

Standard IVC: Governing Board

IVC1. 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.

Evidence of Meeting the Standard

The *NOCCCD* has a seven-member governing Board of Trustees with two advisory Student Trustees (one from Cypress College and one from Fullerton College) that has authority over and responsibility for policies that govern the academic quality of student learning programs and services that monitor the effectiveness of the institution's performance and the overall fiscal health and stability of both the District and the College. The Board's responsibilities and authority are outlined in *NOCCCD Board Policy 2200-Board Duties and Responsibilities* (IVC1.1 - BP 2200). The Board adheres to this policy in all its actions and decisions as reflected in the Board Minutes. Minutes and agendas of all meetings of the Board of Trustees are publicly available through the Board's webpage (IVC1.2 – Meetings and Agendas webpage). The names of the Trustees and brief biographical information are published in the same Board webpage. The biographies include photographs, the County districts that they represent, and their years of service as Board members (IVC1.3 – Biographies webpage).

The Board of Trustees has a comprehensive set of Board Policies (BP) and Administrative Procedures (AP) that cover the District, the Board of Trustees, General Institution, Academic Affairs, Student Services, Business & Fiscal Affairs and Human Resources (IVC1.4 – Policies and Procedures webpage). *NOCCCD Board Policy 2410-Board Policies and Administrative Procedures* defines the scope of Board Policies as “statements of intent by the Board on a specific issue within its subject matter jurisdiction,” (IVC1.5 - BP 2410, p. 1) and Administrative Procedures to be the Chancellor's “statement of method to be used in implementing Board Policy” (IVC1.5 -BP 2410, p. 1). It further stipulates that “the Board shall regularly assess its policies for effectiveness in fulfilling the District's mission” (IVC1.5 –BP 2410, p. 1). Policies are also reviewed by Chancellor's staff, which meets weekly, and by the District Consultation Council, which meets monthly (IVC1.6 - DCC minutes Nov. 28, 2016).

As evidenced in the bi-monthly agendas and minutes from Board meetings, the *NOCCCD* Board of Trustees continues to be responsible for establishing policies to assure the quality, integrity, and effectiveness of student learning programs and services and the financial stability of the institution, assuring fiscal health and stability to include authorizing an annual audit, monitoring institutional performance, educational quality, and compliance with accreditation standards (IVC1.2 – Meetings and Agendas webpage).

The *NOCCCD* is committed to the success of the District's student learning programs and fiscal stability. For example, in 2012, when the District, much like every other community college district in the state of California, was experiencing the ill effects of the economic downturn, the Board formed a subcommittee to discuss possible goals and develop a format for future Board budget study sessions. As a result of the subcommittee's recommendations, two Board budget study sessions were held to determine the best course of action to maintain the financial stability of the District. The study sessions adhered to the District's collective vision of being student centered; maintaining unique campus identities; promoting innovative, courageous, and effective

communication; fostering mutual respect as well as being proactively compliant; and creating strong educational partnerships reflective of our community (IVC1.7 – Board Study Session Write-up). The Board study sessions aligned with the District’s Decision Making Resource Manual (IVC1.8), the Budget Allocation Handbook (IVC1.9), and the *District’s Strategic Plan* (IVC1.10).

In 2015, the Board again formed a subcommittee to review the results of the Board’s annual self-evaluation. The subcommittee reviewed the Board evaluation in detail and made a number of recommendations regarding planning, institutional effectiveness, Board professional development, and visibility of Board support of the District and the campuses (IVC1.11). The District has implemented or is in the process of implementing all of the recommendations of this subcommittee. Two examples are the following: first, the Board requested clear linkage between educational planning and facilities planning and specifically that educational planning includes projections of the future. The Midterm Educational Master Planning Review and Update, conducted in late 2015 and Spring 2016, is a direct result of this recommendation. It fulfilled the two goals that the Board outlined in the subcommittee’s recommendation by linking facilities planning to educational planning and projection of the future out to 2030 (IVC1.12 – Midterm EMP Review). Second, at the request of the District to draw conclusions and discuss future implications of the Institutional Effectiveness data, in Fall 2016, District research and planning staff not only presented the Student Success Scorecard trend analysis to the Board, but also drew conclusions and discussed future implications (IVC1.13 – Student Success Presentation, p. 15-16).

Analysis and Evaluation

The College and District meet the Standard. Cypress College has a governing board, the NOCCCD Board of Trustees, that has authority over and responsibility for establishing District Board Policies (BPs) and Administrative Procedures (APs) that work together to ensure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the College.

Evidence Sources

IVC1.1 – NOCCCD Board Policy 2200 Board Duties and Responsibilities

IVC1.2 – Board Meeting Agenda & Minutes

IVC1.3 – Board website

IVC1.4 – Board Policies and Administrative Procedures

IVC1.5 – NOCCCD Board Policy 2410 Board Policies and Administrative Procedures

IVC1.6 – DCC minutes November 28, 2016

IVC1.7 – Board write-up of budget study sessions

IVC1.8 – NOCCCD Decision Making Resource Manual

IVC1.9 – NOCCCD Budget Allocation Handbook

IVC1.10 – NOCCCD District-wide Strategic Plans

IVC1.11 – Notes from Board Subcommittee on Board Evaluation – pdf document

IVC1.12 – Midterm Educational Master Plan Review and Update

IVC1.13 – October 2016 Student Success Scorecard Presentation

IVC2. The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.

Evidence of Meeting the Standard

NOCCCD Board Policy 2330-Quorum and Voting describes the voting process that the Board uses to make decisions (IVC2.1- BP 2330). This policy describes the number of votes required for the Board to pass or approve different types of policies, measures, or actions. However, once the vote has been taken, the Board's decision is implemented as a decision of the Board as a whole. Such decisions are reflected in Board minutes, and all Board members act in support of the decisions.

The NOCCCD Governing Board has a history working toward consensus on all major votes and decisions. Even when consensus is not reached, the Board as a whole works in the best interest of the entire District. For example, the Board engaged in collaborative decision-making when deciding which Baccalaureate Degree Pilot Program to submit for approval to the Chancellor's Office. Cypress and Fullerton College each put forth one program for consideration by the District Curriculum Coordinating Committee (DCCC). The Vice Chancellor of Educational Services and Technology convened a special DCCC meeting to recommend one program from the District to the Board. After prolonged discussion, the vote in DCCC was four in favor of forwarding Fullerton College's Program in Law Enforcement Supervision and three in favor of forwarding Cypress College's Mortuary Science program and one abstention (IVC2.2- DCCC Minutes). When the Board was presented with this information at its November 11, 2014 meeting, the discussion was long and nuanced (IVC2.3 - Board Minutes, p. 228-229). On the one hand, the Board has had a history of approving recommendations by DCCC, fully aware that curriculum is one of those areas the Board primarily relies upon faculty. On the other hand, the Mortuary Science program was deemed a better candidate for the Baccalaureate Degree Pilot Program as theirs would be the only Baccalaureate degree program west of Oklahoma. After much discussion, the majority of the Board voted to approve the Mortuary Science Program from Cypress College as a candidate for the Baccalaureate Degree Pilot Program from the District. Only one Board member voted no. The Board deliberated on all aspects of the vote and reiterated their fiduciary responsibility to act in the best interest of the District. After that vote, the Board and the entire District have been acting in full support of the renamed Baccalaureate Degree Pilot Program in Funeral Services at Cypress College (IVC2.3 - NOCCCD Minutes, p. 229).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD Board acts as a collective entity and is an independent policy-making body reflecting public interest in Board activities and decisions. The Governing Board continues to adhere to a clearly defined policy and procedure for decision-making and always acts in the best of the entire District, treating all three of the educational entities of the District in an equitable manner. Once the Board reaches a decision, all board members act in support of the decision.

Evidence Sources

IVC2.1 – NOCCCD Board Policy 2330 Quorum and Voting

IVC2.2 – District Curriculum Coordinating Committee Minutes

IVC2.3 – Board meeting Minutes, November 11, 2014

IVC3. The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.

Evidence of Meeting the Standard

NOCCCD Board Policy 2431-Chancellor Selection authorizes the Board to establish a search process whenever there is a need to fill a vacancy in the Chancellor position, a process that is fair and open and complies with relevant regulations (IVC3.1 - BP 2431). *NOCCCD Administrative Procedure 2431-Chancellor Selection* provides further details on the selection process: development and distribution of the job announcement to application requirements, composition of the search committee that ensures constituency representation, and the role and function of the search committee and the Board of Trustees in the Chancellor selection process (IVC3.2 – AP 2431).

NOCCCD Board Policy 2435-Evaluation of the Chancellor authorizes the Board to conduct annual formal evaluations of the Chancellor (IVC3.3 – BP 2435). *NOCCCD Administrative Procedure 2435- Evaluation of the Chancellor* provides greater details on the process that the Board follows when evaluating the Chancellor (IVC3.4 – AP 2435). The Board has followed the evaluation procedure annually. Results of the evaluation process are stored in confidential files in the Human Resources (HR) Office.

The District has consistently complied with both Board policies and procedures when hiring new Chancellors. Most recently, after the Chancellor retired in February 2015, the Board initiated a recruitment process for a new Chancellor that followed, to the letter, the established BP and APs on Chancellor selection (IVC3.5 – 2015 Chancellor Job Announcement). Unfortunately, that recruitment did not yield a successful candidate. The Board initiated another recruitment effort for the new Chancellor in the spring of 2016, and again all provisions of the Board Policy and Administrative Procedure were strictly followed, including hosting campus forums for the finalists and collecting feedback on the campus forums online (IVC3.6 – 2016 Chancellor Job Announcement; IVC3.7 – Open Forum announcement). Dr. Cheryl Marshall was hired to be the Chancellor of NOCCCD effective July 2016 (IVC3.8 – Board Minutes, Feb. 23, 2016, p. 136).

The Board of Trustees, in writing, annually evaluates the Chancellor in accordance with Ed Code 72400 and 72411.5 (IVC3.9a; IVC3.9b). As per *BP 2435*, formal evaluation is the responsibility of the Board as a whole and brings the Board and Chancellor together to discuss areas of strengths and improvement. The evaluation is based on the annual performance goals and objectives set by the Board for the Chancellor to provide leadership of the District (IVC3.3 –BP 2435). The annual goals for the Chancellor also relate to the mission of the District, accreditation and audit reports, and the budget process of the District. Such goals include,

- enhance student equity and success,
- foster collaboration and communication,
- strengthen the District’s capacity and enrich the culture,
- participate in regional and state level work, and legislative advocacy (IVC3.10-Chancellor’s Welcome webpage).
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The Board develops criteria and sets goals each summer for the Chancellor. The primary purpose of the evaluation is to build trust between the Board and the Chancellor, and the annual evaluation is conducted to coincide with the conclusion of the Chancellor's contract year. The Chancellor evaluation is comprised of the Chancellor's self-evaluation of progress toward goals and objectives, plus composites of evaluation forms completed by individual Board members as well as Chancellor's Staff, Resource Table members and external community members. The evaluation compiled by the Board is reviewed with the Chancellor. The evaluation is filed in the Chancellor's personnel file and must be approved by a majority vote of the Board. Most recently, at the June 14, 2016 Board meeting, the Board provided a formal evaluation of the interim Chancellor in closed session (IVC3.11 - Board Meeting, pg 2).

The Board follows similar procedures when hiring a new College President. *NOCCCD Administrative Procedure 7120-4-Management Employee Hiring* establishes the hiring process for administrators including the President. The hiring procedures include application requirements; allocation of Administrative positions; Screening Committee composition, responsibilities and operating procedures; and development and distribution of Job Announcement, and Executive Officer position hiring processes (IVC3.12 – AP 7120-4).

President evaluations are conducted under the auspices of the Management Employees Evaluation process, which is currently under construction. Until that is completed, Presidents are evaluated utilizing the current *NOCCCD Policy 2002- Management Personnel*, which includes an assessment of specific job responsibilities, goal and objectives, commitment to multi-cultural awareness and changes, commitment to affirmative action policy, and commitment and adherence to the District Mission (IVC3.13 - Policy 2002; IVC3.14 – Mgt. Appraisal Instrument).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD governing board adheres to clearly defined Board Policies and Administrative Procedures 2431 and 2435 for selecting and evaluating the Chancellor of the District. The NOCCCD utilizes Administrative Procedure 7120-4 and Policy 2002 for hiring and evaluating the College President.

Evidence Sources

- IVC3.1 – NOCCCD Board Policy 2431 Chancellor Selection
- IVC3.2 – NOCCCD Administrative Procedure 2431 Chancellor Selection
- IVC3.3 – NOCCCD Board Policy 2435 Evaluation of the Chancellor
- IVC3.4 – NOCCCD Administrative Procedure 2435 Evaluation of the Chancellor
- IVC3.5 – 2015 Chancellor Job Announcement
- IVC3.6 – 2016 Chancellor Job Announcement
- IVC3.7 – 2016 Chancellor Open Forum Announcement
- IVC3.8 – NOCCCD Board of Trustees Minutes, February 23, 2016
- IVC3.9a – California Education Code 72400
- IVC3.9b – California Education Code 72411.5
- IVC3.10 – NOCCCD Chancellor's Welcome webpage

IVC3.11- NOCCCD Board of Trustees Minutes, June 14, 2016

IVC3.12 – NOCCCD Administrative Procedure 7120-4 Management Employee Hiring

IVC3. 13 – NOCCCD Board Policy 2002 – Management Personnel

IVC3.14 – NOCCCD Management Appraisal Instrument

IVC4. 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. (ER7)

Evidence of Meeting the Standard

NOCCCD Board Policy 2200 Board Duties and Responsibilities states that the Board of Trustees governs on behalf of the citizens of NOCCCD in accordance with the authority granted and duties defined in Education Code Section 70902 (IVC4.1 – BP 2200). It specifies the following specific duties and responsibilities of the Board of Trustees:

- Represent the public interest
- Establish policies that define the institutional mission and set prudent, ethical and legal standards for college operations
- Monitor institutional performance and educational quality
- Advocate for and protect the District

As per *NOCCCD Board Policy 2100-Board Elections*, the Board consists of seven members, each representing a geographical portion of the District’s service area (IVC4.2 – BP 2100). The Board also has its own conflict of interest policy, *NOCCCD Board Policy 2710-Conflict of Interest*, which states, “Board members shall not have a financial interest in any contract made by the Board or in any contract they make in their capacity as board members,” (IVC4.3 – BP 2710). A board member is not to engage in any employment or activity that is inconsistent with, incompatible with, in conflict with, or inimical to his or her duties as an officer of the District. No employees of the District can seek the office of a Trustee. Board members are also not allowed to hold two incompatible public offices simultaneously (IVC4.4 – AP 2710).

The Board of Trustees meets twice each month, one information meeting and one business meeting (IVC4.5 – NOCCCD Meeting Schedule). Board agendas and minutes reflect that the Board does indeed make decisions in accordance with the duties identified in *BP 2200*. The Board, as a whole, acts in the best interest of the District without undue influence or persuasion from external entities. For example, when Fullerton College proposed a new stadium, conversations between Fullerton College neighbors who strongly object to the College’s plan to build a 4,500-seat stadium and the Board ensued. The Board listened attentively to the public comments by these neighbors for a number of Board meetings and facilitated meaningful and constructive dialog between the neighbors and District leaders in an effort to reach consensus on a topic that balances the learning needs of students in the context of vociferous protests by some neighbors of Fullerton College. These collegial exchanges and dialog continue under the direction of the Board with the goal of mutual understanding between Fullerton College and its neighbors on the specific issue of stadium before a final decision is made (IVC4.6 – BOT Meeting Minutes, May 24, 2016, p. 211).

Analysis and Evaluation

The College and District meet the Standard and Eligibility Requirement 7. The NOCCCD governing board is an independent body that reflects the public interest in the institution's educational quality in policy-making decisions. In accordance with *BP 2200*, the Board represents the public interest and is responsible for establishing policies that define the institutional mission and set prudent, ethical and legal standards for college operations, monitor performance and quality and ultimately advocate for District interests. As per *BP 2710*, Board members ensure that they do not have any conflicts of interest that may be subject to undue influence or political pressure. The District works to make decisions that balance the needs of the College and the community it serves.

Evidence Sources

- IVC4.1 – NOCCCD Board Policy 2200 Board Duties and Responsibilities
- IVC4.2 – NOCCCD Board Policy 2100 Board Elections
- IVC4.3 – NOCCCD Board Policy 2710 Conflict of Interest
- IVC4.4 – NOCCCD Administrative Procedure 2710 Conflict of Interest
- IVC4.5 – NOCCCD Board of Trustees Meeting Schedule
- IVC4.6 – NOCCCD Board Minutes, May 24, 2016

IVC5. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy 2410 Board Policies and Administrative Procedures states that the Board may adopt policies as authorized by law or determined by the Board to be necessary for the efficient operation of the District (IVC5.1a - BP 2410; IVC5.1b - AP 2410). In addition, *Board Policy 2200 Board Duties and Responsibilities* (IVC5.2) establishes the following duties and responsibilities for the Board of Trustees:

- Establish policies that define the institutional mission and set prudent, ethical, and legal standards for the college operations.
- Assure fiscal health and stability.
- Monitor institutional performance and educational quality.

Board policies are intended to be statements of intent by the Board on a specific issue within its subject matter jurisdiction. The policies have been written to be consistent with provisions of law, but do not encompass all laws relating to district activities. The NOCCCD Board encourages broad participation in the initiation, formulation, and review of policies by all constituency groups (IVC5.3 - Decision-Making Resource Manual, p. 5). All District employees

are expected to know and observe all provisions of law and Board policies pertinent to their job responsibilities (IVC5.4 - BP 3050).

Board policies related to quality, integrity, and improvement of student learning programs are consistent with the District's Mission statement and implicitly demand a high degree of quality and integrity, and a process for regular assessment is in place (IVC5.1b - NOCCCD AP 2410). The duties listed in *BP 2200*, charge the Board with the ultimate responsibility for educational quality, legal responsibility, and financial integrity of the District (IVC5.2 - BP 2200). The Board has consistently carried out these duties through the years in the decisions they make (IVC5.5 – Evidence). The NOCCCD board is known for its advocacy for, and practice in, student centered planning and decision making and also for its insistence on financial solvency (IVC5.6 - evidence).

In 2011, NOCCCD created its *Comprehensive Master Plan (CMP)*, a document with the stated purpose of providing “big picture guidelines for planning and decision-making throughout the District for the next ten years.” (IVC5.7 – CMP, p. x) The master planning process was key in developing the District-wide Strategic Directions, which, in turn, inform all other planning and resource allocation for the campuses and District Services (IVC5.7 - CMP). The District's five strategic directions include the following: Improve completion rates; Eliminate the achievement gap; Improve student success rates; Implement best planning practices; and Develop and sustain collaborative community projects and partnerships (IVC5.8 -District Strategic Plan). All five strategic directions focus the District's significant effort and resources in ensuring the quality, integrity, and improvement of student learning programs and services. The Board's direction in this area is also manifested in the Chancellor's annual goals which include increasing student success, accreditation compliance, updating the comprehensive master plan, and adhering to financial planning and stability (IVC5.9 - Chancellor's Welcome)

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD governing board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability. Utilizing a combination of District allocated and locally generated resources, the College is currently providing for appropriate student support. While the NOCCCD governing board has established *Board Policies 2410 and 2200* to ensure the quality, integrity, and improvement of student learning programs and services, the College has experienced increasing operational deficits in its Extended Day budget ~~directly related to the implementation of the Extended Day Funding Model (EDFM)~~. The financial resources to support the quality, integrity and improvement of student learning programs of the College are currently provided by a combination of the formula-driven District allocation in combination with local revenue generated by auxiliary programs of the College. Deficits in the Extended Day budget will take an increasingly larger share of those revenues in the future and will erode the College's ability to support student learning initiatives.

Over the past three years, the College's Extended Day budget has run at a gradually increasing deficit reaching its highest level thus far at \$1.5 million in 2015/16. Because the College has been able to generate local revenue, these deficits have been appropriately addressed, which has resulted in the College and District currently meeting the standard. Given that the EDFM allocation does not fully cover the cost of instruction, the College has been obligated to utilize

one-time resources generated by auxiliary services (Swap Meet revenue, Bookstore profits, International Student fees, etc.) to address the deficit (IVC5.10 - evidence). The result has been a diminishment in reserves of the College formerly used to provide support for other necessary programs designed to promote student learning and achievement such as Distance Education, computer replacement and out-of-class support programs in the Learning Resource Center (IVC5.11 - evidence). In addition, the anticipation of the deficit and the need to provide instruction impacts other funding and budgeting decisions across campus. Although the College has had adequate reserves to address the significant deficits in the Extended Day Budget, the use of local funds to produce FTES essentially moves resources from the College to the District and is not viable or sustainable in the long-term. The College further addresses this issue through QFE 3 – Extended Day Funding Model.

Evidence:

IVC5.1a – NOCCCD Board Policy 2410 Board Policies and Administrative Procedures –
IVC5.1b – NOCCCD Administrative Procedure 2410 Board Policies and Administrative Procedures

IVC5.2 – NOCCCD Board Policy 2200 Board Duties and Responsibilities

IVC5.3 – NOCCCD Decision-Making Resource Manual

IVC5.4 – NOCCCD Board Policy 3050 Institutional Code of Ethics

IVC5.5 – Awaiting Evidence

IVC5.6 – Awaiting Evidence

IVC5.7 – NOCCCD Comprehensive Master Plan (replace Webpage with pdf of whole document)

IVC5.8 – NOCCCD Strategic Plan

IVC5.9 – NOCCCD Chancellor’s Welcome webpage

IVC5.10 – Awaiting Evidence

IVC5.11 – Awaiting Evidence

IVC6. The institution or the governing board publishes the board bylaws and policies specifying the board’s size, duties, responsibilities, structure, and operating procedures.

Evidence of Meeting the Standard

NOCCCD publishes the Board Bylaws and Policies and makes them available to the public on the District Website (IVC6.1 - NOCCCD Policies and Procedures). *NOCCCD Board Policy 2200-Board Duties and Responsibilities* states that the Board’s duty is to represent the public interest and further that the Board is committed to fulfilling its responsibilities by establishing policies that define the institutional mission and by setting prudent, ethical, and legal standards for college operations (IVC6.2 - BP 2200). Per *Board Policies 2431-Chancellor Selection, 2435-Evaluation of Chancellor* and *2430-Delegation of Authority to Chancellor*, the Board also hires and evaluates the Chancellor and delegates power and authority to the Chancellor to effectively lead the District (IVC6.3a- BP 2431; IVC6.3b - BP 2435; IVC6.3c – BP 2430). The Board assures fiscal health and stability for the District and monitors institutional performance, educational quality, and compliance with accreditation standards, and it is ultimately responsible for advocating for and protecting the District (IVC6.2 - BP 2200).

NOCCCD Board Policy 2010-Board Membership specifies a seven-member board elected by voters of the District. Beginning with the November 2012 election, Board members are elected by trustee areas and are required to reside in their trustee areas throughout their term of office. Also during their term, Board members are not permitted to hold another office that is incompatible with their service as a Board of Trustee member for NOCCCD (IVC6.4 – BP 2010). *NOCCCD Board Policy 2100-Board Elections* specifies the term of office for Board members to be four years, commencing on the first Friday in December following their election. Elections are held every two years in even numbered years, and terms of Trustees are staggered, as practical, so that one half of the Trustees shall be elected at each election (IVC6.5 - BP 2100). *NOCCCD Board Policy and Administrative Procedure 2110-Vacancies* on the Board delineate policy and procedure in dealing with Board vacancies, whether through special elections or provisional appointments (IVC6.6a – BP 2110; IVC6.6b – AP 2110).

NOCCCD Board Policy 2210-Officers calls for an annual organizational meeting at which the Board elects from among its members, a President of the Board, a Vice President, and a Secretary. The Chancellor serves as the Executive Secretary of the Board. The terms of all Board officers are for one year, and the same broad policy also spells the duties of all four named officers of the Board. The duties of the Board President include presiding over all meetings of the Board; appointing special committees; assuring Board compliance with policies on Board education, self-evaluation and CEO evaluation; and representing the Board at official events or ensuring Board representation. The duty of the Vice President is to perform all duties of the President in case of absence, resignation, or other disability of the President. The duties of the Secretary are to sign all legal notices and advertisements; and execute all documents on behalf of the Board as directed by the Board. The duties of the Executive Secretary include notifying members of the Board of regular, special, emergency and adjourned meetings; preparing and posting Board meeting agendas; preparing for adoption minutes of the open session of all Board meetings; attending all Board meetings and closed sessions; conducting the official correspondence of the Board; and preparing and maintaining a record of all policies of the Board (IVC6.7 - BP 2210).

NOCCCD Board Policy 2310-Regular Meetings of the Board specifies that the regular meetings of the Board are to be held the second and fourth Tuesday of each month and that notices of the location, date, and time of each regular meeting of the Board shall be posted at least ten (10) days prior to the meeting and shall remain posted until the date and time of the meeting. It further specifies that representatives of each bargaining unit of District employees, the Academic/Faculty Senates, and administrative personnel as designated by the Chancellor will be seated at a Resource Table. These Resource Table representatives may provide reports to the Board from their respective organizations, provide input on agenda items, or serve as a resource to the Board in the discussion of issues. In addition, all regular meetings of the Board shall be held within the boundaries of the District and be open to the public (IVC6.8 - BP 2310). The meeting calendar is available on the NOCCCD website (IVC6.9 - NOCCCD Board Meeting Dates webpage).

NOCCCD Board Policy 2345-Public Participation at Board Meetings, specifies the manner in which the public may participate at Board meetings. Members of the public may bring matters directly related to the business of the District to the attention of the Board in one of two ways: 1) by submitting a written request at the beginning of the meeting that summarizes the item and providing their name and organizational affiliation if any; and 2) by submitting a written

summary of the item to the Chancellor at least one week prior to the Board meeting. In addition, members of the public may also submit written communication to the Board on items on the agenda and/or speak to agenda items at the Board meeting® Written communications regarding items on the Board's agenda should reach the Chancellor's Office no later than five working days prior to the meeting at which the matter concerned is to be before the Board. (IVC6.10 – BP 2345). *NOCCCD Board Policy 2350-Speakers* outlines the provisions of speakers who may address the Board either on an agenda item or on other matters of interest to the public that are within the subject matter jurisdiction of the Board. The Board president may rule members of the public out of order when they exhibit certain behavior or manners of behavior (IVC6.11 – BP 2350). *NOCCCD Board Policy 2355 –Decorum* further specifies the decorum of speakers to the Board and identifies what behaviors will be ruled out of order by the presiding officer (IVC6.12 - BP 2355).

NOCCCD Board Policy 2315-Closed Sessions specifies that Board closed sessions can only be conducted in the following eleven areas:

- the appointment, employment, evaluation of performance, discipline or dismissal of a public employee;
- charges or complaints brought against a public employee by another person or employee, unless the accused public employee requests that the complaints or charges be heard in an open session;
- advice of counsel on pending litigation, as defined by law;
- consideration of tort liability claims as part of the District's membership in any joint powers agency formed for purposes of insurance pooling;
- real property transactions;
- threats to public safety;
- review of the District's position regarding labor negotiations and giving instructions to the District's designated negotiator;
- discussion of student disciplinary action, with final action taken in public session;
- conferring of honorary degrees;
- consideration of gifts from a donor who wishes to remain anonymous;
- consideration of response to confidential final draft audit report from the Bureau of State Audits.

The Board policy also specifies that the agenda of each regular or special meeting shall contain information regarding whether a closed session will be held and the topics to be discussed if a closed session is to be held. Further, after the closed session, the Board shall reconvene in open session before adjourning to announce any actions taken in closed session and the vote or abstention of every member present. Furthermore, all matters discussed or disclosed during a lawfully held closed session and all notes, minutes, records or recordings made of such a closed session are confidential and shall remain confidential unless and until required to be disclosed by action of the Board or by law. All members of the Board of Trustees have a duty not to disclose any written or oral statements, discussions, opinions, deliberations, and documents, that were made, reviewed or considered during the course of a closed session (IVC6.13 – BP 2315).

NOCCCD Board Policy 2330-Quorum and Voting establishes specific quorum and voting guidelines for the Board. The Board is required to act by majority vote of all of the membership of the Board. No action can be taken by secret ballot. The Board will publicly report any action taken in open session and the vote or abstention of each individual member present. The actions requiring two-thirds majority of all members of the Board are:

- resolution of intention to sell or lease real property (except where a unanimous vote is required);
- resolution of intention to dedicate or convey an easement;
- resolution authorizing and directing the execution and delivery of a deed;
- action to declare the District exempt from the approved requirements of a planning commission or other local land use body;
- appropriation of funds from an undistributed reserve;
- resolution to condemn real property.

Actions requiring a unanimous vote of all members of the Board are:

- resolution authorizing a sale or lease of District real property to the state, any county, city, or to any other school or community college district; and
- resolution authorizing lease of District property under a lease for the production of gas (IVC6.14 – BP 2330).

NOCCCD Board Policy and Administrative Procedure 2360-Minutes specify that the written minutes of the Board meetings, signed by the Secretary of the Board, are the official records of such meetings and constitute the only legal record of the public meeting. The minutes record all actions taken by the Board and names of those present, all motions, names of those making and seconding motions, votes, major discussion points, and direction given to the Chancellor. The Chancellor's Office is responsible for the minutes and they constitute public records that are available to the public and news media (IVC6.15a – BP 2360; IVC6.15b - AP 2360).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD governing board publishes all board bylaws and policies on the Board website. As Executive Secretary of the Board, the Chancellor maintains a record of Board agendas, minutes and policies. Board Policies specify the board's size (*BP 2010*), duties and responsibilities (*BP 2200*), structure (*BP 2210*), and operating procedures (*BP 2310*, *BP 2345*, *BP 2315*, *BP 2330*, *BP 2350*, *BP 2355*, and *BP/AP 2360*). The Board's operation follows to the letter all of these policy provisions.

Evidence Sources

- IVC6.1 – NOCCCD Policies and Procedures webpage
- IVC6.2 – NOCCCD Board Policy 2200 Board Duties and Responsibilities -
- IVC6.3a – NOCCCD Board Policy 2431 Chancellor Selection
- IVC6.3b – NOCCCD Board Policy 2435 Evaluation of the Chancellor

IVC6.3c – NOCCCD Board Policy 2430 Delegation of Authority to Chancellor
IVC6.4 – NOCCCD Board Policy 2010 Board Membership
IVC6.5 – NOCCCD Board Policy 2100 Board Elections
IVC6.6a – NOCCCD Board Policy 2110 Vacancies on the Board
IVC6.6b – NOCCCD Administrative Procedure 2110 Vacancies on the Board
IVC6.7 – NOCCCD Board Policy 2210 Officers
IVC6.8 – NOCCCD Board Policy 2310 Regular Meetings of the Board
IVC6.9 – NOCCCD Board Meeting Dates webpage
IVC6.10 – NOCCCD Board Policy 2345 Public Participation at Board Meetings
IVC6.11 – NOCCCD Board Policy 2350 Speakers
IVC6.12 – NOCCCD Board Policy 2355 Decorum
IVC6.13 – NOCCCD Board Policy 2315 Closed Sessions
IVC6.14 – NOCCCD Board Policy 2330 Quorum and Voting
IVC6.15a – NOCCCD Board Policy 2360 Minutes
IVC6.15b – NOCCCD Administrative Procedure 2360 Minutes

IVC7. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy and Administrative Procedure 2410- Board Policies and Administrative Procedures stipulate that the Board shall regularly assess its policies for effectiveness in fulfilling the District’s mission and charge the Chancellor to issue administrative procedures as statements of method to be used in implementing Board Policy (IVC7.1a – BP 2410; IVC7.1b – AP 2410). The Administrative Procedures are to be consistent with the intent of Board Policies and are to be revised as deemed necessary by the Chancellor. The Chancellor utilizes the District Consultation Council (DCC), as the highest planning body for the District, to be the vehicle for reviewing, revising and updating administrative procedure on a regular basis. All meeting minutes of DCC contain information about reviewing and updating administrative procedures (IVC7.2a- DCC Minutes, Sept. 26, 2016; IVC7. 2b – DCC Minutes, Oct. 24, 2016).

BP 2410 states that “copies of all policies and administrative procedures shall be readily available to District employees through the District’s website and the Chancellor’s Office.” (IVC7.1a – BP 2410). Currently all Board Policies (BP) and Administrative Procedures (AP) are posted on the District’s website (IVC7.3 - NOCCCD Policies and Procedures webpage). Once revisions to a Board policy (BP) have been approved by the Board as a first and second reading, the revised policy is posted to the website within a week of approval (IVC7.4a -Robinson Revisions email; IVC7.4b - Ayon Revisions email; IVC7.4c - Recinos Revisions email). Administrative procedures (AP) are taken to District Consultation Council for approval (IVC7.2a- DCC Minutes, Sept. 26, 2016; IVC7. 2b – DCC Minutes, Oct. 24, 2016). The Board will review the procedures approved by the District Consultation Council, and they are then posted to the same website. *AP 2410* describes a regular cycle for review of policies and procedures. Any employee, student, or member of the public may initiate a review of any policy by submitting a request or recommendation in writing to the Chancellor’s Office (IVC7.1a - AP 2410).

The District subscribes to the Community College League of California (CCLC) policy and Procedure Service that most of the California Community Colleges utilize to ensure that its policies and procedures are up to date. NOCCCD has been performing review and update of its Board policies and associated administrative procedures on a regular basis with its documented governance process (IVC7.5 - Evidence). Currently, the District receives regular updates through the CCLC Policy and Procedure Service and makes the recommended changes to its own policies as appropriate (IVC7.6 - Evidence).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD Governing Board acts in a manner consistent with its policies and bylaws. Through the CCLC service the Board regularly assesses its policies and bylaws for their effectiveness in fulfilling the district mission and revises them as necessary. The NOCCCD Board's actions consistently follow its own policies that are aligned with the District's mission, vision, values, strategic directions and planning and decision making processes (IVC7.7- District Mission, Vision and Values Webpage).

While the District meets the standard, as a result of the self-evaluation process, the District has recognized the need for a more structured and in-depth analysis and evaluation of District policies. Starting in 2016, the plan is to review all chapters of the Board policies and associated administrative procedures over a 6-year cycle. Each chapter will be assigned to a senior administrator as the lead. That administrator, utilizing the personnel in his or her area and guidance from CCLC, will examine every policy with respect to the District's mission and strategic plan. The specific process for review and/or revisions of Board Policies (BP) is the following: the responsible senior administrator, utilizing the appropriate personnel, drafts recommended revisions; policies and procedures are then forwarded to Chancellor's Staff for review, who comment on the revisions and either approves them or returns them to the area; the Chancellor then takes the finalized set of policies to the Board for approval. The process is similar for Administrative Procedures (AP) except the Chancellor takes revisions to the DCC for approval and then presents the approved changes as an information item to the Board (IVC7.8 – BP/AP Review Cycle).

Evidence Sources

- IVC7.1a – NOCCCD Board Policy 2410 Board Policies and Administrative Procedures
- IVC7.1b – Administrative Procedure 2410 Board Policies and Administrative Procedures
- IVC7.2a – District Consultation Council Minutes, September 26, 2016
- IVC7.2b – District Consultation Council Minutes, October 24, 2016
- IVC7.3 – NOCCCD Policies and Procedures webpage
- IVC7.4a – Robinson email - Revision Notification
- IVC7.4b – Ayon email – Revisions Notification
- IVC7.4c – Recinos email - Revisions Notification
- IVC7.5 – Awaiting evidence
- IVC7.6 – Awaiting CCLC evidence
- IVC7.7 – District Mission, Vision and Values webpage
- IVC7.8 – BP/AP Review Cycle chart

IVC8. 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.

Evidence of Meeting the Standard

The NOCCCD Board regularly receives information through Board reports that ensure the institution is accomplishing goals for student success. Annually, the Board reviews and receives the following from all three educational entities of the District:

- *Institutional Effectiveness Report (IER)*– key performance indicators of the educational institutions in the District are presented ranging from retention to completion to success data (IVC8.1 – CC IER)
- *Annual Report* – in addition to the Colleges and NOCE, the Board reviews and receives a District annual report. Annual reports provide an effective summary of the accomplishments of the District, the Colleges and NOCE for the previous year (IVC8.2a – CC Annual Report; IVC8.2b- NOCCCD Annual Report).
- *Student Success Scorecard* – the annual presentation by District wide research staff highlights the success of the colleges and presents finding and conclusions in the context of the District’s Strategic Directions on completion, eliminating the achievement gap and success at the course and program levels (IVC8.3 – SSS Presentation).
- *Annual Progress Report* – this is specific to the progress made District wide in achieving the five District Strategic Directions (IVC8.4 – Districtwide Strategic Plan Progress Report).
- *Institutional Effectiveness Partnership Initiative (IEPI)* – Starting in 2015, the Board approves the institution’s goal setting benchmarks and results (IVC8.5 – Board Minutes May 24, 2016, p. 217, Item 4a).
- *Student Equity Plans (SEP)* – Starting in 2014, the Board approves the SEP of the Colleges and NOCE (IVC8.6a – CC SEP; IVC8.6b – Board Minutes Dec. 8, 2015, p. 84 Item 5e)
- *Student Success and Support Program (SSSP)* – Starting in 2015, the Board reviews the SSSP plans and outcomes of the Colleges and NOCE (IVC8.7a – SSSP Plan; IVC8.7b – Board Minutes Nov. 24, 2015, p. 63, Item 4.a)

Since 2000, the Board has annually convened a Districtwide Strategic Conversation that is a planned but informal discussion, in a democratic and conversational style, on policy issues related to student success and improving academic quality (IVC8.8 – Strategic Conversations webpage). The goal of the Strategic Conversation is to help the Board of Trustees thoughtfully examine what drives their policy decisions, by involving everyone who wishes to express a point of view, and by gathering information in a less structured atmosphere than the traditional Board meeting. The process provides opportunities for a positive exchange of ideas and concerns, as well as improved decision-making among all constituencies. Anyone from the District and the community at large may participate in the Strategic Conversation, which is aimed at maximizing dialogue among all who have an interest in student success in the District, establishing an environment conducive to consensus building and developing a spirit of teamwork. Topics for

the Strategic Conversation are chosen by the Board Subcommittee, and they all related to and focus on student success. A sampling of topics includes: Placement Reform, Habits of Mind, High School Efforts to Build Readiness, and Community College Readiness (IVC8.8 - Strategic Conversation Webpage).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD regularly reviews key indicators of student learning and achievement such as the Cypress College IER, Student Success Scorecard, Annual Progress Report, and the IEPI Benchmarks to ensure the College is accomplishing its goals for student success. In addition, the NOCCCD Board regularly reviews institutional plans including the Student Equity Plan and the SSSP plan to ensure on-going commitment to student achievement. In addition to receiving and reviewing the annual reports on student achievement and institutional quality, the Board is actively engaged in creating and promoting a culture that is student success focused. In Fall 2015, the Board authorized a midterm review and update of the Educational Master Plan (EMP). This review and update was concluded in the spring of 2016; the draft report was presented to the Board in May 2016; and the draft is currently available on the District website for comments and feedback. The finalized report will be posted to the same District's planning website in Fall 2016. (IVC8.9 - Midterm EMP Review).

The District also employs the District-wide Strategic Conversations to foster dialog among relevant groups including the public, in order to improve academic quality. The Board has conducted the annual Strategic Conversation for the past 17 years.

Evidence Sources

IVC8.1 – Cypress College Institutional Effectiveness Report 2015-16
IVC8.2a – Cypress College Annual Report
IVC8.2b – NOCCCD Annual Report 2015-16
IVC8.3 – Student Success Scorecard Presentation
IVC8.4 – District wide Strategic Plan Annual Progress Report 2015 -
IVC8.5 – Board meeting minutes, May 24, 2016 –
IVC8.6a – Cypress College Student Equity Plan
IVC8.6b – NOCCCD Board of Trustees Minutes December 8, 2015
IVC8.7a – Cypress College Student Success and Support Program Plan
IVC8.7b – NOCCCD Board of Trustees Minutes November 24, 2015
IVC8.8 – Board Strategic Conversations Webpage
IVC8.9 – Midterm Educational Master Plan Review and Update

IVC9. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy 2010-Board Membership, provides a mechanism for continuity and staggered terms of office. The policy dictates that the Board shall consist of seven members elected by the qualified voters of the District. Beginning with the November 2012 election, each trustee is required to register to vote, resides in one of seven specified trustee areas throughout his or her term, and is elected by trustee area by voters residing in that area only. Any person who meets the criteria contained in law is eligible to be elected or appointed as a member of the Board (IVC9.1 – BP 2010). *NOCCCD Board Policy 2100-Board Elections* specifies that the terms of the members shall be for four years and staggered so that as nearly as practical one half of the members shall be elected at each trustee election (IVC9.2 – BP 2100).

NOCCCD Board Policy 2740-Board Education (IVC9.3) outlines the Board’s commitment to ongoing Board development and to a trustee education program that includes new trustee orientation. The Board is committed to holding study sessions, providing access to reading materials, and supporting conference attendance and other activities that foster trustee education. NOCCCD Board members have regularly attended trustee conferences such as the CCLC Annual Convention, the Annual Legislative Conference, and the Annual Trustee Conference (IVC9. 4 – Board Minutes, May 26, 2015). A few of the NOCCCD Board members were/are active in trustee organizations at the national and state levels and have attended Association of Community College Trustees (ACCT) conferences. A number of the Board members including former Board president, Dr. Barbara Dunsheath, have completed Community College League of California’s (CCLC) Excellence in Trusteeship Program (IVC9.5 Dunsheath Certificate). In 2013, then Board president, Donna Miller, former Board president, Dr. Barbara Dunsheath, and current President Molly McClanahan completed a three-day Governance Institute for Student Success, sponsored by ACCT (IVC9.6 – evidence).

Additionally, *NOCCCD Administrative Procedure 2740-Board Education* specifies orientation of newly elected Board members that includes a copy of the Community College League of California (CCLC) publication, “*Orientation and Development of Community College Trustees*,” and a long list of specified materials including the Brown Act, AB1725, college catalogs and class schedules, Board policies and administrative procedures, and the *NOCCCD Comprehensive Master Plan* and *Strategic Plan*. The orientation programs have also included tours of all three major educational sites of the District (Cypress College, Fullerton College and Anaheim Campus, which acts as the de facto headquarters for the North Orange Continuing Education (IVC9.7 - AP 2740).

New Board members have the option to review the District budget with the Vice Chancellor of Finance and Facilities, tour all the campuses, and meet with student leaders from the Colleges and NOCE (IVC9.7 – AP 2740). New Board members have taken advantage of this orientation process, including new student trustees, and have found them to be helpful in their ability to carry out their duties and responsibilities as trustees. Board of Trustee members, Ms. Jackie Rodarte and Mr. Stephen Blount, have expressed their appreciation of the NOCCCD trustee orientation program in providing them with information and capability to serve effectively as Board members (IVC9.8 - evidence).

Analysis and Evaluation

The College and District meet the Standard. All NOCCCD Board elections have taken place in strict accordance with *BP 2100*, with no exception. Continuity of Board membership is ensured through *BP 2010*, as well as the staggered nature of the four-year terms and the mechanism in place to deal with Board vacancies. Additionally, NOCCCD has a commitment to on-going training and professional development of Board members as evidenced in *BP/AP 2740*. Board members engage in ongoing training through participation in professional conferences, and the District has a structured new member orientation.

Evidence Sources

IVC9.1 – NOCCCD Board Policy 2010 Board Membership

IVC9.2 – NOCCCD Board Policy 2100 Board Elections

IVC9.3 – NOCCCD Board Policy 2740 Board Education

IVC9.4 – NOCCCD Board Minutes, May 26, 2015

IVC9.5 – Dr. Barbara Dunsheath’s Excellence in Trusteeship Certificate

IVC9.6 – Awaiting Evidence

IVC9.7 – NOCCCD Administrative Procedure 2740 Board Education

IVC9.8 – Awaiting Evidence

IVC10. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy 2745-Board Self-Evaluation mandates that a Board evaluation be conducted in April of odd-numbered years (IVC10.1 – BP 2745). *NOCCCD Administrative Procedure 2745 – Board Self-Evaluation* establishes the following evaluation process: an assessment form is distributed to all Board members and members of the District staff who regularly participate at Board meetings at the first meeting in April of each odd-numbered year; the completed assessment forms are submitted to the Chancellor’s Office on or before the second meeting in April; the Chancellor’s Office compiles results of the assessment for distribution at the first meeting in May; and the assessment results are included as an agenda item for review and appropriate action at the second meeting in May (IVC10.2 – AP 2745).

Through this self-evaluation, the Board assesses its effectiveness in promoting and sustaining academic quality and institutional effectiveness. The evaluation is completed by all Trustees, Student Trustees, Resource Table personnel, and audience members. Assessment elements include District Goals, Mission and Vision; priorities; a review of key student learning and achievement indicators; processes to support continuous improvement; and on-going professional development of Board members (IVC10.3 - Board Meeting Agenda, May 12, 2015, Item 6.b.1).

The Board makes public the results of this self-evaluation as an agenda item at the second Board meeting in May of odd numbered years, and these results are used to improve Board performance, academic quality, and institutional effectiveness (IVC10.3 - Board Meeting Agenda, May 12, 2015, Item 6.b.1). For example, in 2015, after reviewing Board Assessment Summaries, the Board agreed to establish a Board Assessment Subcommittee to review the results and determine what change was needed, how to refine the Board's direction and expectations of the Chancellor's goals, and report back to the Board at a future meeting (IVC10.4 - Board Meeting Minutes, May 12, 2015).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD Board has been evaluating itself every other year using *BP/AP 2745* since 2003. The policy and procedures are clearly defined and adequately published in the Board Policies as listed on the NOCCCD website. Through the assessment instrument utilized, the evaluation assesses the Board's effectiveness in promoting and sustaining academic quality and institutional effectiveness, including its practices and performance as well as full participation in Board training in the form of professional development. In 2015, the Board formed a subcommittee to review the Board evaluation results, and the subcommittee made recommendations to improve Board performance (IVC10.5 – Board Evaluation Subcommittee Report). The results are made public and used to improve board performance, academic quality, and institutional effectiveness. While meeting the Standard, the Board can make the results of the evaluation more accessible to the public by posting the results more prominently on the District Website.

Evidence Sources

- IVC10.1 – NOCCCD Board Policy 2745 Board Self-Evaluation
- IVC10.2 – NOCCCD Administrative Procedure 2745 Board Self-
- IVC10.3 – NOCCCD Board Meeting Agenda, May 12, 2015
- IVC10.4 – NOCCCD Board Meeting Minutes, May 12, 2015
- IVC10.5 – Board Evaluation Subcommittee Report

IVC11. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy 2715-Code of Ethics/Standards of Practice (IVC11.1) states that the Board maintains high standards of ethical conduct for its members. Members of the Board are

responsible for establishing and upholding, implementing and enforcing all laws and codes applicable to the District. Specifically, each Board member is required to

- avoid any situation that may constitute a conflict of interest and disqualify him/herself from participating in decisions in which he or she has a financial interest;
- respect and observe the spirit of the open meeting laws and regulations and conduct closed session only if it's necessary in the judgment of the Board and only for purposes permitted by law;
- maintain public trust by protecting, advancing and promoting the interests of all citizens and by exercising independent judgment unbiased by private interests or special interest groups;
- recognize the authority of the Board as a whole;
- ensure District compliance with nondiscrimination laws;
- attend student ceremonies and events to demonstrate interest in and respect for student accomplishments;
- attend all Board meetings, having prepared for discussion and decision by studying all agenda materials;
- maintain confidentiality of closed sessions;
- enhance Board member effectiveness by devoting time to study contemporary educational issues and attendance at professional workshops and conferences on the duties and responsibilities of the Board;
- promote and maintain effective relationships with fellow Board members as well as the Chancellor and staff;
- be an advocate for the District in the community by encouraging support for and interest in NOCCCD.

NOCCCD Administrative Procedure 2715-Code of Ethics/Standards of Practice (IVC11.2) requires each Board member to adhere to the Code of Ethics by signing a statement to this effect at the annual organizational meeting. In addition, both *NOCCCD Board Policy and Administrative Procedure 2710- Conflict of Interest* address specific behaviors that are prescribed by law, including a requirement of each Board member to file a statement of economic interest (IVC11.3 – AP 2710). Further, Board members are prohibited from holding two incompatible public offices at the same time, and that upon leaving the Board, acting as an attorney, agent or otherwise representing for compensation others appearing before the Board for up to one year (IVC11.4 – BP 2710). Finally, in order to further disclose any financial interests, Board members make public compensation information and travel reports (IVC11.5 – Trustee Total Compensation Report; IVC11.6 – Trustee Travel Report).

In order to uphold the Code of Ethics, *BP 2715* has a clearly defined process when a complaint of Trustee misconduct is lodged. In order to determine the validity of the complaint, a fact-finding process shall be initiated and completed within a reasonable period of time. The three-member ad hoc committee shall make a report of its findings to the Board for action. The committee shall be guided in its inquiry by the standards set forth in the Board's Code of Ethics. The trustee subject to the charge of misconduct shall not be precluded from presenting information to the committee (IVC11.2 - BP 2715).

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD governing board upholds both *BP/AP 2715-Code of Ethics/Standards of Practice* and *BP/AP 2710-Conflict of Interest policies*. The NOCCCD Board of Trustees members act with integrity, adhere to the code, and hold themselves to the highest ethical standards. As articulated in *BP 2715*, the Board has a clearly defined policy and process, which is implemented when necessary, for dealing with behavior that violates its code. As precluded by *BP/AP 2710*, a majority of the NOCCCD board members have no employment, family, ownership, or other personal financial interest in the District. Further, Board member interests, including compensation information and travel reports, are appropriately disclosed and do not interfere with their impartiality or outweigh their greater duty to secure and ensure the academic and fiscal integrity of the institution.

Evidence Sources

- IVC11.1 – NOCCCD Board Policy 2715 Code of Ethics/Standards of Practice
- IVC11.2 – NOCCCD Administrative Procedure 2715 Code of Ethics/Standards of
- IVC11.3 – NOCCCD Board Policy 2710 Conflict of Interest
- IVC11.4 – NOCCCD Administrative Procedure 2710 Conflict of Interest
- IVC11.5 – Trustee Total Compensation Report
- IVC11.6 – Trustees Travel Report

IVC12. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy and Administrative Procedure 2430-Delegation of Authority (IVC12.1a; IVC12.1b) state that the Board delegates to the Chancellor the executive responsibility for administering the policies adopted by the Board and executing all decisions of the Board requiring administrative action. The Chancellor is empowered to reasonably interpret Board policy and to delegate powers and duties entrusted to him or her by the Board, including the administration of colleges and centers, but is specifically responsible to the Board for the execution of such delegated powers and duties. In situations where there is no Board policy direction, the Chancellor shall have the power to act, but such decisions shall be subject to review by the Board. It is the duty of the Chancellor to inform the Board of such action and to recommend written Board policy if one is required. The Chancellor will perform the duties contained in the Chancellor's job description and fulfill other responsibilities as may be determined in annual goal-setting or evaluation sessions. Interviews with the one permanent and one interim chancellor who held the office in the last six years indicate that they both feel that the Board has empowered them to perform their duties without undue interference (IVC12.2 - Evidence).

In order to hold the Chancellor accountable for the effective operation of the District, as per *NOCCCD Board Policy and Administrative Procedure 2435-Evaluation of the Chancellor* (IVC12.3a; IVC12.3b), the Board shall conduct an evaluation of the Chancellor at least annually. The Board evaluates the Chancellor using an evaluation process developed by and jointly agreed by the Board and the Chancellor. The evaluation consists of an assessment of progress towards goals and objectives, a composite of evaluations completed by individual Board members, Chancellor's Staff and Resource table members, and a self-evaluation completed by the Chancellor.

Analysis and Evaluation

The College and District meet the Standard. The NOCCCD Governing Board delegates full responsibility and authority to the Chancellor through *BP/AP 2430* to implement and administer board policies. The policy elements confer on the Chancellor all the necessary powers for him or her to perform the job without board interference. The District further holds the Chancellor accountable for the operation of the district through an annual evaluation as prescribed by *BP/AP 2425*. The NOCCCD Board of Trustees is keenly aware of the need for the Board to lead the District with policy decisions as opposed to micro-managing operational ones. Board members will occasionally remind each other in open sessions when the discussions veer into administrative matters to stay on track in policy deliberations (IVC12.4 - evidence).

Evidence Sources

IVC12.1a – NOCCCD Board Policy 2430 Delegation of Authority to Chancellor
IVC12.1b – NOCCCD Administrative Procedure 2430 Delegation of Authority to Chancellor
IVC12.2 – awaiting Chancellor Interview evidence
IVC12.3a – NOCCCD Board Policy 2435 Evaluation of the Chancellor
IVC12.3b – NOCCCD Administrative Procedure 2435 Evaluation of the Chancellor
IVC12.4 – awaiting micro managing evidence

IVC13. 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.

Evidence of Meeting the Standard

NOCCCD Board Policy 3200-Accreditation states that the Chancellor keeps the Board informed of approved accrediting organizations and the status of accreditations (IVC13.1 – BP 3200). The Chancellor also ensures that the Board is involved in any accreditation process in which the Board participation is required. In addition, the Chancellor provides the Board with a summary of any accreditation report and any actions taken or to be taken in response to recommendations in an accreditation report. *AP 3200* ensures compliance with eligibility standards as established by ACCJC. It also specifies a clear process for the Colleges in the District to conduct its

accreditation, including the requirement of having the Board review and approve the self-evaluation report prior to submission to ACCJC (IVC13.2 – AP 3200).

The Board is actively involved in the accreditation process and has made accreditation compliance one of the goals for the Chancellor (IVC13.3 – Chancellor’s Welcome, Item 1). In the most recent accreditation cycle, there is stronger and regular collaboration between the College and the District Office such that the Board receives regular updates on accreditation and is provided with formal presentations on the accreditation process and timeline (IVC13.4 – Board Minutes Jan 26, 2016, p. 97). The Vice Chancellor of Educational Services and Technology has regular meetings with the Accreditation Chair and Accreditation Liaison Officer (ALO) to discuss the College’s accreditation status. In addition, as part of the regular Board evaluation required by *NOCCCD Board Policy 2745-Board Evaluation* (IVC13.5 – BP 2745), the roles and functions of board members in the accreditation process are assessed. Board members are evaluated as to the degree to which they are knowledgeable and take an appropriate role in the accreditation process (IVC13.6 – Board Meeting Agenda, May 12, 2015, Item 6.b.17). The District has an active and informative website on accreditation that contains information about the accreditation of all three educational entities in the District, a District-wide accreditation timeline, a functional map and links to such information as district audits, district wide planning, board policies and administrative procedures, and research and institutional effectiveness (IVC13.7 – District Accreditation Webpage). The Board is provided the opportunity to do first and second reading of all accreditation reports and is invited to participate in any accreditation process which they deem appropriate.

The Board, though established policy supports the efforts of Cypress College to improve and excel. *NOCCCD Board Policy and Administrative Procedure 3225-Institutional Effectiveness* provide the oversight mechanism to monitor the progress the College is making in pursuit of set goals. The policy requires the College to post accreditation status, fiscal viability, student performance and outcomes, and programmatic compliance with state and federal guidelines. Once the information is reviewed the College can make decisions about necessary changes or modifications in programs and services offered (IVC13.8a- BP 3225; IVC13.8b- AP3225).

Analysis and Evaluation

The College and District meet the Standard. As required by *BP/AP 3200*, the Chancellor keeps the NOCCCD governing board informed about the Accreditation status of the College as well as ensures that the College and District meet the Eligibility Requirements, the Accreditation Standards and Commission policies established by ACCJC. Further, the Board participates in appropriate accreditation processes and supports, through policy, Cypress College’s efforts to improve and excel. As per *BP/AP 3225*, the District “measures the ongoing condition of the District’s operational environment” and ensures that institutional goals are met (IVC13.-BP 3225, p. 1). Finally, as part of the Board evaluation dictated by *BP 2745*, the Board regularly evaluates its roles and functions in the accreditation process.

Evidence Sources

IVC13.1 – NOCCCD Board Policy 3200 Accreditation

- IVC13.2 – NOCCCD Administrative Procedure 3200 Accreditation
- IVC13.3 – NOCCCD Chancellor’s Welcome
- IVC13.4 – NOCCCD Board meeting Minutes, January 26, 2016
- IVC13.5 – NOCCCD Board Policy 2745 Board Evaluation
- IVC13.6 – NOCCCD Board meeting Agenda, May 12, 2015
- IVC13.7 – NOCCCD Accreditation webpage
- IVC13.8a – NOCCCD Board Policy 3225 Institutional Effectiveness
- IVC13.8b – NOCCCD Administrative Procedure 3225 Institutional Effectiveness

Changes Arising out of the Self Evaluation Process

Change, Improvement and Innovation	Standard	College Lead	Timeline	Outcome
Provided the Board of Trustees with enhanced information related to institutional effectiveness	IVC1	Vice Chancellor, Educational Services and Technology	Fall 2016	The District and College collaborated to provide the Board of Trustees not only Student Success Scorecard information but now also conclusions and future implications.
Analyzed and evaluated District policies	IVC7	Vice Chancellor, Educational Services and Technology	Fall 2016-22	The District began a process to have a more structured and in-depth analysis and evaluation of District policies over a six-year cycle.

Plans Arising out of the Self Evaluation Process

Planned Change, Improvement and Innovation	Standard	College Lead	Timeline	Anticipated Outcome
Make Board evaluation results more accessible to the public	IVC10	Chancellor	Fall 2017	The District will make the results of the Board evaluations more accessible to the public by posting the results more prominently on the District website