 1.02. Board Policy 1.15 provides for the review of policies on a five-year rotating basis. In addition to the scheduled, rotating review, the Board of Trustees and Special Trustees have been actively engaged in ensuring the College has a current and complete set of policies.

Conclusion. The College meets Standard IV.C.7.

IV.C.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.*

IV.C.8. Evidence of Meeting the Standard

The Board of Trustees regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality to ensure the institution is accomplishing its goals.

The Board regularly reviews key indicators of student success which include the following:

- Institutional Effectiveness Performance Indicators for the Institutional Effectiveness Partnership Initiative (IEPI) (May 2015, June 2016)[91] [92] [93]

- Institution-set standards (February 2015, April 2016)[94] [95] [96]

- Student Success Scorecard (February 2015 and 2016)[97] [98] [99]

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[91] Board of Trustee Update Item XI J. Associate Vice Chancellor of Institutional Development/Accreditation Liaison Officer Report

[92] Process for setting Institutional Effectiveness Performance Indicators

[93] Screenshot of Board Review of 2016 Institutional Effectiveness Performance Indicators, June 23, 2016 (Source: 6/23/16 BOT Agenda, Item XIII-A)

[94] Screenshot of February 26, 2015 Board Agenda, Item VIII B (Source: 2/26/15 Board Agenda)

[95] Board review and approval of the 2015 Institution-Set Standards

[96] Board Report Containing Institution-Set Standards Update, April 28, 2016

[97] Board review of the 2014 Student Success Scorecard

[98] Board of Trustees Meeting Agenda, February 26, 2015; Item VIII-B-299 CCSF Scorecard Report; Scorecard Presentation

[99] Board review of the 2015 Student Success Scorecard

- Education Master Plan progress update, including reports on various educational initiatives that had been completed or were in process such as the Basic Skills Initiative, Student Equity Plan, and the Student Success Support Program (May 2015, June 2016)[100] [101] [102]

- Comprehensive analysis of the extent to which the College successfully carries out its mission (October 2015)[103] [104]

- Student Equity Plan (December 2015)[105]

IV.C.8. Analysis and Evaluation

The Board regularly reviews key indicators of student learning. The key indicators reviewed are IEPI Institutional Effectiveness Performance Indicators, institution set-standards, Student Success Scorecard, EMP progress update, Comprehensive analysis of the mission, and the Student Equity Plan.

Conclusion. The College meets Standard IV.C.8.

IV.C.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.*

IV.C.9. Evidence of Meeting the Standard

The San Francisco Community College District Board of Trustees has an ongoing training program for professional development that includes new member orientation. An established mechanism provides for continuity of Board membership and staggered terms of office.

Board Policy 1.35 states that the Board of Trustees is committed to its ongoing development by engaging in study sessions and Board retreats, attending conferences, participating in activities that foster trustee education, and annually developing a plan for its own professional development.

Board Policy 1.35 (Board Professional Development) provides a detailed description of the orientation and ongoing professional development to be provided to new and current board members.[106]

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[100] Screenshot of May 28, 2015 Board Agenda, Item XI.C (Source: 5/28/15 Board Agenda)

[101] Education Master Plan update at the May 28, 2015 Board meeting

[102] Screenshot of Education Master Plan Update at the June 30, 2016 Board meeting (Source: 6/23/16 BOT Agenda, Item XIII-B)

[103] Screenshot of October 22, 2015 Board Agenda, X-513 (Source: 10/22/15 Board Agenda)

[104] PowerPoint presentation on Mission Statement

[105] Board of Trustees Meeting Agenda, December 10, 2015; Action Item XI 554 Student Equity Plan; Student Equity Plan

[106] Board Policy 1.35 - Board Professional Development

As previously explained, the Board of Trustees returned to power in 2015 pursuant to a transition plan developed by the State Chancellor. That plan included the following language:

> **Phase I – Board In-service, Training and Orientation:** All of the local board members agree to participate in a multi-year series of ongoing professional development activities designed to orient them to the current state of the college with respect to program review, planning, and budgeting processes. Activities will provide them in-depth training in accreditation processes, Standards, and Eligibility Requirements (ER's), will train them in current best practices of successful community college boards, as well as prepare them to work together to oversee the college.[107]

Subsequently, the Board of Trustees, at its January 22, 2015, meeting, adopted a resolution accepting the training program developed by the State Chancellor.[108] Training for all members of the Board of Trustees has been exceptionally rigorous. Sessions included the following:

December 17, 2014
- Current accreditation status
- Brown Act[109]
- Conflicts of Interest and Ethics
- Fundamentals of Community College Finance, Program Review, & Institutional Research

February 28, 2015[110]
- Effective Board Practices
- Policy vs. Administrative Procedures
- Board/CEO Partnership[111]
- Board Meeting Procedures
- Board Communications

March 12, 2015[112]
- Participating Effectively in District and College Governance

April 9, 2015[113]
- Accreditation and Trustee Roles and Responsibilities

April 25, 2015
- CCSF Budget[114]

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[107] A Plan for Returning City College of San Francisco to Local Control
[108] Item X-A Board of Trustees Professional Development Report, January 22, 2015
[109] The Brown Act BOT Training 12/17/14
[110] Board Training 2/28/15
[111] Board and CEO Partnership
[112] Participating Effectively in District and College Governance
[113] Accreditation and Trustee Roles and Responsibilities
[114] CCSF Budget Update

- Employee Relations and Labor Negotiations[115]

May 11, 2015
- Enrollment Management[116]

June 14, 2015
- Board Goals and Evaluation[117]
- CEO Evaluation[118]
- Mission Statement[119]
- District Goals and Priorities[120]

In addition to these personalized training sessions for the Board of Trustees, members of the Board have attended numerous training sessions offered by the Community College League of California (CCLC), the Association of Community College Trustees (ACCT), and other organizations: ACCT Leadership Congress 2014 (October 2014 and 2015), CCLC Annual Convention 2014 (November 2014 and 2015), CCLC Effective Trustee Workshop (January 2015), ACCT Trustee Academy (February 2015), the CCLC Annual Trustee Conference (May 2015), and the California Community Colleges Trustees Annual Meeting (May 2016).[121] [122] [123] [124] [125] Given their extensive participation in CCLC trainings, all Board members qualify for CCLC Excellence in Trusteeship Program certificates.

IV.C.9. Analysis and Evaluation

The Board has completed an aggressive and comprehensive training program. Board members continue to attend statewide and national training opportunities. Board policy states the Board is committed to engaging in study sessions, retreats, attending conferences, trustee education, and annual professional development plans. In addition, Board policy mandates orientation and ongoing professional development for new and current Board members. The Board members have attended training sessions that were offered by the CCLC, ACCT, ACCT Leadership Congress, CCLC Annual Convention, CCLC Effective Trustee Workshop, ACCT Trustee Academy, CCLC Annual Trustee Conference, and the CCC Trustees Annual Meeting.

Conclusion. The College meets Standard IV.C.9.

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[115] Orientation on Employee Relations & Labor Negotiations
[116] Enrollment Management
[117] Board Goals and Evaluation
[118] CEO Evaluation
[119] CCSF District Mission Statement
[120] District Goals and Priorities
[121] 2014 Association of Community College Trustees (ACCT) Leadership Congress
[122] 2015 Association of Community College Trustees (ACCT) Congress
[123] Community College League of California 2014 Annual Convention
[124] 2015 Community College League of California Annual Convention
[125] Effective Trusteeship Workshop

IV.C.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 on board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.*

IV.C.10. Evidence of Meeting the Standard

Board Policies Clearly Establish a Process for Board Evaluation. Board Policy 1.23 (Board Self-Evaluation) provides for an annual self-assessment process in conjunction with the Chancellor's self evaluation, to include: a self-assessment instrument by each member of the Board; a public discussion of the results as part of a facilitated retreat; and the development of a set of objectives for the following year.[126] In addition, constituent groups have an opportunity to offer input on the Board's performance as part of this process.

The Board Evaluation Assesses the Board's Effectiveness in Promoting and Sustaining Academic Quality and Institutional Effectiveness. The May 2016 Governing Board Evaluation Survey assesses the Board's effectiveness in promoting and sustaining academic quality and institutional effectiveness by asking respondents to rate the extent to which the Board achieves the following:

> Item 2: The board is committed to, regularly reviews the district's mission and goals, and monitors progress toward achieving the mission and goals.

> Item 3: The board assures that there are effective planning processes and that resource allocation support institutional plans.

> Item 11: The board reflects a commitment to student success in its deliberations and decisions.

> Item 12: The board effectively monitors the quality and effectiveness of educational programs and services to ensure student success.[127]

The Board Regularly Evaluates its Practices and Performance, Including Full Participation in Board Training. With the Board of Trustee's return to power in 2015, the Board renewed its self-evaluation process. Following a June 2015 study session, over a period of several meetings, the Board agreed upon a set of Board Goals and College Priorities for the 2015-16 year.[128] [129]

The Board conducted a semi-annual self evaluation in January 2016.[130] At the March 24, 2016, Board meeting, the Board discussed the process for seeking input from College constituencies

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[126] Board Policy 1.23 – Board Self-Evaluation
[127] Board Approval of Board Self Evaluation Process and Timeline, April 28, 2016 Board Meeting, Item No. 160428-XIII-110
[128] Workshop on Board and CEO Evaluation Discussion Outline 6/14/2015
[129] Board/Special Trustee 2014-15 Priorities and Outcomes
[130] Board of Trustees Special Meeting Agenda, January 23, 2016

regarding the Board self evaluation.[131] At the April 28, 2016, Board meeting, the Board finalized a survey for distribution to the College leadership, which includes an item asking respondents to rate the extent to which "Board members are committed to their own professional growth and participate in trustee development activities."[132]

The Board completed its most recent evaluation in July 2016.

IV.C.10. Analysis and Evaluation

Board Policy 1.23 provides for an annual self-assessment process in conjunction with the Chancellor's self-evaluation, along with collecting input from the College leadership. The May 2016 Governing Board Evaluation Survey assessed the Board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. With the return of the Board to power in 2015, the Board renewed its self-evaluation process. Following a June 2015 study session, over a period of several meetings, the Board agreed upon a set of goals and priorities for the 2015-16 year. The Board completed its self evaluation in June 2016.

Conclusion. The College meets Standard IV.C.10.

IV.C.11. *The governing board upholds a code of ethics and a conflict of interest policy, and individual members adhere to that 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 members 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. (ER 7)*

IV.C.11. Evidence of Meeting the Standard

The Board Upholds a Code of Ethics. Board Policy 1.17A provides a Code of Ethics[133] for behavior by the Board, which include:

1. Assuring the opportunity for high quality education for every student within the fiscal limitations of the District.

2. Representing all segments of the community in advocating for the best interest of the community.

3. Functioning as a team seeking to stay well-informed and to act objectively. Be informed about the District, educational issues and responsibilities of trusteeship.

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[131] Action Item XIII- 90 and 91 - Discussion of Board Self Evaluation Process and potential action Board of Trustees Meeting Agenda, March 24, 2016

[132] Board Approval of Board Self Evaluation Process and Timeline, April 28, 2016 Board Meeting, Item No. 160428-XIII-110

[133] Board Policy 1.17A - Governing Board Code of Ethics

4. Recognizing that the Board of Trustees exercise power only through the decisions it makes as a group.

5. Maintaining confidentiality of privileged information.

6. Treating staff and employees with courtesy and respect and civility, referring any personnel matters to the Chancellor in confidence, and adhering to the institutional code of ethics like any other member of the City College community.[134]

7. Ensuring an atmosphere in which controversial issue can be presented fairly and in which the dignity of each individual is maintained.

8. Ensuring public input into Board deliberations and adherence to the letter and spirit of the open meeting laws and regulations.

9. Preventing conflicts of interest and the perception of conflicts of interest.

The Board Upholds a Conflict of Interests Policy. In addition to referencing conflicts of interest in the Code of Conduct, Board Policy 1.19 explicitly prohibits and defines conflicts of interest to assure that Board member interests are disclosed and that they 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.[135] The Board has developed a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code. The Special Trustee established a protocol to address potential violations.[136] The Board adheres to the code and seeks advice from the General Counsel as needed.

Board Member Employment, Family Ownership, or Other Personal Financial Interest in the Institution. To ensure adherence to Board policy regarding conflicts of interest, Board members—including the Special Trustee—must annually disclose whether they have any financial interest (i.e., employment, family, ownership or personal) in the College or the District. None of the current Board members have such interest in the College or District.[137] All candidates standing for election to the San Francisco Community College District Board of Trustees must file a Form 700 (Statements of Economic Interests) with the San Francisco Department of Elections no later than the final filing date or a declaration of candidacy and must renew that filing annually.[138]

Board Members Disclose Their Interests and Those Interests Do Not Interfere with the Impartiality of Governing Board Members. Members of the Board recuse themselves from

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[134] Board Policy 1.18 - Institutional Code of Ethics

[135] Board Policy 1.19 - Conflict of Interest

[136] Transcript of February 25, 2010 Board of Trustee meeting (example of Trustee recusing herself due to conflict of interest appears on pages 152-153); Board Policy 1.17 – Governing Board Code of Ethics and Responsibilities

[137] Form 700

[138] Section 3.1-102 Filing Requirements (Source: San Francisco Campaign and Governmental Conduct Code Article III, Conduct of Government Officials and Employees)

voting on matters that may create a conflict of interest or an appearance of a conflict of interest. In a recent example, Trustee Ngo recused himself from voting on hiring a communications expert because the consultant being hired worked for a firm that competed against his own firm.[139]

IV.C.11. Analysis and Evaluation

The Board has an established code of ethics and a conflict of interest policy. Board Policy 1.17A provides a Code of Ethics by which the Board abides. Board members have scrupulously complied with both. Board Policy 1.19 explicitly prohibits and defines conflicts of interest to assure that Board member interests are disclosed and that they 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. To ensure adherence to Board policy regarding conflicts of interest, Board members—including the Special Trustee—must annually disclose whether they have any financial interest (i.e., employment, family, ownership or personal) in the College or the District. Members of the Board recuse themselves from voting on matters that may create a conflict of interest or an appearance of a conflict of interest.

Conclusion. The College meets Standard IV.C.11.

IV.C.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.*

IV.C.12. Evidence of Meeting the Standard

The Board Delegates Authority to the Chancellor to Implement and Administer Board Policies without Board Interference. Per Board Policy 1.25 (Chief Administrator: Authority, Selection, and Term of Office), Board Policy 1.37 (Delegation of Authority to the Chancellor), and as specified in the Chancellor's contract, the Chancellor has administrative authority to implement and administer Board policies.[140] [141]

The Board Holds the Chancellor Accountable for the Operation of the District. The Board holds the Chancellor accountable through the evaluation procedure described in Standard IV.C.3.[142]

IV.C.12. Analysis and Evaluation

The Special Trustee was empowered to intervene if the Board failed to focus on policy-level matters. The Special Trustee did not feel it necessary to intervene indicating that the Board was

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[139] 12/10/15 BOT Agenda, XI, Item 558; 12/10/15 BOT minutes, page 3
[140] Board Policy 1.25 – Chief Administrator: Authority, Selection, and Term of Office
[141] Board Policy 1.37 – Delegation of Authority to the Chancellor
[142] Board Policy 1.24 – Evaluation of the Chancellor

properly carrying out its role. The Chancellor has administrative authority to implement and administer Board policy. The Chancellor is held accountable to the Board, through an evaluation process, for the operation of the District.

Conclusion. The College meets Standard IV.C.12.

IV.C.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.*

IV.C.13. Evidence of Meeting the Standard

The Chancellor ensures the Board is informed about the Eligibility Requirements, the Accreditation Standards, Commission policies, accreditation processes, and the College's accredited status. In addition, the Chancellor ensures that the Board is involved in any accreditation process in which Board participation is required.

The Board is Informed about Accreditation. As described above, the Board has attended several training sessions that included a focus on accreditation, including one on April 9, 2015, specifically dedicated to accreditation and the trustee roles and responsibilities regarding accreditation.[143]

In addition, on an ongoing basis, the Board is reminded of how their actions relate to the Accreditation Standards through the College's Board resolution format, which explicitly links the item under consideration to the relevant Standards.[144]

The Board is Informed about the College's Accredited Status. The Board receives monthly written updates on accreditation.[145] On October 8, 2015, the Board received a comprehensive report from the Accreditation Liaison Officer on the status of the College's compliance with accreditation standards.[146] During the January 2016 Board retreat, and again during the March 24, 2016, Board meeting, the Accreditation Liaison Officer provided an update on progress made to date.[147] [148]

The Board Is Involved in the Evaluation of Governing Board Roles and Functions in the Accreditation Process. Two Board members serve on the Accreditation Steering Committee.

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[143] Accreditation and Trustee Roles and Responsibilities 4/9/15
[144] Sample Board Resolutions: 6/23/16, 2/25/16, 12/12/15
[145] 3/26/15, 5/28/15 – BOT Accreditation Updates
[146] Accreditation Update BOT 10/8/15, Agenda BOT 10/8/15
[147] Accreditation Update BOT Retreat 1/23/2016
[148] Accreditation Update BOT 3/24/16

These same Board members, along with an additional member, served on the committee charged with writing the Self Evaluation for Standard IV.C.[149] [150]

IV.C.13. Analysis and Evaluation

The Board is informed about the Eligibility Requirements, the Accreditation Standards, the Commission's policies, and the College's accredited status and has been engaged in the accreditation process. The Board receives monthly written updates on accreditation. CCSF Governing Board members serve on the Accreditation Steering Committee. These same Board members, along with an additional member, served on the committee charged with writing the self-evaluation for Standard IV.C.

Conclusion. The College meets Standard IV.C.13.

Standard IV.C. Changes and Plans Arising out of the Self Evaluation Process

The College has no changes or plans to report for Standard IV.C. beyond those that are part of the College's regular quality improvement cycles.

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[149] List of Accreditation Workgroup members
[150] List of Accreditation Steering Committee members