District Recommendations

District Recommendation 1:   Review and update board policies on a periodic basis

In order to comply with the Standards, the team recommends that the Board of Trustees establish a process to ensure the board's policies and procedures are evaluated on a regular basis and revised as appropriate (IV.V.I.e).

Progress in Addressing Recommendation

The governing board has updated board policies and procedures as needed; however, there has not been a scheduled recurring evaluation of them. Therefore, beginning November, 2012, KCCD initiated a formal process to ensure that all of the KCCD Board Policies and Procedures are evaluated periodically and revised as appropriate.

Each section of the Board Policy Manual is systematically reviewed every two years. This change became effective in January 2013. The Board Policy Manual includes eleven sections, including sections 5, 7, and 9, which are collective bargaining agreements that are negotiated every three years. In odd-numbered years, board policy sections 1, 3, and 11 are reviewed and revised as appropriate. In even-numbered years, board policy sections 2, 4, 6, 8, and 10 are reviewed and revised as appropriate.

In July 2013, KCCD General Counsel recommended removing the two collective bargaining unit agreements from the Board Policy Manual. The bargaining unit contracts are legally binding without being included in board policy. At the conclusion of negotiations in November of 2014, Board Policy Manual sections 5, 7, and 9 were moved out of board policy and deleted from the Board Policy Manual.

Initially, a calendar was created to facilitate the review of section 1, 3, 5, 7, 9, and 11. The calendar was revised in July 2013 to complete the review and revisions as appropriate limited to sections 1 and 3. The Chancellor and Chief Financial Officer coordinated the evaluation of Section 1 and Section 3 (odd-numbered sections of the Board Policy Manual) and recommended revisions by the October 2013 KCCD Board of Trustees meeting. The review of even-numbered sections of the Board Policy Manual (Sections 2, 4, 6, 8, and 10) commenced in January 2014. In addition, in 2014 a matrix was created to monitor the board policy review process.

Conclusion

The district has defined a process for the periodic review and appropriate revision of the KCCD Board Policy Manual to ensure an ongoing and systematic review of board policies and revisions where appropriate. This process began in January 2013 to evaluate one-half of the board policies (Section 1, Section 3, Section 5, and Section 7) in odd calendar years and to evaluate the other half of board policies (Section 2, 4, and 6) in even calendar years. The Follow-Up Team Report in October of 2013 indicated that the colleges have implemented actions that fully

address District Recommendation #1. The new review process continues to be evaluated for efficacy and needed modifications to ensure that board policies are updated regularly and to assure compliance with the requirements of Standard IV.B.1.e.

Plans for Sustaining Improvement and Institutional Effectiveness

The process for review of board policies is systematic and will be evaluated regularly to determine its effectiveness. The district developed an instrument to facilitate the review of board policies. Effective March 2015, a letter will be sent to the Academic Senate Presidents at each of the colleges to clarify the vetting process in order to complete additions or revisions to district board policies in a timely manner. For board policies that rely primarily upon the advice and judgment of the Academic Senate, the intent is for the Academic Senate policy review to take eight weeks from initiation to completion.

List of Evidence

DR1-1 Chancellor's Administrative Council Minutes-November 2012, December 2012, January 2013, February 2013, March 2013, May 2013, July 2013, August-December 2013, January-December 2014, January-March 2015

DR1-2 KCCD Board Policy Review Calendar – January 2013

DR1-3 KCCD Board Policy Revision Matrix

DR1-4 KCCD Academic Senate Letter & Checklist for Board Policies Review

District Recommendation 2:   Board member development program

In order to comply with the Standards, the team recommends that the Board of Trustees, in consultation with the Chancellor, develop and implement a development program that meets the needs of the newer board members as well as those board members who have considerable experience as a governing board member. (IV.B.1.f)

Progress in Addressing Recommendation

The members of the KCCD Board of Trustees annually participate in a professional development program that is informed, in part, by current state and national community college issues, changing needs of the district, and the results of the board evaluation, which takes place in the fall of each odd-numbered year. In addition, new board members participate in an orientation that occurs immediately following their election.

In response to the recommendation, the current trustee professional development program was expanded into a comprehensive Trustee Development Plan. This plan was completed in October 2013 based on the board evaluation results. In October 2013, the Board revised Board Policy 2F related to board in-service and development.

Following the every-odd-year board evaluation process, board performance areas receiving the lowest ratings on the evaluation are targeted as board development topics. The Trustee Development Plan incorporates topics that are trending community colleges issues and those related to student success, legal and legislative issues, accreditation, facilities planning, budget planning, and accountability and institutional effectiveness. In addition, this professional development plan codifies existing procedures for the new trustee orientation.

A revision to KCCD Board Policy was drafted for presentation at the September 2013 board meeting. This revision specifies that new trustees will participate in an orientation no later than 90 days following their election. For example, in November 2014 three new trustees were elected. Three trustees participated in a "New Trustee Orientation" and "Ethics Training" in January 2015, and one trustee attended the Community College League of California (CCLC) New Trustee Workshop. In addition, when new trustees are elected to the board, they undergo an orientation prior to assuming office at the December board meeting to acquaint them with KCCD, California Community Colleges and the impact of community colleges across the nation. The orientation, conducted by the Chancellor, includes topics such as general trustee information, planning and governance structures, district-wide data, and support mechanisms for board member effectiveness. New trustees learn of the structures that support their governance, including the district-wide annual meeting schedule and subcommittee structures, the KCCD Strategic Plan, and the annual district budget. Understanding available data is critical to trustees, and the orientation includes a presentation of KCCD's demographic, enrollment, financial aid, and completion data by college and district wide, as well as student progress and success accountability reports.

Outside support services are also made known in the new trustee orientation. These include available publications such as the Community College League of California Fiscal Responsibility Handbook and a calendar of conferences for trustee orientation such as those sponsored by California Community College Trustees and Community College League of California; and KCCD workshops related to emergency preparedness and sexual harassment and discrimination. Additionally, new governing board trustees may attend the annual Community College League of California Effective Trustee Workshop that is conducted each January.

During annual KCCD Board retreats, trustees review the KCCD Strategic Plan and annual institutional effectiveness outcomes. They also discuss reports on the status of each college and the district. The retreat culminates with a delineation of annual priorities, which are incorporated in the development plan. At the annual board retreat, the board develops every two years Board Priorities and Goals which coincide with the Chancellor's plan of work.

Conclusion

KCCD has made substantial progress on this recommendation. With the adoption of the revised Board Policy 2F and the completion of the Trustee Development Plan (2013-2015), District Recommendation #2 fully meets Standard IV.B.1. KCCD will continue to provide opportunities to understand issues important to board member professional development as appropriate.

Plans for Sustaining Improvement and Institutional Effectiveness

The KCCD Trustee Development Plan is updated on a monthly basis to ensure that trustees are apprised of new development opportunities. Additionally, KCCD Board Work Study Sessions cover in-depth topics of relevance to the colleges, district, and the district's service areas.

List of Evidence
DR2-1   Binder for each new board member
DR2-2   http://www.ccleague.org/i4a!pages/Index.cfm?pageiD=33 85

DR2-5   Board Self Evaluation Summaries

DR2-6   Board Retreat Agendas

DR2-7   Board Meeting Agendas- September 2012, December 2012, February 2013, March 2013, April   2013 (two meetings), May 2013, June 2013

DR2-9 Introduction to Fiscal Responsibilities Handbook

DR2-10 http://www.ccleague.org/files/public/ETP/ETPSessionSchedule.pdf

DR2-12 KCCD Trustee Development Plan & Calendar 2013-2015

DR2-13 Revision of Board Policy 2F

DR2-14 KCCD Board Priorities / Chancellor Plan of Work & Goals 2012-14 and 2014-16

DR2-15 Strategic Plan 2015-19

District Recommendation 3:   Evaluate the Board of Trustees self-evaluation process

 In order to comply with the Standards, the team recommends that the Board of Trustees review the elements of its Self-Evaluation Process and ensure that the Standards' minimum requirements for a Self-Evaluation which: 1) have clearly defined processes in place, 2) have processes implemented and 3) have processes published in the Board's policy manual which are included in the Self-Evaluation Process. The Board's policy 2E2 prescribes additional requirements when conducting the Board's Self Evaluation. (IV.B.l.g)

Progress in Addressing Recommendation

Accreditation visiting team members indicated the need for additional evidence to "verify the Board's compliance with Accreditation Standards regarding self-evaluation. The team's conclusion is that there is insufficient evidence to verify compliance." (Evaluation Team Report to Your College, October 2012, pp XX-XX). To respond to this request and recommendation, the following detail and citations are offered.

The Secretary of the Board provides the board members an agreed-upon evaluation instrument. In the past, when evaluations took place in consecutive years, the trustees compared and analyzed the results of the consecutive evaluation processes. This analysis revealed that differences between one year and the next year were insignificant. The trustees changed the self-evaluation process to take place every odd-numbered year. Additionally, the analysis by the trustees of the evaluation instrument resulted in removal of duplicative evaluation questions to create a more focused evaluation instrument. The last board self-evaluation was completed in October 2013.

As indicated in Board Policy 2E, the confidential evaluation process is designed to provide constructive feedback to governing board members about their individual performance, as well as the performance of the board aa a whole, including board effectiveness and decision-making. The trustees identify past accomplishments and annual goals, clarify roles, and take actions based on the evaluation summaries to improve effectiveness and efficiency of board meetings.

Once the board members complete the evaluation instrument, they submit their responses to the Secretary of the Board. A summary of the evaluations is presented to the board in a written communication no later than December of the evaluation year.

Conclusion

A clearly defined trustee self-evaluation process is in place. The Follow-Up Team Report concluded that the Kern Community College District Board of Trustees has a process in place to evaluate the board's self-evaluation process. The Follow-Up Team Report indicated that District Recommendation #3 had been fully addressed and that the board is in compliance with Standard IV.B.1.g.

Plans for Sustaining Improvement and Institutional Effectiveness

The next board self-evaluation will be conducted in October 2015 in accordance with the procedure described above. At that time, the trustees will review the evaluation instrument to determine its effectiveness. To maintain sustainability in the board self-evaluation process, trustees will continue to evaluate the instrument and the self-evaluation process every odd-numbered year.

List of Evidence

DR3-1   KCCD Board Policy 2E - Board Self Evaluation

DR3-2   KCCD Board Policy 2F - Standards of Good Practices

DR3-3   KCCD Governing Board Self Evaluation Instrument

DR3-4   Composite Rating Summaries (documents available upon request)

DR3-5   KCCD Board of Trustees Meeting Minutes (October 2007)

DR3-6   KCCD Board Policy 2G- Statement of Ethics

DR3-7   KCCD Board of Trustees Meeting Minutes (October 2013)

DR3-8 KCCD Board of Trustees Self-Evaluation Summary (October 2013)

District Recommendation 4: Evaluation of role delineation and decision-making process for effectiveness

In order to comply with the Standards, the team recommends the District conduct an evaluation of the new decision-making process and evaluates the effectiveness of the new processes in decision-making and in communicating the decisions to affected users. (IVB. 3.g)

Progress in Addressing Recommendation

For the past several years, the Kern Community College District (KCCD) has revised and modified accordingly the Elements of Decision-Making document that was originally developed in July 2006. This document has been reviewed periodically by staff, and their input has been used to modify and improve the process of making decisions throughout the district. This ongoing and systematic evaluation of the process has resulted in various process changes and helped to continue to refine and improve decision-making practices. During the April 24, 2012 Consultation Council, which consists of the district Chancellor, college Academic Senate Presidents, and various leaders from the constituency groups on each college campus and the district office, the Elements of Decision-Making were reviewed and discussed. The constituent groups were asked to take this to their respective groups and return to the next meeting with any input. At the May 22, 2012 Consultation Council meeting the functional roles of all departments at the district office were reviewed and discussed.

After discussion within the Consultation Council, it was decided to begin an evaluation process by scheduling a participatory governance workshop offered through the Community College League of California (CCLC) and statewide Academic Senate. In this context, in October 2013, faculty, staff, students, and administrators participated in a workshop sponsored by Academic Senate for California Community Colleges (ASCCC) in partnership with CCLC. Beth Smith, President of ASCCC, and Scott Lay, Chief Executive Officer of CCLC, conducted the workshop

entitled "Participating Effectively in District and College Governance." Input received from these discussions was utilized to improve decision-making processes and communication of decisions. In addition, the elements of the decision-making process were evaluated by the Consultation Council in September 2013 via a survey. The survey was conducted online and was sent to all current and former members of District Consultation Council and the three colleges' main participatory governance committees, called College Council at Bakersfield College and Cerro Coso Community College and College Learning Council at Porterville College. The survey assessed the degree to which the processes described in the Elements of Decision Making document are efficient and effective. The survey also validated the adequacy of the process.

Conclusion

KCCD is committed to providing an effective and transparent decision-making process and utilizes input from all constituency groups to ensure that the process is continuously evaluated for its effectiveness and that resulting data are reviewed consistently. It was validated by the Follow-Up Team Report that the requirements of District Recommendation #4 "have been implemented and the District now meets Standard IV.B.3.g."

Plans for Sustaining Improvement and Institutional Effectiveness

The Consultation Council continues to review and evaluate the practices and policies that impact district-wide decision-making. Since members of the Follow-Up Team suggested a possible modification to the Decision-Making Flowchart to make it less linear, a new functional chart has been designed that incorporates feedback-loops in the decision-making process. The new functional chart, as well as the ongoing review by Consultation Council of the decision-making process, supports the sustainability of a transparent and effective decision-making process at Kern Community College District.

List of Evidence
DR4-1   Kern Community College District- The Elements of Decision-Making-2006

DR4-2   Kern Community College District- The Elements of Decision-Making-2012

DR4-3   Consultation Council Minutes-April 24, 2012, May 22, 2012

DR4-4   Kern Community College District/CCLC- Shared Governance Workshop -2013

DR4-5   Kern Community College District- Decision Making Survey -2013

DR4-6   Kern Community College District- The Elements of Decision Making Flowchart 2014-15