

Standard IV: Leadership and Governance

The institution recognizes and uses the contributions of leadership throughout the organization for promoting student success, sustaining academic quality, integrity, fiscal stability, and continuous improvement of the institution. Governance roles are defined in policy and are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief executive officer. Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. In multi-college districts or systems, the roles within the district/system are clearly delineated. The multi-college district or system has policies for allocation of resources to adequately support and sustain the colleges.

Standard IV.C.1 – Governing Board

Standard 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)

Bakersfield College is one of three colleges in the multi-college Kern Community College District (KCCD). The KCCD Board Policy Manual (BP), organized into seven sections, is published online for ease of public accessibility (IV.C.1-, IVC_KCCD_BP-Contracts_web). Board Policy section one establishes KCCD and describes its mission, vision, values, and strategic goals (IV.C.1-, IVC_KCCD_BP1A-1C_doc). Board Policy section 2A1 establishes the Board of Trustees of the Kern Community College District (BOT) as the governing body of KCCD by virtue of the Constitution of California and acts of its legislative body, noting that the charge of BOT is “(1) approving and adopting the policies for the operation of the District, (2) determining that adequate funds are available to enable the staff to execute these policies, and (3) acting as a board of appeals” (IV.C.1-, IVC_KCCD_BP2A_doc).

Analysis and Evaluation

The Board of Trustees exercises authority and fulfills the responsibilities specified in policy in the conduct of regular business, as evidenced in Board meeting calendars, meeting agendas, information packets, reports, and minutes some of which have been described in our responses to other standards (IV.C.1-, IVC_BOT_MeetingsHome_web; IV.C.1-, IVC_BOT_BrdDocsHome_web). Board policies and administrative procedures provide the framework within which BOT **assures the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution.**

The Board’s emphasis on academic quality, integrity, and effectiveness of the student learning programs and services is reflected in its actions to meet its second strategic goal of improving student success (IV.C.1-, IVC_KCCD_BOTGoal2Prog_doc). The Board regularly reviews and approves curriculum, including the development of new student learning programs, revisions to existing programs, course development and revision, and student learning outcomes at all levels, to ensure it is exercising its responsibility for monitoring academic quality, integrity, and effectiveness as shown in the example evidence file (IV.C.1-, IVC_BOT_cur&prgmRvw_mtg_min).

The Board’s emphasis on the financial stability of KCCD is reflected in its actions to meet its fifth strategic goal of maintaining financial stability (IV.C.1-, IVC_KCCD_BOTGoal5Prog_doc). The Board

receives and reviews quarterly financial statements and financial health reports to ensure appropriate responsibility for the financial stability of KCCD as described in our responses to Standard III.D.

The College meets Standard IV.C.1 and Eligibility Requirement 7.

Note that the ACCJC Criteria lists will be removed from the final report

<<ACCJC Criteria from Guide for Evaluating Institutions:

- The institution has a policy manual or other compilation of policy documents that delineates the governing board's accountability for academic quality, integrity, the effectiveness of learning programs and services, and institution's financial stability. These policies are reviewed on a regular basis.*
- The institution's board policies address quality improvement and adherence to the institution's mission and vision.*

List of Evidence

IVC_KCCD_BP-Contracts_web

IVC_KCCD_BP1A-1C_doc

IVC_KCCD_BP2A_doc

IVC_BOT_MeetingsHome_web

IVC_BOT_BrdDocsHome_web

IVC_KCCD_BOTGoal2Prog_doc

IVC_BOT_cur&prgmRvw_mtg_min

IVC_KCCD_BOTGoal5Prog_doc

Standard IV.C.2 – Governing Board

Standard 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.

Section 2G of Board Policy states the standards of good practice all trustees are expected to abide by. Three points in the standards in particular speak to acting as a collective entity: “The Board believes that ...

- It is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its CEO;
- Its Trustee members vote their conscience and support the decision or policy made; and
- It honestly debates the issues affecting its community and speaks with one (1) voice once a decision or policy is made” (IV.C.2-, IVC_KCCD_BP2F-2H_doc).

Expectations of acting as a collective entity is also stated in two points of the Statement of Ethics given in BP 2H1: “In fulfilling their roles as members of the Board, they shall ...

- Base individual decisions on available facts, and uphold the final decisions of the Board, and
- Conduct personal relationships with District staff and members of the community based on the fact that they have no legal authority outside the meetings of the Board.”

Analysis and Evaluation

Expectations of Board acting as a collective entity once a decision is made is stated in Board Policy. The expectation of Board unity once a decision is made is also reinforced in the annual Board retreat held in January when they review the roles of the Chancellor and Board members (IV.C.2-, IVC_BOT_AnnRetreat1718_doc). Members engage in debate during discussions but support the BOT decision once reached. Most final votes are unanimous.

The College meets Standard IV.C.2.

<<ACCJC Criteria from Guide for Evaluating Institutions: *(just one)*

- *Board members, individually, demonstrate their support for board policies and decisions.*

List of Evidence

IVC_KCCD_BP2F-2H_doc

IVC_BOT_AnnRetreat1718_doc

Standard IV.C.3 – Governing Board

Standard 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.

Several sections of Board Policy define the BOT's authority for **selecting and evaluating** the Bakersfield College President and the KCCD Chancellor as shown in the table below:

Policy	Policy for Selection of the College & District CEOs
BP 2A1	<i>...shall elect a District Chancellor and such other officers as may be required and fix their compensation and terms of office. The Board shall hold the Chancellor responsible for the efficient administration and supervision of the entire system and shall evaluate the District Chancellor (IV.C.3-, IVC_KCCD_BP2A_doc).</i>
BP 2A2	<i>The College President's administrative organization shall be the established authority on campus. Staff members should report to the designated administrator on specific problems. The College President is the final authority at the College level (IV.C.3-, IVC_KCCD_BP2A_doc).</i>
BP 6A5A7	<i>The Chancellor shall nominate or recommend employees, and the Board shall employ from those who have been nominated or recommended by the Chancellor (IV.C.3-, IVC_KCCD_BP6A_doc).</i>
BP 6A5A10	<i>The Chancellor shall direct all matters relating to employees, including salary status, professional development, professional records, minimum qualifications, recruitment, staff allocation, and approval of absences and leaves (IV.C.3-, IVC_KCCD_BP6A_doc).</i>
BP 6B3B	Designates the KCCD Chancellor and college presidents as educational administrators for hiring purposes (IV.C.3-, IVC_KCCD_BP6B2-6B3E_doc).
BP 6B3E	Directs the development of "a joint committee representing all member colleges" to be involved in candidates for educational administrator positions at the district and college, including the college presidents and KCCD Chancellor (IV.C.3-, IVC_KCCD_BP6B2-6B3E_doc).
BP 6E1	<i>The evaluation report shall form the basis for recommendations for development, which will include the following: (a) a written evaluation from the immediate supervisor, (b) summary of the evaluation survey responses, and (c) a written self-assessment, which shall include accomplishments for the current year and goals for the next evaluation period (IV.C.3-, IVC_KCCD_BP6D4-6E6_doc).</i>
BP 6E2	Notes that the evaluation is an annual process.

Analysis and Evaluation

Board Policy clearly defines the process for **selecting and evaluating** the Bakersfield College President and the KCCD Chancellor. In addition, the employment agreements of the President and Chancellor state on what basis their evaluations will be done (IV.C.3-, IVC_HR_EmployeeContracts_web). The Chancellor's Employment Agreement, section 12 states, the evaluation shall be based upon mutually agreed upon goals and objectives, the Chancellor's job description, and any other criteria agreeable to the parties." (IV.C.3-, IVC_KCCD_ChnEmpAg-

Sec12_doc). The Chancellor was evaluated on January 22, 2018 and March 8, 2018 in accordance with these processes and procedures (IV.C.3-, IVC_BOT_ChancrEval18_mtg).

Similarly, the College President's Employment Agreement contains details on the evaluation process, as detailed in section 8 – *Evaluation*. Section 8 states, “The evaluation shall be based upon the requirements of this agreement, established goals and objectives, the President’s job description, and any other criteria agreeable to the parties.” (IV.C.3-, IVC_KCCD_PresEmpAg-p1-3_doc)

The College meets Standard IV.C.3.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The board has an established process for conducting a search and the selection of the chief administrator.*
- *The board has an established process in its evaluation of the chief administrator's performance on implementation of board policies and achievement of institutional goals.*
- *The board sets clear expectations for regular reports on institutional performance from the chief administrator.*

List of Evidence

IVC_KCCD_BP2A_doc
IVC_KCCD_BP2A_doc
IVC_KCCD_BP6A_doc
IVC_KCCD_BP6A_doc
IVC_KCCD_BP6B2-6B3E_doc
IVC_KCCD_BP6B2-6B3E_doc
IVC_KCCD_BP6D4-6E6_doc
IVC_HR_EmplyeeContracts_web
IVC_KCCD_ChnEmpAg-Sec12_doc
IVC_BOT_ChancrEval18_mtg
IVC_KCCD_PresEmpAg-p1-3_doc

Standard IV.C.4 – Governing Board

Standard 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. (ER 7)

The KCCD service area is divided into five districts for the election of seven trustees who serve staggered terms of four years each. Of the seven KCCD trustees, two represent central Bakersfield, two represent southwest Bakersfield, and one trustee each represents Porterville, Ridgecrest, and northeastern Kern County (BP 2B1) (IV.C.4-, IVC_KCCD_BP2B&Appdx2B1_doc). In accordance with Education Code Section 72023.5, one student serves as a non-voting member of the BOT (IV.C.4-, I.I.C.4-, IVC_KCCD_AP2B1A_doc; IV.C.4-, IVC_BC_EdC72023p5_web). The Student Government Association of one college annually selects a student trustee to represent all students district-wide on a rotational basis.

Section 2G of Board Policy states the standards of good practice all trustees are expected to abide by. Six points in the standards in particular speak to the Board reflecting the public's interest, and advocating for and protecting KCCD from undue influence or political pressure: "The Board believes that ...

- It derives its authority from the community and that it must always act as an advocate on behalf of the entire community;
- It is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its CEO;
- It always strives to differentiate between external and internal processes in the exercise of its authority;
- Its Trustee members vote their conscience and support the decision or policy made;
- It endeavors to remain always accountable to the community; and
- It honestly debates the issues affecting its community and speaks with one (1) voice once a decision or policy is made" (IV.C.4-, IVC_KCCD_BP2F-2H_doc).

Furthermore, Section 2H of Board Policy includes in its Statement of Ethics: "In fulfilling their roles as members of the Board, they shall...

- Hold the educational welfare of the students of the District as their primary concern, and
- Take no action as a member of the Board for personal gain" (IV.C.4-, IVC_KCCD_BP2F-2H_doc).

Board Policy Section 2I follows this with its Conflict of Interest Statement: "Each member of the Board of Trustees must file a conflict of interest statement as determined by law and the Board of Trustees' Policy. Members of the Board should avoid any situation that may constitute a conflict of interest and should inform the Board when a matter under consideration might involve or appear to involve a conflict of interest" (IV.C.4-, IVC_KCCD_BP2I_doc).

Analysis and Evaluation

Board Policy and the inclusion of a student member on the Board are two ways that the Board **reflects the public interest in the institution's educational quality.**

The Board also **assures the public interest** through regular and formal communication with the public regarding BOT activities and decisions in its public meetings (IV.C.4-,

IVC_BOT_MeetingsHome_web; IV.C.4-, IVC_BOT_BrdDocsHome_web). Following BP 2C5A, there are two opportunities for public comment as a standing item on each regular meeting agenda: one for comment on items from the closed session and the other on items not covered as items in the open session. The public may submit written comments prior to the Board meeting (IV.C.4-, IVC_KCCD_BP2C5-C8&AP2C8_doc). Regular meetings minutes serve as evidence that members of the public and college community frequently use this as an opportunity to voice their views on issues relevant to the Board. One example is given in the evidence file (IV.C.4-, IVC_BOT_mtg_4_14_16_min).

The laws around ethical behavior, conflict of interest, and public speech at the Board meetings are also reviewed in the annual Board retreat held in January when they review the roles of the Chancellor and Board members (IV.C.4-, IVC_BOT_AnnRetreat1718b_doc; IV.C.4-, IVC_BOT_CoI-BrnAct_doc). At the annual retreat, Board members are reminded about the requirements of filing the Form 700 Statement of Economic Interests required by Gov. Code Section 87200 (IV.C.4-, IVC_BOT_Form700ref_doc).

The College meets Standard IV.C.4 and Eligibility Requirement 7.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The governing board is appropriately representative of the public interest and lacks conflict of interest.*
- *The composition of the governing board reflects public interest in the institution.*

List of Evidence

IVC_KCCD_BP2B&Appdx2B1_doc

IVC_KCCD_AP2B1A_doc

IVC_BC_EdC72023p5_web

IVC_KCCD_BP2F-2H_doc

IVC_KCCD_BP2F-2H_doc

IVC_KCCD_BP2I_doc

IVC_BOT_MeetingsHome_web

IVC_BOT_BrdDocsHome_web

IVC_KCCD_BP2C5-C8&AP2C8_doc

IVC_BOT_mtg_4_14_16_min

IVC_BOT_AnnRetreat1718b_doc (note that this is a different than the annual retreat doc of IVC2)

IVC_BOT_CoI-BrnAct_doc

IVC_BOT_Form700ref_doc

Standard IV.C.5 – Governing Board

Standard 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.

Board Policy gives the KCCD Board of Trustees the ultimate responsibility for all matters of educational quality, legal issues, and financial integrity and stability. Board Policy section 2A1 establishes the Board of Trustees of the Kern Community College District (BOT) as the governing body of KCCD by virtue of the Constitution of California and acts of its legislative body, noting that the charge of BOT is “(1) **approving and adopting the policies** for the operation of the District, (2) determining that adequate funds are available to enable the staff to execute these policies, and (3) acting as a board of appeals” (IV.C.5-, IVC_KCCD_BP2A_doc). Furthermore, the primary function of the Board is “the determination of general policies for and exercise of general supervision of the [Kern Community College] District. The details and administration thereof shall be carried out by its officers and employees.”

As the ultimate authority in KCCD, the Board has established an extensive set of policies and procedures that ensure the quality, integrity, and improvement of our student learning programs and services and the resources (human, physical, technological, and financial) necessary to support them as listed in the evidence file (IV.C.5-, IVC_KCCD_BPcontents_doc).

Analysis and Evaluation

KCCD was established on July 1, 1968 but its colleges have been educating for far longer—Bakersfield College since 1913. With over a century of experience, the Board Policies are mature and well-developed to cover all matters of educational quality, legal issues, and financial integrity and stability. In addition to authority stated in Board Policy, the ultimate responsibility of the Board is emphasized in the “Board and CEO Working Together White Paper” used in the annual Board retreat (IV.C.5-, IVC_BOT_CEO-BoardRoles_doc), as well as, the Chancellor’s contract and job description:

- Contract: *Although Chancellor, as chief executive officer of the Board, shall have primary responsibility for execution of Board policies, the Board shall retain primary responsibility for formulating and adopting Board policies* (item 2h) (IV.C.5-, IVC_HR_ChncEmpContract_doc).
- Job Description: *All powers and duties delegated to the Chancellor are to be executed in accordance with the policies adopted by the Board, and all acts performed by the Chancellor which are classed in law as discretionary are subject to review and to final approval by the Board unless the Board specifically authorizes such acts to be executed in a particular manner* (Example Duty #1) (IV.C.5-, IVC_HR_ChncJobDescrip_doc).

KCCD Strategic Goals 1 & 2 & 5
*Maximize Student Success
Advance Student Equity Measures
Strengthen Organizational Effectiveness*

The Board has adopted five strategic goals for 2015-18, the first two of which speak directly to improving the quality of our student learning programs and the fifth covers the resources necessary to support them (IV.C.5-, IVC_KCCD_StratPlan_web; IV.C.5-, IVC_KCCD_StratPlan1518_doc).

The KCCD BOT objectives and work plan for 2017-19 include a written commitment to “Improve Student Success: Ensure systems work effectively to support colleges in expansion/ efforts in

College 1) SSSP, Basic Skills, and Student Equity Programs, 2) Concurrent Enrollment Programs, 3) Dual Enrollment Programs, 4) Promise Programs, and 5) Pathway Programs” with specific district-wide target metrics of success. (IV.C.5-, IVC_KCCD_BOTGoal2Prog_doc)

The College meets Standard IV.C.5.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The Board has approved policies, institutional goals or other formal statements that describe governing board expectations for quality, integrity and improvement of student learning programs and services.*
- *The governing board is aware of the institution-set standards and analysis of results that have led to the improvement of student achievement and learning.*
- *The governing board is an independent decision-making body. Its actions are final and not subject to the actions of any other entity.*

List of Evidence

IVC_KCCD_BP2A_doc
IVC_KCCD_BPcontents_doc
IVC_BOT_CEO-BoardRoles_doc
IVC_HR_ChncEmpContract_doc
IVC_HR_ChncJobDescrip_doc
IVC_KCCD_StratPlan_web
IVC_KCCD_StratPlan1518_doc
IVC_KCCD_BOTGoal2Prog_doc

Standard IV.C.6 – Governing Board

Standard 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.

The KCCD Board Policy Manual (BP), organized into seven sections, is published online for ease of public accessibility (IV.C.1-, IVC_KCCD_BP-Contracts_web). The requirements specified in this Standard are given in the following parts of BP 2 (IV.C.6-, IVC_KCCD_BP2entire_doc):

Standard	Board Policy Section
Board size	2B1: 7 members + 1 non-voting student member
Board duties	2B5: Duties of Board President, Vice-President, and Clerk. 2B6: Committees. 2C7: Minutes of meetings by Secretary to the Board. 2E: Board self-evaluation.
Board responsibilities	2A1: Authority and charge. 2A2: Management of KCCD.
Board structure	2B1: Trustee areas with map in Appendix 2B1(a). 2B5: Board President, Vice-President, Clerk, and Secretary to the Board.
Board operating procedures	2B2: Election of members of the Board 2B3: Election of officers 2C: Meetings schedule (monthly), quorum and rules of proceedings, agendas, order of business, securing Board action, speakers, minutes, and public access to materials discussed at public meetings. 2D: Procedures for public notice and negotiations with employee representatives. 2E: Board self-evaluation process 2F: Board in-service development

Analysis and Evaluation

The Board of Trustees publishes online its policies that specify the board's size, duties, responsibilities, structure, and operating procedures. BP 2B3 requires the Board to hold its annual organizational meeting in December to elect its officers. The Board has established four committees: Accreditation Committee; Evaluation Committee; Finance and Audit Committee; and Legislation Committee. (IV.C.6-, IVC_BOT_Committees_web). BP 2C carefully lays out all the operating procedures for public meetings.

The College meets Standard IV.C.6.

<<ACCJC Criteria from Guide for Evaluating Institutions: (just one)

- Board bylaws and policies regarding the governing board's specifications are readily available in print and/or online.

List of Evidence

IVC_KCCD_BP-Contracts_web

IVC_KCCD_BP2entire_doc

IVC_BOT_Committees_web (note: use this file instead of IVC_KCCD_BOTCommittees_web)

Standard IV.C.7 – Governing Board

Standard 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.

The Board publishes its actions on the publicly-accessible BoardDocs website run by Emerald Data Solutions (IV.C.7-, IVC_BOT_BrdDocsHome_web). All documents reviewed or acted upon by the Board are available to the public in a timely manner on the detailed agenda posted on BoardDocs. The combined agenda and minutes for a given meeting provide a complete record of the public discussions and actions of the Board as illustrated in the example BOT meeting evidence files (IV.C.7-, IVC_BOT_08Feb18Agenda_mtg; IV.C.7-, IVC_BOT_08Feb18Mins_mtg). The evidence files also show that the agenda layout and explanations given in each of the agenda items ensure that the Board will act in a manner consistent with its policies.

BP 2A1 includes in the Board’s charge, “approving and adopting the policies for the operation of the [Kern Community College] District” (IV.C.7-, IVC_KCCD_BP2A_doc). In addition, BP 2E notes that one of the goals of the Board’s regular self-evaluation process is to “set policies for the benefit of students, employees, institutions, and citizens of the Kern Community College District” (IV.C.7-, IVC_KCCD_BP2E-2G_doc). Review dates may be found on the BoardDocs website with the final review and/or revision date noted in the table of contents of each Board Policy Section (IV.C.7-, IVC_KCCD_BPcontents_doc). The most recent full BOT review of Board Policy occurred at a special meeting of the board on November 28, 2017 (IV.C.7-, IVC_BOT_28Nov17-min_mtg).

BP 2A2, 4F2, 5A, and 2A of Section 1 give rights to students, faculty, and classified staff in the development and review of certain policies (IV.C.7-, IVC_KCCD_BP4F2-4F4_doc; IV.C.7-, IVC_KCCD_BP5A_doc; IV.C.7-, IVC_KCCD_BP1A-1C_doc). In April 2012 KCCD developed its decision-making document, *The Elements of Decision Making (EDM)*, which further explains the role and responsibilities of constituent groups within KCCD, including making recommendations for changes in KCCD policies and/or procedures. The document emphasizes “a commitment to participatory governance, i.e., involving the stakeholders as well as those who are charged with implementation of the decision at the many levels involved.” (IV.C.7-, IVC_KCCD_EDM-Intro-p1-4_doc).

Analysis and Evaluation

As we describe more fully in our responses to Standard IV.D, the EDM states that the District Chancellor has two established standing committees to receive information directly from college representatives: District Consultation Council (DCC) and Chancellor’s Cabinet. Membership of the DCC consists of the various constituencies within the colleges and the District Office. This consultative body provides advice to the Chancellor in an effort to benefit the District as a whole. Membership of the Chancellor’s Cabinet consists of College Presidents, the Vice Chancellors, and other District Administrators. The Cabinet’s role is to collaborate with the Chancellor in the development of Board Policies. The Cabinet has the authority to make recommendations of changes to the Board Policies.

DCC has been involved in a **rigorous review** of Board Policy. The evidence files are examples of the discussions at DCC meetings about Board Policy (IV.C.7-, IVC_DCC_24Jan17-min_mtg; IV.C.7-, IVC_DCC_28Feb17-min_mtg; IV.C.7-, IVC_DCC_28Mar17-min_mtg; IV.C.7-, IVC_DCC-26Sep17-min_mtg). Another evidence file shows the process used to make changes to Board Policy in AY 2015-16 (IV.C.7-, IVC_AS_2015-16BPchanges_doc). Also, in the October DCC meeting of that year, it was decided that KCCD would **customize and adopt** a statewide Board Policy model provided by

the Community College League of California (item 5): “After some discussion regarding the format and presentation of the CCLC numbering system, it was determined that we will continue to move the current BP/AP’s in their present format, and post the new format chapter by chapter when completed” (IV.C.7-, IVC_DCC_27Oct15-min_mtg). The recent DCC review of Board Policy is in addition to **regular review timetable** given at the September 24, 2014 DCC meeting (item 7): “The Chancellor shared the board policy review process with the Council, stating that we review the policy by even years with the even number section and odd years for the odd numbered sections. This item was shared with the Council as information only” (IV.C.7-, IVC_DCC_24Sep14-min_mtg).

The College meets Standard IV.C.7.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *Governing board records (minutes, resolutions) indicate that its actions are consistent with its policies and bylaws.*
- *The governing board has a system for evaluating and revising its policies on a regular basis.*

List of Evidence

IVC_BOT_BrdDocsHome_web
IVC_BOT_08Feb18Agenda_mtg
IVC_BOT_08Feb18Mins_mtg
IVC_KCCD_BP2A_doc
IVC_KCCD_BP2E-2G_doc
IVC_KCCD_BPcontents_doc
IVC_BOT_28Nov17-min_mtg
IVC_KCCD_BP4F2-4F4_doc
IVC_KCCD_BP5A_doc
IVC_KCCD_BP1A-1C_doc
IVC_KCCD_EDM-Intro-p1-4_doc
IVC_DCC_24Jan17-min_mtg
IVC_DCC_28Feb17-min_mtg
IVC_DCC_28Mar17-min_mtg
IVC_DCC-26Sep17-min_mtg
IVC_AS_2015-16BPchanges_doc
IVC_DCC_27Oct15-min_mtg
IVC_DCC_24Sep14-min_mtg

Standard IV.C.8 – Governing Board

Standard 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.

The Board of Trustees communicates the expectation of educational excellence and integrity through goal-setting and the review of each College's student success measures, such as the annual review of the Student Success Scorecard of the California Community College Chancellor's Office (IV.C.8-, IVC_BOT_agndaStSuSc_mtg; IV.C.8-, IVC_BOT_StSuSc-09Nov17_doc). The first evidence file for the Student Success Scorecard shows the November 2017 and October 2016 agenda items where the Scorecard was presented to the Board of Trustees and the second evidence file is what was presented at the November 2017 meeting.

These and other **reviews of key indicators of student learning and achievement** and actions to improve the key indicators reflect KCCD's membership in Achieving the Dream with Bakersfield College the designated Leader College (IV.C.8-, IVC_KCCD_BOTGoal2Prog_doc).

Analysis and Evaluation

The Board regularly reviews key indicators of student learning and achievement. The Board's review of institutional plans for improving academic quality takes on many forms:

KCCD Strategic Goals 1 & 2 & 3

*Maximize Student Success
Advance Student Equity Measures
Ensure Student Access*

- In Spring-Summer 2015 the Chancellor, College Presidents, and the Board of Trustees reviewed the individual college strategic plans and folded them into the KCCD Strategic Plan to add specificity (IV.C.8-, IVC_KCCD_StratPlan1518_doc; IV.C.8-, IVC_KCCD_StratPlan_web; IV.C.8-, IVC_KCCD_BC-alignment_doc). The first three KCCD Strategic Goals speak directly to academic quality.
- The Bakersfield College President presents a State of the College report at the annual Board retreats that details the work of academic affairs, student affairs, and administrative services to improve academic quality as part of the President's evaluation process given in the President's contract (IV.C.8-, IVC_BOT_AnnRetreat1718c_doc; IV.C.8-, IVC_SC_1718_doc; IV.C.8-, IVC_SC_1617_doc).
- The Board regularly reviews, approves, and makes resolutions related to student success planning through categorical and grant applications, state chancellor's office planning processes, and contract agreements for technology, evaluation, and consultation related to student success. Examples are given in the BOT's Goal 2 progress page evidence file for the AY 2017-18 year and other examples from the previous year are given in the Spring 2017 meetings evidence files (which includes approval of our Educational Master Plan in August 2017) (IV.C.8-, IVC_BOT_Feb17minExcerpt_mtg; IV.C.8-, IVC_BOT_Apr17minExcerpt_mtg; IV.C.8-, IVC_BOT_Aug17minExcerpt_mtg).

The College meets Standard IV.C.8.

<<ACCJC Criteria from Guide for Evaluating Institutions: (just one)

- *The governing board regularly reviews data on student performance.*

List of Evidence

IVC_BOT_agndaStSuSc_mtg
IVC_BOT_StSuSc-09Nov17_doc
IVC_KCCD_BOTGoal2Prog_doc
IVC_KCCD_StratPlan1518_doc
IVC_KCCD_StratPlan_web
IVC_KCCD_BC-alignment_doc
IVC_BOT_AnnRetreat1718c_doc (note this is different than the other AnnRetreat files)
IVC_SC_1718_doc
IVC_SC_1617_doc
IVC_BOT_Feb17minExcerpt_mtg
IVC_BOT_Apr17minExcerpt_mtg
IVC_BOT_Aug17minExcerpt_mtg

Standard IV.C.9 – Governing Board

Standard 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.

Several parts of Section 2 of Board Policy directly address Board training and continuity of board membership with staggered terms of office:

Board Policy	Accreditation Standard
BP 2B1 and Appendix 2B1(b) (IV.C.9-, IVC_KCCD_BP2B1&App2B1_doc)	Continuity of board membership and staggered terms of office.
BP 2F1 (IV.C.9-, IVC_KCCD_BP2F-2H_doc)	Training for new members of BOT
BP 2F2, 2G1	In-service training “Work Study Sessions” and continuous improvement
BP 2F3	Biennial board development program

Analysis and Evaluation

The Board holds an annual retreat every January that includes **training for board development** such as the reviewing the colleges’ “State of the College” reports and the District Office Annual Administrative Review reports; and receiving training on the Brown Act and code of ethics in educational governance, harassment, Governor’s budget for the upcoming year, and the role of the Board and CEO (IV.C.9-, IVC_BOT_AnnRetreat1718d_doc). The Board held 13 Work Study Sessions between September 2016 and February 2018 (IV.C.9-, IVC_BOT_WrkStudies1618_doc). Topics of the work study sessions includes: adopted and tentative budgets, alternative ways of presenting Board items, Measure J, accreditation processes, BC parking, state legislation, dual enrollment, Student Success Scorecard, and Board Policy. The evidence file also includes the minutes for the most recent appointment of a trustee (Trustee Thomas) in September 2016.

The College meets Standard IV.C.9.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The governing board has a program for development and orientation.*
- *The governing board has a formal, written method of providing for leadership continuity and staggered terms of office.*

List of Evidence

IVC_KCCD_BP2B1&App2B1_doc

IVC_KCCD_BP2F-2H_doc

IVC_BOT_AnnRetreat1718d_doc (note that this is different AnnRetreat document than others)

IVC_BOT_WrkStudies1618_doc

Standard IV.C.10 – Governing Board

Standard 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 in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.

Section 2E of Board Policy directly addresses Board evaluation. The policy states that the Board does a self-evaluation every five years. The goals of the evaluation process are to identify past accomplishments and goals, clarify roles, enhance harmony and understanding, improve effectiveness and efficiency of Board meetings, and set policies for the benefit of students, employees, institutions, and citizens of KCCD (IV.C.10-, IVC_KCCD_BP2E-2G_doc).

Analysis and Evaluation

Board Policy 2E2 describes the process and BP 2E3 describes the goals of the Board self-evaluation. The Board put its self-evaluation on the closed session agendas of its December 2013 and January 2017 meetings. The evidence file includes both the agenda and minutes for the two meetings to give a complete record of the proceedings (IV.C.10-, IVC_BOT_SelfEval13-17_doc).

The College meets Standard IV.C.10.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The governing board has a self-evaluation process, as defined in its policies.*
- *The governing board uses the results from its self-evaluation to make improvements regarding its role, functioning, and effectiveness.*

List of Evidence

IVC_KCCD_BP2E-2G_doc

IVC_BOT_SelfEval13-17_doc

Standard IV.C.11 – Governing Board

Standard IV.C.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. (ER 7)

Section 2H of Board Policy details a Code of Ethics for all Board members. BP 2H1 gives the standards and BP 2H2 clearly defines what happens in violations of the standards.

Board Policy Section 2I follows this with its Conflict of Interest Statement: “Each member of the Board of Trustees must file a conflict of interest statement as determined by law and the Board of Trustees’ Policy. Members of the Board should avoid any situation that may constitute a conflict of interest and should inform the Board when a matter under consideration might involve or appear to involve a conflict of interest” (IV.C.11-, IVC_KCCD_BP2I_doc).

Board members must *hold the educational welfare of the students of the District as their primary concern, take no action as a member of the Board for personal gain, and conduct personal relationships with District staff and members of the community based on the fact that they have no legal authority outside the meetings of the Board.* –KCCD Code of Ethics, BP 2H1 (IV.C.11-, IVC_KCCD_BP2H_doc)

Analysis and Evaluation

The laws around ethical behavior, conflict of interest, and public speech at the Board meetings are also reviewed in the annual Board retreat held in January when they review the roles of the Chancellor and Board members (IV.C.11-, IVC_BOT_AnnRetreat1718b_doc; IV.C.4-, IVC_BOT_CoI-BrnAct_doc). At the annual retreat, Board members are reminded about the requirements of filing the Form 700 Statement of Economic Interests required by Gov. Code Section 87200 (IV.C.11-, IVC_BOT_Form700ref_doc). Bakersfield College and KCCD are both public institutions with no private owners.

The College meets Standard IV.C.11 and Eligibility Requirement 7.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *When a conflict of interest is reported, the board demonstrates that it follows its conflict of interest policy.*
- *The governing board has a stated process for dealing with board behavior that is unethical.*
- *Less than half of the board members are owners of the institution. A majority of governing board members are non-owners of the institution.*

List of Evidence

IVC_KCCD_BP2H_doc
IVC_KCCD_BP2I_doc
IVC_BOT_AnnRetreat1718b_doc
IVC_BOT_CoI-BrnAct_doc
IVC_BOT_Form700ref_doc

Standard IV.C.12 – Governing Board

Standard 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.

California Education Code Section 70902(d) empowers the Board of Trustees to delegate certain powers to the District Chancellor or the College President as the Board sees fit. Board Policy 2A2 covers the delegation of responsibility and authority to the CEO of the district/system (District Chancellor) and the CEO of the college (College President) as follows (IV.C.12-, IVC_KCCD_BP2A_doc):

"...The governing board of a community college district, by majority vote, may adopt a rule delegating the power to the district's chief executive officer or any other employee or committee as the governing board may designate...."
-CA Ed Code Section 70902(d) (IV.C.12-, IVC_BC_EdCode70902_web).

- "The Board shall determine the administrative organization necessary to execute District policies. It shall elect a Chancellor and such other officers as may be required and fix their compensation and terms of office. The Board shall hold the Chancellor responsible for the efficient administration and supervision of the entire system and shall evaluate the Chancellor."
- "The College President's administrative organization shall be the established authority on campus. Staff members should report to the designated administrator on specific problems. The College President is the final authority at the College level."

Board Policy 6A5A3 states that all powers and duties delegated to the Chancellor are "to be executed in accordance with the policies adopted by the Board, and all acts performed by the Chancellor which are classed in law as discretionary are subject to review and to final approval by the Board..." (IV.C.12-, IVC_KCCD_BP6A_doc). Board Policy notes the only two **positions appointed directly by the Board** are the Chancellor (BP 6A5A2) and the College President (BP 6B3I6) (IV.C.12-, IVC_KCCD_BP-BrdAppoint_doc).

Analysis and Evaluation

The responsibilities of the Chancellor and the College President are stated in BP sections 6A5A and 6A5B, respectively. Further elaboration of their responsibilities and accountability to the Board are given in their employment agreements (IV.C.12-, IVC_HR_EmployeeContracts_web). Section two of the Chancellor's Employment Agreement includes a "non-interference clause" in paragraph h: "The parties [BOT and Chancellor] agree, individually and collectively, not to interfere with or usurp the primary responsibilities of the other party..." The employment agreement details twenty-one examples of duties clarifying the responsibilities of the District Chancellor (IV.C.12-, IVC_KCCD_ChnEmpAg-Sec1&2_doc).

The BC President's Employment Agreement includes 17 examples of duties clarifying the responsibilities of the President. (IV.C.12-, IVC_KCCD_PresEmpAg-p1-3_doc). We describe the delineation of authority and responsibility between the Chancellor and the BC President in our response to Standard IV.D.4. We describe the evaluation of the Chancellor and the BC President in our response to Standard IV.C.3. One component of the BC President's evaluation is the annual "State of the College" report that details BC's performance in all areas as we describe in our response to Standard IV.C.8.

The College meets Standard IV.C.12.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *Board delegation of administrative authority to the chief administrator is defined in policy or other board approved documents.*
- *Board delegation of administrative authority is clear to all parties.*
- *The governing board sets clear expectations for regular reports on institutional performance from the chief administrator.*
- *The board sets clear expectations for sufficient information on institutional performance to ensure that it can fulfill its responsibility for educational quality, legal matters, and financial integrity.*

List of Evidence

IVC_BC_EdCode70902_web

IVC_KCCD_BP2A_doc

IVC_KCCD_BP6A_doc

IVC_KCCD_BP-BrdAppoint_doc

IVC_HR_EmployeeContracts_web

IVC_KCCD_ChnEmpAg-Sec1&2_doc

IVC_KCCD_PresEmpAg-p1-3_doc

Standard IV.C.13 – Governing Board

Standard 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.

Section 2F2 of the Board Policy includes accreditation in the list of in-serve training of the Board: “In-service training may address topics such as.... accreditation” (IV.C.13-, IVC_KCCD_BP2F-2H_doc). Furthermore, BP 2B6 states that the Board may form committees that report all findings and recommendations to the entire Board (IV.C.13-, IVC_KCCD_BP2B_doc). One committee that the Board has chosen to create is the accreditation committee.

Analysis and Evaluation

KCCD Board of Trustees Evaluation/Accreditation Committee

*Trustee William Thomas, Chair
Trustee Romeo Agbalog
Trustee Mark Storch*

The board is actively involved in the KCCD accreditation process, participating in self-evaluation of their roles and functions. The ***Board of Trustees Accreditation Committee***, works to keep the governing board apprised of matters related to evaluation and accreditation (IV.C.13-, IVC_BOT_AccredComm_web; IV.C.13-, IVC_BOT_AccdComm_2_5_18_doc; IV.C.13-, IVC_BOT_Accd_mtg_2_8_18_min).

Throughout spring 2018, the Board will include one Standard on its agenda per meeting for an in-depth review and discussion, followed by the first review of the full pre-final Institutional Self-Evaluation Report in May 2018. The Board of Trustees will review and approve the final ISER in June 2018.

The College meets Standard IV.C.13.

<<ACCJC Criteria from Guide for Evaluating Institutions:

- *The governing board receives training about the accreditation process and Accreditation Standards, Eligibility Requirements, and Commission policies.*
- *The governing board participates appropriately in institutional self-evaluation and planning efforts.*
- *Governing board actions indicate a commitment to improvements planned as part of institutional self-evaluation and accreditation processes.*
- *The governing board is informed of institutional reports due to the Commission, and of Commission recommendations to the institution.*

List of Evidence

IVC_KCCD_BP2F-2H_doc
IVC_KCCD_BP2B_doc
IVC_BOT_AccredComm_web
IVC_BOT_AccdComm_2_5_18_doc
IVC_BOT_Accd_mtg_2_8_18_min