

**Monterey Peninsula College  
Institutional Self Study Report  
Standard IVB: The Board and Administrative Organization**

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**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**An Introduction**

**Standard IVB**

In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/systems clearly define the organizational roles of the district/system and the colleges.

***Description:***

Monterey Peninsula College (MPC) Board of Trustees is the publicly elected group of community representatives that develop and uphold policies regarding all aspects of the functioning of the college. In compliance with the Education Code §7700 and §72233, Board Policy (BP) 1007 specifies the duties and responsibilities of the Board, and authorizes the Board to “determine the broad general policies, which will govern the operation of the college and the district and review them periodically.”

The Monterey Peninsula College *Governing Board Policy Manual* is the official document of record which contains the Governing Board Policies. The MPC Governing Board Policies are organized into five sections--Governing Board Policies (Series 1000), Administration and Business Services (Series 2000), Educational Programs and Standards (Series 3000), Student Services (Series 4000), and Personnel (Series 5000). The board policies are available campuswide in paper format. Paper copies are available in administrative offices, division offices, and the library reference room.

The Superintendent/President of the district is designated as the Executive Officer of the Board of Trustees, and as such has the executive responsibility for administering the policies adopted by the Board and for executing all decisions of the Board requiring administrative action, and thus, acts as the professional advisor to the Board (BP 1050). In addition, Board Policy 1415 authorizes the Superintendent/President to issue any administrative procedure or regulation in the furtherance of these board policies which is not in conflict or inconsistent with or preempted by any law.

Monterey Peninsula College is a single college district with an Education Center encompassing two sites: one in Marina, and a Public Safety Training Center in Seaside.

**Evaluation – Standard IVB: MPC meets the standard.**

The dedication, commitment, and wisdom of the MPC Board have contributed to the overall success of the college in the last few years. In 2002, MPC’s Board placed Measure I, a bond measure designed to assist MPC in improving its facilities, on the ballot. The measure passed, reflecting the county’s continuing public support for the college

The Office of Institutional Research conducted the Accreditation Faculty and Staff Survey in spring 2008. Based on the 166 responses, a majority of faculty and staff agreed that the Board is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution.

**Plan – Standard IVB:**

**None**

**Evidence:**

	Evidence	Documentation
	<u>Governing Board Policies:</u> 1000, 1005, 1007, 1025, 1035, 1040, 1045, 1050, 1065, 1210, 1300, 1405, 1410, 1415, 1435, 2005, 2010	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	Accreditation Faculty & Staff Survey	<a href="http://www.mpcfakulty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf">http://www.mpcfakulty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf</a> <a href="http://www.mpcfakulty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls">http://www.mpcfakulty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls</a>

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**The Governing Board and Its Responsibilities**

**STANDARD IVB**

**Section 1.**

The institution has a governing board that is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board adheres to a clearly defined policy for selecting and evaluating the chief administrator for the college or the district/system.

*Description:*

**The Board of Trustees and Student Learning Programs and Services**

Monterey Peninsula College's Board of Trustees is responsible for establishing policies that assure the quality, integrity, and effectiveness of its student learning programs and services. It is also responsible for the financial stability of the institution. The Monterey Peninsula College *Governing Board Policy Manual* is the official document of record which contains the Governing Board Policies. The MPC Governing Board Policies (BP) are organized into five sections: Governing Board Policies (Series 1000), Administration and Business Services (Series 2000), Educational Programs and Standards (Series 3000), Student Services (Series 4000), and Personnel (Series 5000). The board policies are available campuswide in paper format. Paper copies are available in administrative offices, division offices, and the library reference room.

In particular, Board Policy 1007 specifies the specific areas of authority of the Board of Trustees, which include, but are not limited to, the following duties and responsibilities:

1. Select, appoint, and evaluate the Superintendent/President.
2. Determine the broad general policies, which will govern the operation of the college and the district and review them periodically.
3. Act on recommendations of the Superintendent/President.
4. Review and adopt the annual budget.
5. Approve the expenditure of all funds.
6. Assure the financial solvency of the district.
7. Act on recommendations of the Superintendent/President regarding the appointment or dismissal and assignment of all faculty and staff members.

8. Function as the legislative and policy making body charged with the oversight and control of the college, leaving the executive function to the Superintendent/President.
9. Approve and evaluate the educational program of the college with the Superintendent/President and other appropriate personnel.
10. Participate in the development of educational policies with local, regional, state, and national agencies.
11. Ensure proper accounting of all funds under the supervision of the Board.
12. Provide for the annual audit of all funds under the supervision of the Board.
13. Consider communications and requests from citizens or organizations on matters of policy and administration.
14. Consult with the Board President prior to recommending Board meeting agenda items as provided in Governing Board Policy 1021.

The Board is committed to assuring that all constituent groups participate in maintaining the quality, integrity, and effectiveness of instructional programs and services (BP2010). Four groups that help to support the quality, integrity, and effectiveness of instructional programs and services are the Academic Senate, the Curriculum Advisory Committee, the College Council, and the Facilities Committee.

**The Academic Senate:** The Board recognizes the Academic Senate as the faculty's primary representative for the formulation and revision of district policies on academic and professional matters. (BP2005) Academic and professional matters include:

- Curriculum
- Degree and certificate requirements
- Grading policies
- Educational program development
- Standards or policies regarding student preparation and success
- Governance structure as related to faculty roles
- Faculty roles and involvement in accreditation processes
- Policies for faculty professional development activities
- Processes for program review
- Processes for institutional planning and budget development

When the Academic Senate recommends changes in existing policy or recommends establishment of new policy, it does so through the Superintendent/President, and

"in instances where the governing board elects to rely primarily upon the advice and judgment of the academic senate, the recommendations of the senate will normally be accepted, and only in exceptional circumstances and for compelling reasons will the recommendations not be accepted. If a recommendation is not accepted, the governing board or its designee, upon request of the academic senate, shall promptly communicate its reasons in writing to the academic senate." (BP 2005)

The Academic Senate President is invited to report to the Board at the monthly Board meetings.

**The Curriculum Advisory Committee:** The quality of all courses and programs is centered in the collegial and professional review of all aspects of MPC's curriculum development and new course approval process (BP3010). In collaboration with the Academic Senate, the Curriculum Advisory Committee (CAC), as a faculty-driven campus standing committee, is charged with reviewing new and revised curriculum and making recommendations to the Board (BP 3010). A chapter in the *Curriculum Basics Handbook*, which is available to all faculty, describes the process for submitting new courses and programs. As of this writing, CAC has ensured that over 600 courses meets the standards of rigor and high quality as established by Title 5, Education Code, and Chancellor's Office requirements. When significant changes are recommended regarding curriculum, the CAC recommendations are presented to the Board monthly for review and approval. The Board adheres to its board policies in Series 3000, Educational Programs and Standards.

**College Council:** MPC's Governing Board recognizes the College Council as the central body of the shared governance process for MPC. As such, College Council supports the quality, integrity, and effectiveness of instructional programs and services; it receives accountability reports from Academic Affairs and Student Services, and supports programs and services through the resource allocation process. Further explanations regarding planning and resource allocations are provided under "The Governing Board and Financial Stability."

**Facilities Planning Committee:** The Board also supports student learning through its approval of educational and facilities planning. In November 2002, the college's bond measure, Measure I, was approved by the voters to fund \$145 million for facility improvements. The first series of bonds for \$40 million were sold in 2003, and the Board of Trustees approved the funding plan in 2004. The second and third series of bonds for the remaining \$105 million were issued in January 2008. The current projected costs to implement the necessary improvements on the Monterey Peninsula College campus are estimated to be \$203.5 million. The Board reviews and approves all planning and resource allocations, taking into account the information from the community Bond Oversight Committee.

In 2004 *Monterey Peninsula College District Space Quantification and Facilities Master Plan* (hereinafter, the "*MPC Educational/Facilities Master Plan*") was adopted and approved by the Board. The purpose of the plan was to provide the necessary data and foundation upon which the instructional and support service facility needs of the District can be addressed and met in the next sixteen years. It provided guidelines for decision-making and action. It also facilitated the development of other plans for the District, including capital expenditures, technology, personnel and those of a budgetary and/or fiscal nature.

The campus Physical Master Plan was developed in 2004-05 to provide a framework to implement campus improvements and guide current and future development over the next 20 years. The plan provides long-range guidance for the building and renovation program by determining sites for several new buildings, emphasizing academic program clusters, providing for additional parking, and improving transportation access and pedestrian pathways on campus. The plan was adopted by the Board of Trustees on June 28, 2005.

In fall 2005, a similar master planning effort was conducted for the college's Education Center in Marina. The *MPC Fort Ord Education Center Physical Master Plan* was developed to address the immediate and long term needs of the college at these sites. The plan was adopted by the Board of Trustees on March 21, 2006. The Board receives monthly updates on the Education Center in Marina.

### **The Board and Financial Stability**

The Governing Board, in concert with the Superintendent/President and College Council, establishes policies to ensure the financial stability of MPC. Board Policy 2105 makes it clear that MPC must have a balanced budget in place by July 1 prior to the upcoming academic year. The Board must also ensure a 10 percent designated General Reserve to protect the college from unexpected emergencies.

### **The Board and Its Role in the Selection and Evaluation of the Chief Administrator**

The Board is responsible for the selection and appointment of the Superintendent/President (BP 1007). Prior to the selection of its current Superintendent/President, the Board had not established a formalized written process for the selection of the Superintendent/President. In 2006, the Board piloted a new process for the selection of the current Superintendent/President, which utilized faculty, staff, administrators and community members, as well as an outside consultant.

The process encompassed several steps:

1. Two open and public meetings were held after the previous President announced his retirement. These meetings were attended by faculty, staff, administrators, students and Trustees. The purpose of the meetings was to elicit characteristics that meeting participants desired in the next President.
2. A committee consisting of faculty, staff, administrators and community members was convened by the Board of Trustees, and chaired by one of the Trustees to whom the task had been delegated.
3. The list of desired characteristics generated during the public meetings was, consolidated for inclusion in the position brochure
4. The job notice brochure describing those characteristics as well as describing the college was prepared by the committee chair and approved by the committee.  
[Evidence]

5. Through an RFP process, the committee engaged an outside consultant whose job it was to facilitate the search process, recruit potential candidates, conduct reference checks and act as a resource.
6. Monterey Peninsula College advertised the position, disseminated the brochure, and collected accepted applications for the position.
7. The committee completed initial paper evaluations of the candidates presented by the consultant, culling the list down to ten semi-finalists, who were interviewed by the committee.
8. The committee selected three finalists to forward to the Board of Trustees; one withdrew from consideration.
9. The Board of Trustees interviewed the two remaining finalists. On the day of his/her on-campus interview, each finalist spoke at a public forum, which included an opportunity for attendees to ask questions of the candidate. Attendees were invited to provide feedback on the finalists
10. The consultant prepared in-depth reference checks on the finalists.
11. On the basis of the candidate interviews, feedback from the public forum, reference checks and a site visit, one finalist was selected by the Trustees and offered the position.

Pursuant to Board Policy 5510, the term of the Superintendent/President is determined by the Governing Board. It is the duty of the Board to renew the contract of the Superintendent/President or to notify him/her in writing prior to the first of January in the last year of his/her incumbency that his/her services will not be required for the next succeeding contractual year. The Board is also responsible for determining the compensation of the Superintendent/President. It is fixed by the Board at the time of appointment, as are the terms of service.

The Board evaluates the Superintendent/President annually. Each year, the Board and Superintendent/President mutually agree on performance objectives to be achieved that year. The Superintendent/ President is evaluated at the end of the year on those objectives. The Superintendent/ President's performance objectives are tied to the adopted Board approved institutional goals. The Board utilizes the Superintendent/ President's monthly reports to the Board, and conducts anonymous surveys of faculty, staff and community members in support of its annual evaluation.

The ongoing performance review of the Superintendent/President is evident in the Board Minutes for the following time periods:

- Public Employee Performance Evaluation: Superintendent/ President. July-August 2002
- Public Employee Performance Evaluation: Superintendent/ President. July-August 2003
- Public Employee Performance Evaluation: Superintendent/ President. August-September 2004
- Public Employee Performance Evaluation: Interim Superintendent/ President. March 2006. Public Employee Performance Evaluation: Superintendent/ President. November 2006
- Public Employee Performance Evaluation: Superintendent/ President. January-March 2007.
- Public Employee Performance Evaluation: Superintendent/ President. January-March 2008.

***Evaluation – Section 1: MPC meets this standard.***

MPC is proud of the work of its Board of Trustees. The college recognizes that its Board establishes policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board also adheres to a clearly defined policy for selecting and evaluating the Superintendent/President for the college.

***Plan – Standard IVB.1***

**None**

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u> 1000, 1005, 1007, 1025, 1035, 1040, 1045, 1050, 1065, 1210, 1300, 1405, 1410, 1415, 1435, 2005, 2010, 1021?, 3010?	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	<u>Governing Board Policies:</u> 3005,3120, 3830, 5105A, 5510, 5525, 6250	Hard copies (need to be scanned)
	<u>Governing Board Minutes</u> Governing Board Minutes Regular Meeting –2008  Governing Board Minutes Regular Meeting –2007	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>  <i>Hard copies to be scanned.</i>

	<p>Governing Board Minutes Regular Meeting --2006.</p> <p>Governing Board Minutes Regular Meeting –2005.</p> <p>Governing Board Minutes Regular Meeting – 2004.</p> <p>Governing Board Minutes Regular Meeting – 2003.</p> <p>Governing Board Minutes Regular Meeting –2002.</p>	
	Curriculum Advisory Committee (CAC)	<a href="http://www.mpc.edu/curriculumadvisorycommittee/Pages/default.aspx">http://www.mpc.edu/curriculumadvisorycommittee/Pages/default.aspx</a>
	CAC Handbook	<a href="http://mympc.mpc.edu/Committees/CAC/Pages/CAHandbook.aspx">http://mympc.mpc.edu/Committees/CAC/Pages/CAHandbook.aspx</a>
	2008 Organizational Chart	<i>To be placed on</i> <a href="http://www.mpcfaculty.net/accreditation/Evidence.htm">http://www.mpcfaculty.net/accreditation/Evidence.htm</a>
	Accreditation Faculty & Staff Survey	<a href="http://www.mpcfaculty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf">http://www.mpcfaculty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf</a> <a href="http://www.mpcfaculty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls">http://www.mpcfaculty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls</a>
	2007 Financial Audit	Hard Copy
	<i>MPC Educational/Facilities Master Plan</i>	
	<i>MPC Fort Ord Education Center Physical Master Plan</i>	
	MPC Physical Master Plan	<a href="http://www.mpc.edu/mpcbond/Documents/MPCOctoberPMP.pdf">http://www.mpc.edu/mpcbond/Documents/MPCOctoberPMP.pdf</a>
	MPC Fort Ord Education Center Physical Master Plan	<a href="http://www.mpc.edu/mpcbond/Documents/Physical%20Master%20Plan%203-14-06.pdf">http://www.mpc.edu/mpcbond/Documents/Physical%20Master%20Plan%203-14-06.pdf</a>

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**The Governing Board: Independent Yet United**

**STANDARD IVB  
Section 1.a**

The governing board is an independent policy-making body that reflects the public interest in board activities and decisions. Once the board reaches a decision, it acts as a whole. It advocates for and defends the institution and protects it from undue influence or pressure.

*Description:*

**The Governing Board: Interdependent and Independent**

The MPC Board of Trustees is committed to the participation of faculty, staff and students in district and college governance while retaining its rights and responsibilities as the ultimate authority in all areas defined by the state laws and regulations. The Board welcomes open dialogue with administration, faculty and staff, and members of the community. The presidents of the Academic Senate and the two bargaining units representing faculty and classified staff, as well as the College Council Chair, report to the Board at each meeting, as does the student trustee.

The MPC Board of Trustees recognizes its responsibility to the community it serves. As part of its commitment, the Board affirms and practices the ethical conduct stated in Board Policy 1000. The Board respects the intent, as well as the letter, of the Ralph N. Brown Act, discussing in Closed Session only those topics designated for discussion in Closed Session and taking official actions in public sessions. Board members have served as positive spokespersons for the college in the community and act, constructively, in communicating and promoting the needs of the community to the college.

**The Governing Board: Acting as a Whole**

The Board advocates for and defends the institution and protects it from undue influence or pressure. First and foremost, the Board's decisions are based upon all available facts, and board members vote their honest conviction in every case, un-swayed by partisan bias, and abide by and uphold the final majority decision of the Board. Board Policy 1045, Actions of the Board of Trustees, states that three public members of the Board will constitute a quorum for the transaction of business. An affirmative vote by three members present is required to make effective actions of the Board, except in those instances in which the law requires a two-thirds majority, in which case four affirmative votes by Board members present are required.

### **The Board and Ownership of the College**

The MPC Board is composed of five members who have no ownership in the college. In accordance with Board Policy 1300, *Conflict of Interest for the Governing Board and Designated Positions*, no member of the Board of Trustees shall have any financial interest in any contract or purchase order authorized by the Board.

### **Brief History on Trustee Election Methods**

The Monterey Peninsula Community College District (MPCCD) has operated with a five-member Governing Board since inception. The Trustees have been elected using the “at large” option whereby trustee candidates must reside within the district and are elected by voters throughout the district. Board elections stagger the number of trustee seats open for each election.

In 2004, the MPCCD Governing Board appointed a community advisory committee to investigate a requested change in trustee election method to trustee districts. The advisory committee presented a recommendation to change to a trustee district system in 2006. After extensive review and discussion, the Monterey County Committee on School District Organization voted in 2008 to change the trustee election method for the Monterey Peninsula Community College District from the “at large” method to the “trustee district” method, retaining a five member board. The trustee district method requires that prospective trustee candidates reside in the trustee district for the board seat being sought and only voters in that trustee district may vote in that election.

- Trustee District One consists mainly of the City of Seaside and Sand City.
- Trustee District Two consists mainly of the City of Marina.
- Trustee District Three consists mainly of the City of Monterey, City of Del Rey Oaks, and the unincorporated Monterey County area of the former Fort Ord.
- Trustee District Four consists of the City of Pacific Grove and the Del Monte Forest area.
- Trustee District Five consists of the City of Carmel-by-the-Sea, the Carmel Valley area, and the City of Monterey south of Highway 68.

The first election using the trustee district method will be in November 2009 for seats in Trustee Districts One and Two.

In response to public interest in doing away with the at-large method of electing trustees to the five-member board in favor of a five-district system, the Board amended Board Policy 1005 (2008) to a five-district system. Board Policy 1005 now states that the five members of the Governing Board are elected by the residents of the five Trustee Districts created by the Monterey County of Education on August 11, 2008.

### ***Evaluation – Section 1.a: MPC meets the standard.***

The MPC Governing Board is an independent policy-making body that reflects the public interest in board activities and decisions. Once the Board reaches a decision, it acts as a

whole. It advocates for and defends the institution and protects it from undue influence or pressure. As an independent policy-making body that reflects the public interest, the Board embraces the principles of the Brown Act and provides ample opportunity for public comment. The Board is responsive to public requests, as evident by the following:

- The adoption of new language in Board Policy 1005, which changes the at-large elected membership to a membership by a five-district system.
- Regular board meetings in the communities of Marina and Seaside.
- Planning and resource allocation for the Education Center in Marina
- Planning and resource allocation for the Public Safety Training Center

The Board’s decisions are based upon all available facts, and Board members vote their honest conviction in every case, un-swayed by partisan bias, and abide by and uphold the final majority decision of the Board.

The Board advocates for and defends the institution and protects it from undue influence or pressure. The Board’s dedication, commitment, and wisdom contributed to the overall success of the college in the property acquisition of the now Education Center of Marina, Public Safety Training Center, and the successful passage of Measure I by the voters of Monterey Peninsula in the 2002. As part of the commitment, the Board advocated for the institution, protecting its interests in its dealing with local, state, and national agencies.

In addition, the Board makes use of an annual calendar of events that includes campus, community, local, and state events. Board members make every effort to assure that the Board has a presence in campus activities and meetings, community meetings and events, and pertinent local and state government events. For example, MPC had representation from students, faculty and staff, and the Board at the March 16, 2009, *March in March*, Rescue Education, at the State Capitol in Sacramento.

***Plan – Standard IVB.1.a***

None

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u> 1000, 1005, 1045, 1050, 1300	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
<u>Need specific meeting dates</u>	<u>Governing Board Minutes</u> Governing Board Minutes Regular Meeting – 2008	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>

	<p>Governing Board Minutes Regular Meeting – 2007</p> <p>Governing Board Minutes Regular Meeting -- 2006.</p> <p>Governing Board Minutes Regular Meeting – 2005.</p> <p>Governing Board Minutes Regular Meeting – 2004.</p> <p>Governing Board Minutes Regular Meeting – 2003.</p> <p>Governing Board Minutes Regular Meeting – 2002.</p>	<p><i>Hard copies to be scanned.</i></p>
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**The Governing Board, the Mission Statement, and the College's Resources**

**STANDARD IVB**  
**Section 1.b**

The governing board establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.

*Description:*

**The Governing Board and the Mission Statement**

The Board of Trustees establishes policies that support MPC's mission statement; it approves the college's mission statement and institutional goals and supports the resource allocation process designed to ensure the highest level of student learning programs and services MPC can provide.

The college's mission statement and institutional goals are developed through a shared governance process and approved by the Board. As part of the process of continuous quality improvement, the College Council is responsible for reviewing and potentially revising the mission statement every three years, as well as developing institutional goals on the same three-year time frame.

**The Governing Board and Resource Allocation**

The MPC Board-approved mission statement and institutional goals provide the framework by which the college plans, allocates resources and improves the effectiveness of instructional programs and services. The Planning and Resource Allocation process is the primary institutional planning structure at MPC. It integrates the development of institutional mission and goals with the submittal of program reviews and action plans from individual divisions and areas. It prioritizes potential expenditures, integrates budget constraints, allocates the resources, and provides authorization for implementing plans. Finally, the Planning and Resource Allocation process systematically evaluates effectiveness and emphasizes accountability by evaluating the attainment of goals in each component of the college (Fig 4B1.3).

As part of the final steps of the resource allocation process (steps 8-10), the Superintendent/President receives and reviews the recommendations from the College Council, then presents the recommendations to the Board. The Board makes the final decision. Once the Board has approved the recommendations, the appropriate divisions or areas implement the action plans.

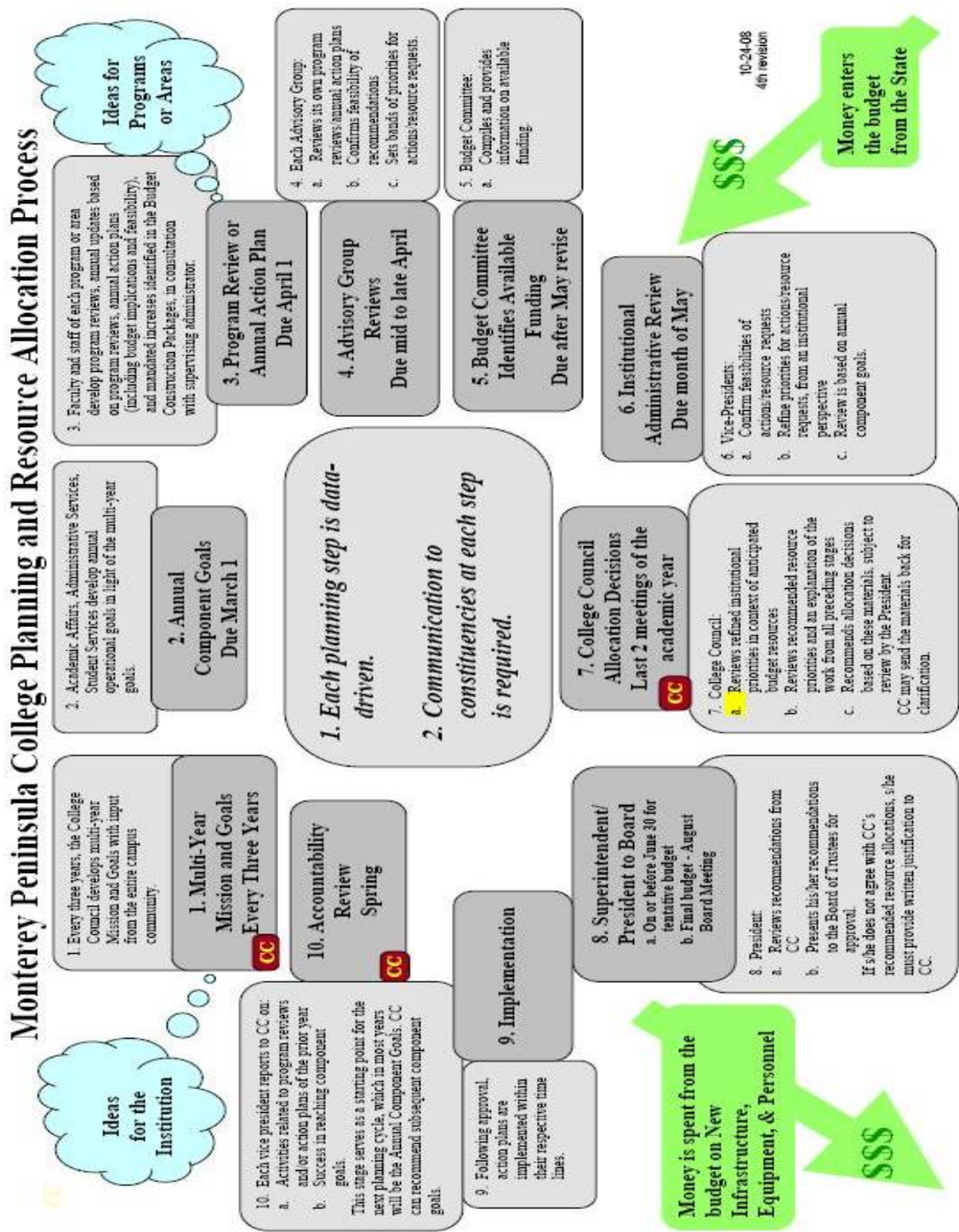


Figure 4B1.3. The Planning and Resource Allocation Process. For a larger version, see: <http://www.mpc.edu/collegecouncil/College%20Council%20Bylaws/CollegeCouncil%20Planning%20-%20Resource%20Allocation%20Process%204th%20rev.CC%2011-4-08.pdf>

**Evaluation – Section 1.b: MPC meets this standard.**

MPC’s Governing Board policies are consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The college’s mission statement was developed through a shared governance process and approved by the Governing Board. The Institutional Goals for 2007-2010, approved by the Board in February 2008, forms the foundation for all planning and resource allocation at MPC and serves as the standards by which the college evaluates its effectiveness. The Board policies and actions embrace the principles of shared governance. The Board policies and actions support the college making data driven decisions in meeting the mission of the college. The Board policies and actions support long-range educational and facilities planning, as evident by the successful passage of the MPC Bond Measure I (2002), which facilitated the development of other plans for the District, including capital expenditures, technology, personnel, and those of a budgetary and/or fiscal nature.

**Plan – Standard IVB.1.b**

None

**Evidence:**

	Evidence	Documentation
	<p><u>Governing Board Minutes</u>                      Governing Board Minutes Regular Meeting –2008                      Governing Board Minutes Regular Meeting –2007                      Governing Board Minutes Regular Meeting -- 2006.</p>	<p><a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>                      Hard copies to be scanned</p>
	<p>MPC Mission Statement                      MPC Institutional Goals</p>	<p><a href="http://www.mpc.edu/collegecouncil/CollegeCouncilMinutes/Missionstatement3latest.pdf">http://www.mpc.edu/collegecouncil/CollegeCouncilMinutes/Missionstatement3latest.pdf</a>  <a href="http://www.mpc.edu/GoverningBoard/MeetingMinutes/RegularMeetingMinutes02-2608.pdf">http://www.mpc.edu/GoverningBoard/MeetingMinutes/RegularMeetingMinutes02-2608.pdf</a></p>

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**The Governing Board and Ultimate Responsibility**

**STANDARD IVB  
Section 1.c**

The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity.

*Description:*

**Ultimate Responsibility**

In accordance with the California Education Code (Ed Code 70902), the MPC Board has ultimate responsibility for educational quality, legal matters, and financial integrity of the college. Board Policy 1007 specifies the duties and responsibilities of the Board. The Board accepts and exercises this responsibility, as evidenced by their purposeful actions reflected in Board meeting minutes. The MPC Board of Trustees reviews and acts upon items in the consent calendar on a monthly basis that includes review and approval of curriculum, approval of financial expenditures for educational programs, planning and resource allocation for facilities, and review and act on legal matters.

The MPC Board acts independently and is not subject to the actions of any other entity. The Board's actions are final.

***Evaluation – Section 1.c: MPC meets the standard.***

MPC's Board has ultimate responsibility for educational quality, legal matters, and financial integrity. In accordance with the California Education Code (Ed Code §70902), the MPC Board has ultimate responsibility for educational quality, legal matters, and financial integrity of the college. The MPC Board reviews and acts upon items in the consent calendar on a monthly basis that include review and approval of curriculum, approval of financial expenditures for educational programs, and planning and resource allocation for facilities. The Board also reviews and acts on legal matters.

In terms of curriculum development and new course approval, the CAC reviewed and approved 660 courses in academic year 2008-2009, of which the Board received and approved over 105 new or substantially revised courses.

The Board reviews and adopts the annual budget, ratifies the expenditure of all funds, assures the financial solvency of the District. The Board has established criteria for

budgets that (1) must be balanced, (2) shall reflect the best possible allocation of financial resources, (3) must provide for a reserve for contingencies, and (4) must contain a Board designated General Reserve (maintaining a target reserve of 10 percent of unrestricted general fund revenues). The Board ensures proper accounting of all funds under the supervision of the Board. The Board provides for the annual audit of all funds under the supervision of the Board. By Board policy and regular implementation, an annual audit is completed, reviewed and accepted. The 2007 Financial Annual Audit was completed and the college filed copies with the required agencies. The auditor gave the District a “clean financial opinion,” and on page 57 of the report, the firm gave MPC an “Unqualified” opinion.

***Plan – Standard IVB.1.c***

**None**

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u> 1007	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	<u>Governing Board Minutes</u> Governing Board Minutes Regular Meeting – 2008	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>  <i>Hard copies to be scanned.</i>
	Curriculum Advisory Committee (CAC)	<a href="http://www.mpc.edu/curriculumadvisorycommittee/Pages/default.aspx">http://www.mpc.edu/curriculumadvisorycommittee/Pages/default.aspx</a>
	2007 Financial Audit	Hard Copy

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**The Governing Board and Publications**

**STANDARD IVB**

**Section 1.d**

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

*Description:*

**Governing Board Bylaws and Policies**

*The Governing Board Policies Manual*, in Series 1000, is the published board bylaws and policies which specify the board's size, duties, responsibilities, structure, and operating procedures.

**Size:** Board Policy 1005 established the size and composition of the Board of Trustees as:

The five (5) members of the Governing Board are elected by the residents of the five (5) Trustees Districts created by the Monterey County Board of Education on August 11, 2008. District elections shall commence on Election Day in November 2009 for Trustee Areas One and Two. District elections shall commence on Election Day in November 2011 for Trustee Areas Three, Four, and Five....

The Governing Board derives its authority for the development, management, control and operation of all properties, programs, policies and procedures of the District and College from §72200-72282 of the Education Code of the State of California. The Board is subject to the provisions of the Constitution of the State of California, the laws of the State of California, particularly the Education Code, specific federal laws, the Rules and Regulation of Title 5, California Administrative Code, its own policies and procedures, and the expressed will of the electorate.

**Duties and Responsibilities:** Board Policy 1007 specifies the duties and responsibilities of the Board, which are in compliance with the Education Code Sections 7700 and 72233. As part of the specified duties, the Board is authorized to “determine the broad general policies, which will govern the operation of the College and the District and review them periodically.”

In completing its specified duties and responsibilities, Board Policy 1000 affirms its commitment to ethical conduct.

**Structure:** The Board’s structure is specified in Board Policy 1010, Board Policy 1011, and Board Policy 1050. Board Policy 1010 requires the Board to hold an annual organizational meeting to elect from its members the officers of President, Vice-President, and other officers as the Board may from time to time designate (e.g., Board Policy Review Subcommittee Chair). Board Policy 1011 designates the role of the Board Chair and specifies that it is selected annually at the December organizational meeting. Board Policy 1050 specifies the role of the Superintendent/President as the Executive Officer of the Board.

**Operating Procedures:** The Board’s operational procedures are specified in Board Policy 1015 through Board Policy 1430. In compliance with the Ralph Brown Act, the MPC Board of Trustees holds monthly meetings, normally on the third Tuesday of the month (BP1015), open to the public with notices and agendas widely posted in advance. Board agendas and meeting minutes are available on the college web site. Board Policy 1020 includes language that provides the public ample time for providing public comments on agenda items. Board Policy 1025 provides the public the opportunity to address the Board on items appearing on the agenda, as well as items not on the agenda provided no action is taken by the Board. Board Policy 1035 establishes the board minutes as the permanent official record of school legislation in the District and will be open to public inspection during normal business hours. Board Policy 1065 Community Relationships --recognizes the right of the public to information concerning its actions, policies, and the details of its educational and business operations. Furthermore, it establishes the practice of the Board to utilize the advice and assistance of all interested groups and individuals in the solution of its educational and financial problems, although the Board alone will be the final policy agent.

***Evaluation – Section 1.d: MPC meets this standard.***

MPC publishes the Board’s bylaws and policies specifying the Board’s size, duties, responsibilities, structure, and operating procedures through its *Governing Board Policy Manual*. Board Policies Section 1000 includes Board policies which address the composition, membership, terms of service, duties and responsibilities, structure, and operating procedures. The Board is in compliance with its Board policies.

***Plan – Standard IVB.1.d***

**None**

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u>	<a href="http://www.mpc.edu/GoverningBoard/">http://www.mpc.edu/GoverningBoard/</a>

	1000, 1005, 1007, 1010, 1011, 1020, 1025, 1035, 1040, 1045, 1050, 1065, 1210, 1300, 1405, 1410, 1415, 1430	<a href="Pages/GoverningBoardPolicies.aspx">Pages/GoverningBoardPolicies.aspx</a>
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**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**The Governing Board's Consistency and Policy Review**

**STANDARD IVB  
Section 1.e**

The Governing Board acts in a manner consistent with its policies and bylaws. The Board regularly evaluates its policies and practices and revises them as necessary.

*Description:*

**Board Consistency**

The MPC Board of Trustees establishes policies and procedures that are consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The policies and procedures, as documented in the MPC *Governing Board Policy Manual*, are adhered to consistently.

The Monterey Peninsula College Board policies are available campuswide in paper format. Paper copies are available in administrative offices, division offices, and the library reference room. The college is in process of converting the *Governing Board Policy Manual* into an electronic format, which will greatly improve the consistency of its documents throughout the campus.

The college is in the midst of a comprehensive review of the *Governing Board Policy Manual*, which has served to focus attention at the policy level. The comprehensive review of board policies is progressing through two methods: a shared governance process and internal Board review process.

**Board Policy and Review**

Under the direction of the Superintendent/President, and in accordance with Board Policy 1405, MPC established a Board Policy and Procedure Review Process (September 2006), which identified a shared governance process for reviewing Board policies (Figure 4B1.4). As part of the shared governance review of board policies, the Superintendent/President assigned the three vice presidents board policies to review for currency.

The Superintendent/President has ensured that the appropriate constituent groups are charged with review of board policies. For example, the Board and Superintendent/President recognize the Academic Senate as the primary faculty representative for making decisions on academic and professional matters. The Superintendent/President

relied primarily on the Academic Senate in the development of Board Policy 3005 Program Discontinuance and Board Policy 3120 Academic Freedom. The Board adopted and approved the board policies.

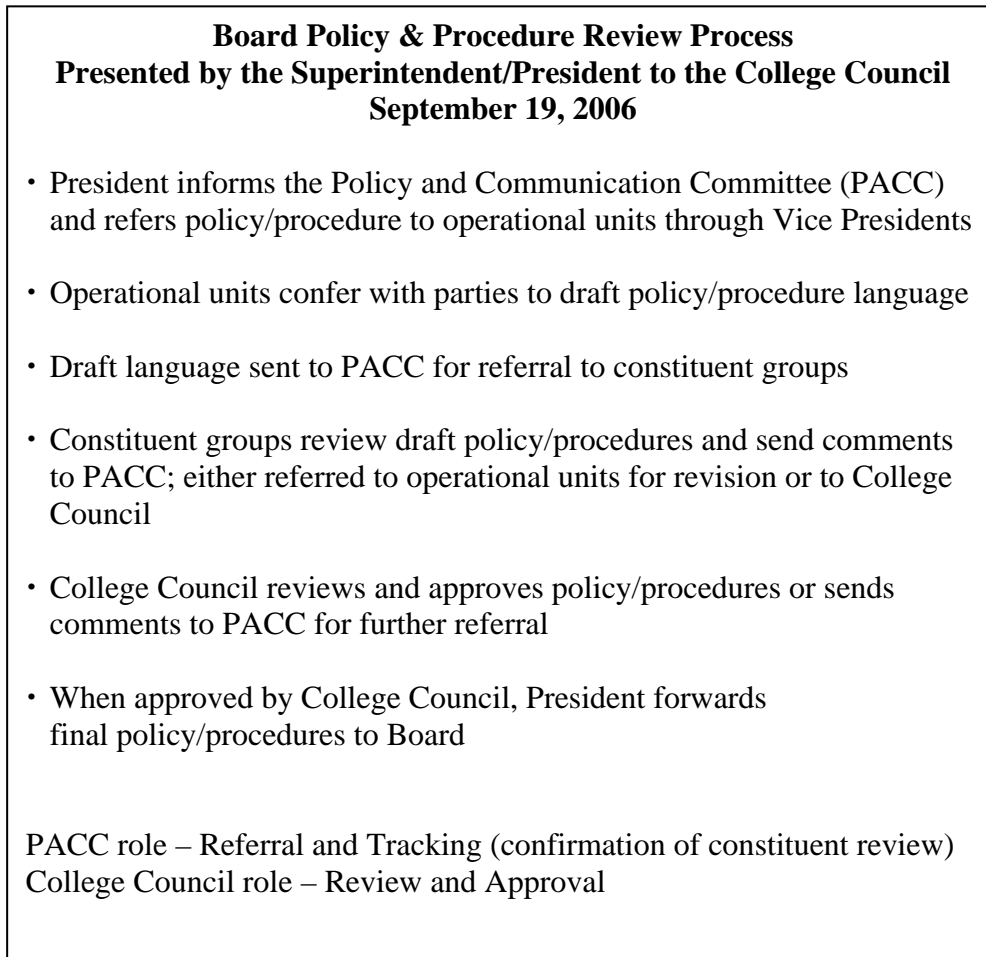


Figure 4B1.4 Board Policy and Procedure Review Process (September 19, 2006)

As of this writing, the following Board policies were reviewed and amended through the shared governance process:

- BP 1435: Naming of Buildings (2007)
- BP 3005: Program Discontinuance (2007))
- BP 3120: Academic Freedom (2007)
- BP 3830: Claims Against the District (2008)
- BP 5105A: Procedures for Complaints of Unlawful Discrimination, including Sexual Harassment (2008)
- BP 6250: Budget Management (2008)

Each year, the Board of Trustees establishes the Board Policy Review Subcommittee. Members of the subcommittee review board policies prior to the meeting in which the Board is to review, amend, or adopt. As part of the ongoing review of the MPC review of Board Policy, the Governing Board established a process at its October 28, 2008 meeting to review two policies per month.

As of this writing, the following Board policies were reviewed and amended through the internal board policy review process:

- BP 1000: Governing Board Code of Ethics and Conduct
- BP 1005: Composition and Authority of the Governing Board
- BP 1009: Board Policy Self-Evaluation
- BP 1025: Public Appearance Before the Board and Conduct of Meetings
- BP 1040: Closed Sessions of the Governing Board

Board of Trustees' meeting minutes provide evidence that the Board is actively pursuing updating MPC's *Governing Board Policy Manual*.

***Evaluation – Section 1.e: MPC meets the standard.***

MPC's Board acts in a manner consistent with its policies and bylaws. The Board regularly evaluates its policies and practices and revises them as necessary. The *Governing Board Policy Manual* has many policies that were adopted in 1988 that show no history of review or revision. Prior to 2006, there is little evidence that suggests the Board had a systematic means of evaluating its policies and practices; paper copies of the *Governing Board Policy Manual* on campus had either not been kept current or were missing documentation of policies and appendices. Under the guidance and direction of the current Superintendent/President, the college and the Board has adopted a comprehensive plan for reviewing and revising Board policies.

Based on the 2008 Accreditation Faculty and Staff Survey, when respondents were asked if the Board's policies and practices are reviewed and revised on a regular basis, 46 percent of those who had an opinion strongly agreed or somewhat agreed with the statement.

***Plan – Standard IVB.1.e:***

**The Superintendent/President will inform the college community of board policy revisions.**

***Evidence:***

	Evidence	Documentation
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	Governing Board Policies: 1000, 1005, 1009, 1025, 1040, 1045, 1050, 1065, 1210, 1300, 1405, 1410, 1415, 1435	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	Governing Board Policies: 3005,3120, 3830, 5105A, 6250	Hard copies (need to be scanned)
	Accreditation Faculty & Staff Survey	<a href="http://www.mpcfacylty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf">http://www.mpcfacylty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf</a> <a href="http://www.mpcfacylty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls">http://www.mpcfacylty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls</a>

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**Governing Board Development**

**STANDARD IVB**

**Section 1.f**

The governing board has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.

*Description:*

**Board Orientation and Development**

Board Policy 1008 - Board of Trustees Orientation and Development states that the Superintendent/ President or designee shall provide candidates for election, new member-elects, and citizens on the Board with orientation and training., the Superintendent/ President presented a Board Candidate Orientation program on June 6 and July 11, 2007. Sixteen potential candidates attended the three-hour long powerpoint presentation. In 2009, three additional sessions have been held: April 22 in Seaside; May 14 on the Monterey campus; and June 26 in Marina. Fourteen people attended these sessions. Each attendee was provided a complete binder of information.

The Superintendent/President provides new member-elect training to understand District operations and the Board's function, policies and procedures as soon after the election as possible. Incoming members are given a copy of the Brown Act and informed that they must conform to its requirements as if they had already assumed office. Incoming members also receive the *MPC Board Policy Manual* and other materials related to the California Community College system and Board member responsibilities.

The Board of Trustees recognizes that its members need training that will help them understand their responsibilities, stay abreast of new developments in education and develop boardsmanship skills. The Board annually develops a calendar of conferences and meetings that are consistent with the needs of its members and of the college, budgets funds for attendance, and plans attendance early in the fiscal year. All Board members are encouraged to attend conferences and/or state meetings, subject to available funds, for the purposes of acquiring skills as new Board members, learning about new developments in education and to interact with Board members from other districts. In particular, Board members attend Community College League of California (CCLC) Conferences and Training Sessions annually.

The Board of Trustees recognizes that retreat meetings are valuable to plan and schedule the Board’s annual evaluation, develop Board goals for the year, and enhance the working relationship of the Board as a governing body.

The Board also recognizes that study sessions with staff, faculty and members from the public are a useful way to examine new developments and/or critical issues.

**Staggered Terms of Office**

Board Policy 1005 stipulates that the board membership is staggered with elected four-year terms. As of this writing, the board membership terms are staggered as follows:

- R. Lynn Davis J.D., Chair, elected 2007, term expires November 2011
- Dr. Loren Steck, Vice Chair, elected 2007, term expires November 2011
- Charles H. Page, J.D., elected 2007, term expires November 2011
- Mr. Carl Pohlhammer, elected 2007 for a two-year term, expires November 2009
- Dr. Jim Tunney, elected 2005, term expires November 2009

Board Policy 1030 states that the Board shall, in accordance with the requirements of Education Code §72023.5, include one non-voting Monterey Peninsula College student who is a resident of the district.

***Evaluation – Section 1.f: MPC meets this standard.***

The MPC Board has a program for Board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office. Board Policy 1005 establishes the mechanism for providing continuity of board membership terms and staggered four-year terms. In compliance with Board Policy 1008, the Superintendent/President has provided new member-elects training to understand district operations and the Board’s function, policies and procedures as soon after the election as possible. Board members attend Community College League of California (CCLC) workshops, trainings, and annual conferences. Board members also attend Academic Senate of California Community Colleges (ASCCC) conferences and trainings.

***Plan – Standard IVB.1.f***

None

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies: 1005, 1008, 1030</u>	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>

		<a href="#"><u>px</u></a>
	<u>Board Candidate Orientation Program</u>	PowerPoint presentation available?

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**The Governing Board and Self-Evaluation**

**STANDARD IVB**

**Section 1.g**

The governing board's self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.

*Description:*

**Self-Evaluation**

The MPC Board's self-evaluation process is clearly defined and published in Board Policy 1009. The Board implements the process on an annual basis and reports its results in a public meeting. As part of the process, the Board seeks staff, faculty, student and community input through a representative sampling of each group. The sampling includes representatives from various constituencies (for example, the President of the Academic Senate) to remove sampling bias from their selection. The ensuing evaluation is based on the resulting composite picture of the Board strengths and weaknesses.

In May 2007, the Office of Institutional Research developed the MPC *Board of Trustees Evaluation Survey (BOTES)* which was designed to identify the Board strengths and weaknesses in board organization and policy, community relations, faculty and staff relations, Board and Superintendent/ President relations, advocacy for the college, supporting the institutional mission, and financial resources. The results from the 103 completed surveys rated the Board's overall performance good to very good. One finding that concerned the Board was the large number of abstentions, responses of "don't know" on each statement.

In 2008, the Board wished to improve the effectiveness of the process and equally address the issue that the previous year a large number of respondents had little knowledge in the Board's role. The Board included an additional step in the self-evaluation process. The Board Chair requested each member of the Board to answer three questions: (1) what is your job? (2) How well are you doing your job? (3) How could you do your job better?

On February 27, 2008, an open study session was held to discuss the results from the *Board of Trustees Evaluation Survey (BOTES)* and used for both an internal conversation and for audience input.

***Evaluation – Section 1.g: MPC meets this standard.***

The MPC Board’s self-evaluation processes for assessing Board performance are clearly defined, implemented, and published in its policies or bylaws. The Board of Trustees’ self-evaluation process is clearly defined and published in Board Policy 1009. The Board implements the process on an annual basis and reports its results in a public meeting. The Board seeks staff, faculty, student and community input through a representative sampling of each group. In May 2007, the results from the 103 completed surveys rated the Board’s overall performance as good to very good. As a part of continuous quality improvement, the Board proactively seeks to improve its effectiveness and implements additional steps to improve its processes.

***Plan – Standard IVB.1.g***

None

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policy:</u> 1009	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	Office of Institutional Research	<b>Board of Trustees Evaluation Summary</b>
	Governing Board minutes of meeting Feb. 27, 2008	

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**The Governing Board and Ethics**

**STANDARD IVB**

**Section 1.h**

The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code.

*Description:*

**The Governing Board and Ethics**

The MPC Board is committed to institutional integrity and operates under a written code of ethics. Board Policy 1000, Governing Board Code of Ethics and Conduct (1991), recognizes its responsibility to the community it serves, and to the students and staff of the college for whom it must provide wise governance. The MPC Board established a subcommittee to review the Board Code of Ethics and Conduct (BP 1000) and was adopted at the November 2008 meeting.

Since 1947, the Board has no record of having to deal with unethical behavior of a Board member.

***Evaluation – Section 1.h: MPC meets this standard.***

The Board of Trustees has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code. The Board has a clearly defined code of ethics that is stated in Board Policy 1000. The policy was recently reviewed in 2008. MPC does not have a board policy or statement that deals with behavior that violates the code, but the college has no record of any violations.

***Plan – Standard IVB.1.h***

**None**

***Evidence:***

	Evidence	Documentation
	Governing Board Policy:	<a href="http://www.mpc.edu/GoverningBoard/Pag">http://www.mpc.edu/GoverningBoard/Pag</a>

	1000	<a href="#">es/GoverningBoardPolicies.aspx</a>
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**Monterey Peninsula College  
Institutional Self Study Report  
Standard IV B: The Board and Administrative Organization**

**The Governing Board and Accreditation**

**STANDARD IVB**

**Section 1.i**

The governing board is informed about and involved in the accreditation process.

*Description:*

**The Governing Board and Accreditation**

The Board of Trustees is actively engaged in the accreditation process. The MPC Accreditation Steering Committee Co-Chairs, the Academic Senate President and Vice President of Academic Affairs, provide the Board monthly updates on the accreditation process. An accreditation report is prepared periodically to update the Board on the progress of the accreditation process. Furthermore, two Board members are active members of the Accreditation Steering Committee. Board members participate in Community College League of California (CCLC) conferences and training sessions, which address issues of accreditation. Board members attend campus meetings and actively participate in the college accreditation process. The Board receives the Accrediting Commission for Community and Junior Colleges correspondence and documents, and regularly reviews the documentation at the Academic Senate's Accreditation webpage.

Board members have access to the MPC Academic Senate's Accreditation webpage, at <http://www.mpcfakulty.net/accreditation/home.htm>. The webpage includes links to the ACCJC and their documents, the Accreditation Steering Committee and its Self Study Planning Calendar, previous institutional reports and self studies, as well as self studies from accredited community colleges in 2008.

For the current accreditation self study process, two Board members were selected as liaisons with the committee charged with Standard IV: Mr. Lynn Davis and Dr. Loren Steck. Board member Dr. Jim Tunney also participated with Standard IV. The board members were kept informed by e-mail of each accreditation meeting and were given electronic copies of the meeting notes.

***Evaluation – Section 1.i: MPC meets the standard.***

MPC's Board is actively involved with the accreditation process and participates on the Accreditation Steering Committee, participates in trainings, and receives monthly updates

from the Accreditation Steering Committee Co-Chairs (Vice-President of Academic Affairs and Academic Senate President).

***Plan – Standard IVB.1.i***

None

***Evidence:***

	Evidence	Documentation
<p><u>Need SPECIFIC Board meeting dates when accreditation reports were given.</u></p>	<p><u>Governing Board Minutes</u>            Governing Board Minutes Regular Meeting –2008</p> <p>Governing Board Minutes Regular Meeting –2007</p> <p>Governing Board Minutes Regular Meeting --2006.</p> <p>Governing Board Minutes Regular Meeting –2005.</p> <p>Governing Board Minutes Regular Meeting – 2004.</p> <p>Governing Board Minutes Regular Meeting – 2003.</p> <p>Governing Board Minutes Regular Meeting –2002.</p>	<p><a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a></p> <p><i>Hard copies to be scanned.</i></p>

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**The Governing Board and the Superintendent/President**

**STANDARD IVB  
Section 1.j**

The governing board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief administrator (most often known as the president) in the case of a single college. The Governing Board delegates full responsibility and authority to him/her to implement and administer board policies without Board interference and holds him/her accountable for the operation of the district/system or college, respectively. In multi-college districts/systems, the governing board establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.

*Description:*

**Selection and Evaluation of the Superintendent/President**

In accordance with Board Policy 1007, the Board is responsible for the selection and appointment of the Superintendent/ President. Prior to the selection of its current Superintendent/President, the Board had not established a formalized written process for the selection of the Superintendent/President. In 2006, the Board piloted a new process for the selection of the current Superintendent/President, which was composed of faculty, staff, administrators and community members, as well as outside consultants.

The process encompassed several steps:

1. Two open and public meetings were held after the previous President announced his retirement. These meetings were attended by faculty, staff, administrators, students and Trustees. The purpose of the meetings was to elicit characteristics that meeting participants desired in the next President.
2. A committee consisting of faculty, staff, administrators and community members was convened by the Board of Trustees, and chaired by one of the Trustees to whom the task had been delegated.
3. The list of desired characteristics generated during the public meetings was, consolidated for inclusion in the position brochure

4. The job notice brochure describing those characteristics as well as describing the college was prepared by the committee chair and approved by the committee.  
[Evidence]
5. Through an RFP process, the committee engaged an outside consultant whose job it was to facilitate the search process, recruit potential candidates, conduct reference checks and act as a resource.
6. Monterey Peninsula College advertised the position, disseminated the brochure, and collected accepted applications for the position.
7. The committee completed initial paper evaluations of the candidates presented by the consultant, culling the list down to ten semi-finalists, who were interviewed by the committee.
8. The committee selected three finalists to forward to the Board of Trustees; one withdrew from consideration.
9. The Board of Trustees interviewed the two remaining finalists. On the day of his/her on-campus interview, each finalist spoke at a public forum, which included an opportunity for attendees to ask questions of the candidate. Attendees were invited to provide feedback on the finalists
10. The consultant prepared in-depth reference checks on the finalists.
11. On the basis of the candidate interviews, feedback from the public forum, reference checks and a site visit, one finalist was selected by the Trustees and offered the position.

Pursuant to Board Policy 5510, the term of the Superintendent/President is determined by the Governing Board. It is the duty of the Board to renew the contract of the Superintendent/President or to notify him/her in writing prior to the first of January in the last year of his/her incumbency that his/her services will not be required for the next succeeding contractual year. The Board is also responsible for determining the compensation of the Superintendent/President; it is fixed by the Board at the time of appointment, as are the terms of service.

The Board evaluates the Superintendent/President annually. The Board and Superintendent/President mutually agree on performance objectives to be achieved that year. The Superintendent/ President is evaluated at the end of the year on those objectives. The Superintendent/ President's performance objectives are tied to the adopted Board approved institutional goals. The Board utilizes the Superintendent/ President's monthly reports to the Board, and conducts anonymous surveys of faculty, staff and community members in support of its annual evaluation.

The ongoing performance review of the Superintendent/President is evident in the Board Minutes for the following time periods:

- Public Employee Performance Evaluation: Superintendent/ President. July-August 2002
- Public Employee Performance Evaluation: Superintendent/ President. July-August 2003
- Public Employee Performance Evaluation: Superintendent/ President. August-September 2004
- Public Employee Performance Evaluation: Interim Superintendent/ President. March 2006.
- Public Employee Performance Evaluation: Superintendent/ President. November 2006
- Public Employee Performance Evaluation: Superintendent/ President. January-March 2007.
- Public Employee Performance Evaluation: Superintendent/ President. January-March 2008.

#### **The Delegation of Administrative Authority**

In accordance with Board Policy 1050, the Board delegates administrative authority to the Superintendent/President, as the Executive Officer of the Board and Executive Officer of the District. As the Executive Officer of the Governing Board, the Superintendent/President is empowered to sign such papers and documents as the Board may authorize or is otherwise authorized by law. The Superintendent/President has the executive responsibility for administering the policies adopted by the Board and for executing all decisions of the Board requiring administrative action. He also acts as the professional advisor to the Board implementing and administering policies without undue interference or micromanagement.

Board Policy 5525 - Administrative Organization, delegates the authority of the Superintendent/ President to utilize the staff of the college to best serve the needs of the students and the goals of the district. As such, the Superintendent/ President has authority to organize the administrative structure and assign the staff in the manner in which she/he believes will best achieve this goal. The Superintendent/President delegates appropriate responsibilities to the vice presidents of Academic Affairs, Administrative Services, and Student Services.

As part of his authority, the Superintendent/President maintains a current Organization Chart which delineates the line of responsibility within the college (BP 2000). The chart is reviewed and approved annually by the Governing Board upon recommendation of the Superintendent/President.

***Evaluation – Section 1.j: MPC meets the standard.***

The MPC Board has the responsibility for selecting and evaluating the Superintendent/President. The MPC Board delegates full responsibility and authority to him/her to implement and administer board policies without Board interference and holds him/her accountable for the operation of the district/system or college, respectively. The Board is responsible for selecting and evaluating the Superintendent/President and complies with Board Policy 5510. The Board has established a written systematic process for the selection of the Superintendent/President, which includes utilizing the input from various constituencies from the campus and community. The Board and Superintendent/President have duties and responsibilities that are clearly delineated in Board Policy (BP1007, BP1050).

***Plan – Standard IVB.1.j***

None

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u> 1007, 1050	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	<u>Governing Board Policies:</u> 5510, 5525	Hard copies (need to be scanned)
<b>Need specific Board meeting dates</b>	<u>Governing Board Minutes</u> Governing Board Minutes Regular Meeting –2008  Governing Board Minutes Regular Meeting –2007  Governing Board Minutes Regular Meeting --2006.  Governing Board Minutes Regular Meeting –2005.  Governing Board Minutes Regular Meeting – 2004.  Governing Board Minutes Regular Meeting – 2003.  Governing Board Minutes Regular Meeting –2002.	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>  <i>Hard copies to be scanned.</i>

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	2008 Organizational Chart	<i>To be placed on</i> <a href="http://www.mpcfaculty.net/accreditation/Evidence.htm"><u>http://www.mpcfaculty.net/accreditation/Evidence.htm</u></a>
	Faculty/Staff/Community Members Survey of President	

**Monterey Peninsula College**  
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**The President and Leadership: Generally Speaking**

**STANDARD IVB**

**Section 2**

The president has primary responsibility for the quality of the institution he/she leads. He/she provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

*Description:*

In accordance with Board Policy 1050, the Superintendent/President of the district is designated as the Executive Officer of the Board of Trustees. The Superintendent/President is empowered as follows:

- The Superintendent/President shall sign such papers and documents as the Board may authorize or is otherwise authorized by law.
- The Superintendent/President shall have the executive responsibility for administering the policies adopted by the Board and for executing all decisions of the Board requiring administrative action.
- The Superintendent/President shall act as the professional advisor to the Board.
- The Superintendent/President may delegate any powers and duties entrusted to the office by the Board and shall be specifically responsible to the Board for the execution of such delegated powers and duties.
- The Superintendent/President is delegated the authority to act on behalf of the Board in an emergency for the protection of life, health, and safety of individuals and the protection of property.
- The Superintendent/President is delegated the authority to accept written resignations of employees of the district
- In situations for which the Board of Trustees has provided no policy for administrative action, the Superintendent/President shall have the power to act; but his/her decision shall be subject to the review of the Board.
- The Superintendent/President shall make available any information or give any report requested by the Board or any member of the Board.
- The Superintendent/President shall perform all duties specifically required or assigned to the President or the Superintendent of the district in the California Education Code and the California Administrative Code, Title 5.

The Superintendent/President takes primary responsibility for ensuring that MPC serves its students with the highest quality possible. For example, the institution's three-year

institutional goals came out of a revision of the shared governance process, instigated by the current Superintendent/President, when he came in the fall of 2006. He convened a subcommittee of the College Council, and that group modified the planning and resource allocation process, set deadlines, and included accountability for the deans and vice presidents for their roles in the process.

The Superintendent/President serves as an ex-officio member on the College Council, a shared governance group with representation from the classified and faculty unions, Academic Senate, the three vice presidents of the college components (Academic Affairs, Administrative Services, and Student Services), and a representative from the division deans. This group discusses collegewide issues dealing with budget, planning, facilities, staffing and processes for decision-making. College Council minutes are distributed electronically to all employees and are posted on the MPC website.

The Superintendent/President was instrumental in establishing processes that reflect high regard for shared governance and improve communication at all levels of the campus. As an ex-officio member of the College Council, the Superintendent/President was instrumental in the review and revision of the MPC shared governance process. In the revision, the college established the Policy and Communication Committee (PACC) in order to track the policy review process for College Council and the MPC campus. The PACC ensures that policies are forwarded to shared governance groups for review, and all actions are tracked and recorded before sending them back to the College Council. The Superintendent/President provides monthly updates to the campus community through the electronically distributed *MPC Notes*.

### ***Evaluation – Section 2: MPC meets this standard.***

MPC's Superintendent/President has primary responsibility for the quality of the institution he leads. He provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness. The *MPC Board Policies Manual* has board policies that designate the primary responsibilities of the Superintendent/President. The current Superintendent/President has provided leadership in instigating improvements in the planning and resource allocation processes and clarifying the scope and function of the College Council and its advisory groups.

As part of the evaluation process, the Office of Institutional Research (OIR) conducted the Accreditation Faculty and Staff Survey. In spring 2008, the OIR sent surveys to all college employees; 166 surveys were returned. When faculty and staff were asked if they believed the Superintendent/President promotes effective leadership, 74 percent of the respondents agreed and less than two percent of the respondents disagreed.

### ***Plan – Standard IVB.2***

**None**

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u> 1050	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a>
	Accreditation Faculty & Staff Survey	<a href="http://www.mpcfakulty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf">http://www.mpcfakulty.net/accreditation/Survey/AccreditationSurvey-AbsolutelyFinal.pdf</a> <a href="http://www.mpcfakulty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls">http://www.mpcfakulty.net/accreditation/Survey/Accreditation%20Faculty%20and%20Staff%20survey%20-%20Pivot%20tables.xls</a>

**Monterey Peninsula College**  
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**Standard IVB: The Board and Administrative Organization**

**The President and the Administrative Structure**

**STANDARD IVB**  
**Section 2.a**

The president plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. He/she delegates authority to administrators and others consistent with their responsibilities, as appropriate.

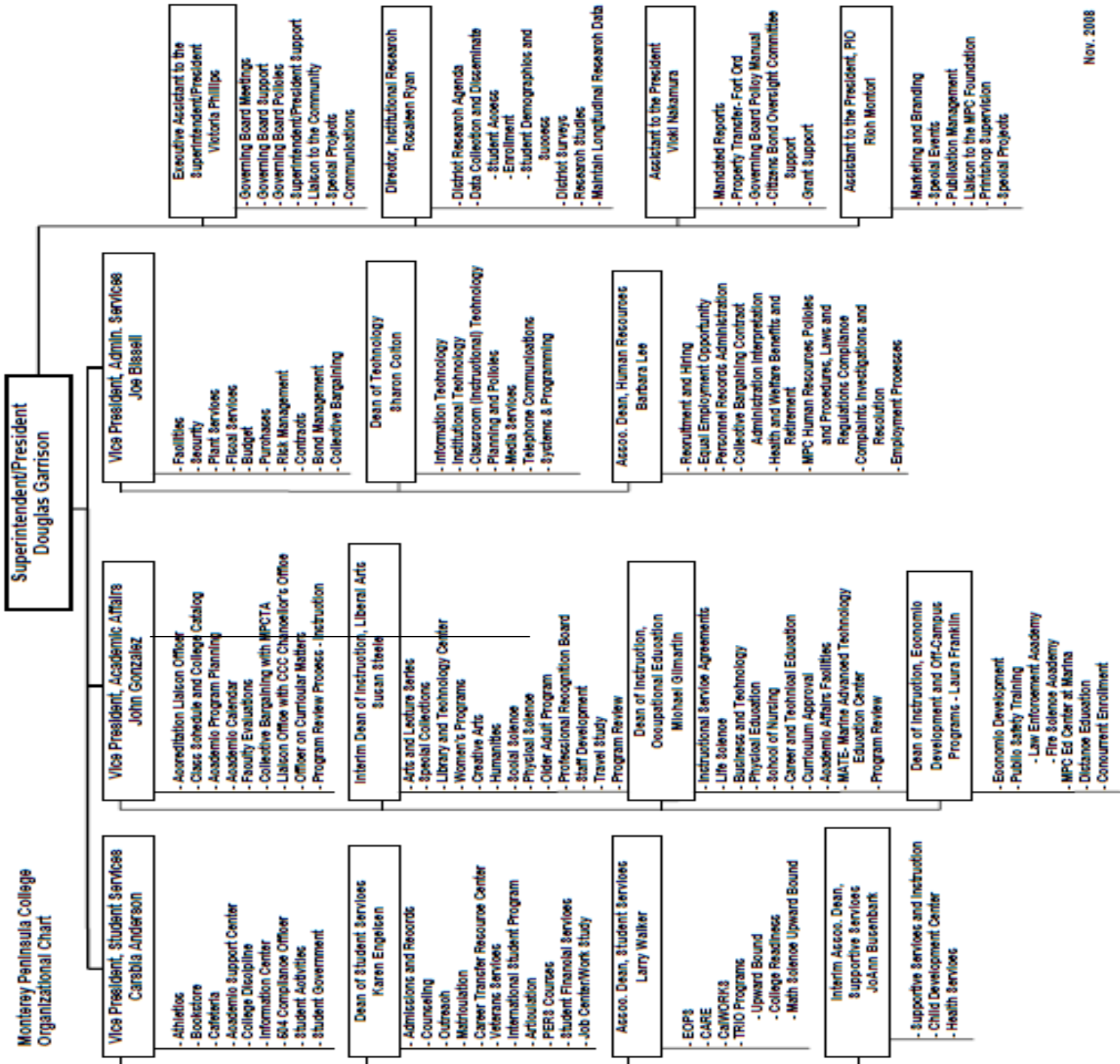
*Description:*

In accordance with Board Policy 5525, the Superintendent/President plans, oversees, and evaluates the administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. In accordance with Board Policy 2000, the Superintendent/President maintains a current organizational chart, which delineates the line of responsibility within the college (Figure 4B2.1).

The Superintendent/President plans, oversees, and evaluates the administrative structure organized with the senior leadership team, the President/Vice-Presidents (P/VP) Cabinet. P/VP is comprised of the Superintendent/President, the three vice presidents (Academic Affairs, Administrative Services, Student Services), and the associate dean of human resources. The Superintendent/President delegates to each of the vice presidents the responsibility for the functions within his or her area. The vice presidents complete annual component goals, which include qualitative and quantifiable measurable objectives that meet the mission and institutional goals of the college. The component goals are shared and reviewed by their respective advisory groups prior to being presented at the College Council.

Within the Superintendent/President's area are the functions of institutional research, public information, and the MPC Foundation.

The Office of Institutional Research (OIR) reports directly to the Superintendent/President. This reporting line helps to ensure that the OIR maintains a broad, institutional focus. The Superintendent/President and the institutional researcher have weekly meetings to address any issues, concerns, or challenges. The Superintendent/President provides direction to the OIR on data collection and analyses of institutional performance in areas such as enrollment trends, program review, student access, student achievement, surveys and needs assessments, and external conditions in MPC service areas.



Nov. 2008

Figure 4B2.1 2009 MPC Organizational Chart

The Superintendent/President delegates responsibility for the institution's marketing, promotion and advertising to the director of public information. The MPC Public Information Office (PIO) provides information and serves as liaison to local print, radio, and television media outlets. The office also coordinates the marketing and advertising campaigns for the college, the production of the college Schedule of Classes and college Catalog, and designs and coordinates the production of promotional materials. The PIO maintains a campuswide calendar of events and coordinates classroom assignments. The PIO also coordinates campuswide special events and serves as liaison to the MPC Foundation.

The Superintendent/President serves as an ex-officio member of the MPC Foundation Board of Directors. The MPC Foundation endeavors to support the academic excellence of Monterey Peninsula College faculty and students through raising funds for student scholarships, instructional and library materials, faculty awards, facilities improvements and academic programs.

The Superintendent/President meets monthly with all managers as a group to ensure that all college administrators are informed of—and involved in—new, developing, and ongoing college issues.

***Evaluation – Section 2.a: MPC meets this standard.***

The Superintendent/President plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. He delegates authority to administrators and others consistent with their responsibilities, as appropriate. The Superintendent/President maintains a current organizational chart with clearly delineated responsibilities. He delegates authority to the three vice presidents to supervise their deans, faculty and staff in their respective areas. As part of improving the effectiveness of the institution, the Superintendent/President has directed the vice presidents to develop and implement annual component goals for their respective areas that must support the institutional goals. The development of the component goals and objectives must be developed through a collegial process. The Superintendent/President directly oversees the institutional research and public information of the college,

Based on the results from the 2008 Accreditation Faculty and Staff Survey, 60 percent of the respondents felt the Superintendent/President efficiently oversees and evaluates the administrative structure of the institution.

***Plan – Standard IVB.2.a***

**None**

***Evidence:***

	Evidence	Documentation
	<u>Governing Board Policies:</u> 2000, 5525	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardPolicies.aspx</a> <u>x</u>
	2008 Organizational Chart	<i>To be placed on</i> <a href="http://www.mpcfaculty.net/accreditation/Evidence.htm">http://www.mpcfaculty.net/accreditation/Evidence.htm</a>
	Office of Institutional Research 2008 Accreditation Survey	

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**The President, Institutional Improvement, and Student Learning**

**STANDARD IVB**  
**Section 2.b**

The president guides institutional improvement of the teaching and learning environment by the following:

- establishing a collegial process that sets values, goals, and priorities;
- ensuring that evaluation and planning rely on high quality research and analysis on external and internal conditions;
- ensuring that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; and
- establishing procedures to evaluate overall institutional planning and implementation efforts.

*Description:*

In response to the 2004 Accreditation recommendations, in fall 2006, the Superintendent/President instigated a review and revision of the shared governance model. The institution's three-year goals came out of a revision of the shared governance process. As part of the revision process, the Superintendent/President convened a subcommittee of the College Council, and that group modified the planning and resource allocation process, set deadlines, and built in accountability for the deans and vice presidents for their roles in the process. The Superintendent/President established a process by which faculty, staff, and students were given ample opportunity to participate in the decision-making process. The plan was widely discussed in various shared governance committees, and was adopted by the College Council in the spring of 2007. The planning and resource allocation process has undergone minor revisions since that time, most recently in March of 2008, and again in fall 2008, as MPC engages in continuous quality improvement.

As part of the planning and resource allocation process, the Superintendent/President directed the three vice presidents to complete annual component goals and objectives for their respective areas. The component goals are aligned with the institutional goals and objectives. The three vice presidents worked collegially with their respective advisory groups in developing the component goals and objectives. The advisory group recommendations are forwarded to the College Council. After College Council review, the College Council's recommendations are forwarded to the Superintendent/President, and finally his recommendation is brought to the Board for adoption.

The Superintendent/President has established a collegial process to guide the institutional improvement of the teaching and learning environment by enabling shared information gathering and decision-making that involves all stakeholders.

Other examples of how the Superintendent/President has skillfully guided the college in improving the teaching and learning environment are as follows:

- In the fall of 2006, the Superintendent/President established the Enrollment Advisory Committee (EAC), which quickly established an action agenda for 2006-2007. The goals included reaching out to underrepresented populations; provide training to meet local workforce and employer needs; increase student retention in gateway courses; increase student persistence; and increase student in-reach efforts. The goals and actions were supported by data provided by the Office of Institutional Research (OIR).
- In December of 2007, the Superintendent/President assembled a Student Success Program Task Force (SSPTF), a cross-campus Presidential Task Force of faculty and staff, to develop a pilot program addressing issues of college retention. The Superintendent/President charged the SSPTF with developing
  - o a student cohort that participates in an institutional pilot program;
  - o a curriculum that provides instruction related to the student success model
  - o support services and experiences that enhance the collegiate experience and provide opportunities for development of the students

The issue of identifying which at-risk students would be targeted for participation in this pilot program was predicated on data collected by the OIR. The OIR presented the committee with a variety of demographic data indicating student dropout and retention rates according to city of residence, level of education, entry status (e.g., first-time, returning, continuing), educational goal, gender and ethnicity. In addition, success and failure rates were monitored across the curriculum to identify whether attrition was concentrated within a particular part of the academic curriculum, or uniformly throughout.

- The institutional researcher, with the assistance of the Institutional Research Advisory Group (IRAG), developed the Monterey Peninsula College Institutional 2007-2008 Research Agenda. The agenda identifies the type of research to be undertaken, the scope and function of IRAG, and an anticipated timetable for federal and state mandated research, accreditation, enrollment trends, program review, surveys, and need assessments.
- The Superintendent/President has been supportive of the implementation of student learning outcomes, including the granting of faculty reassigned time for the Student Learning Outcomes Coordinator. Also, recognizing the importance of the curriculum review and approval process, the Superintendent/President was supportive of granting

reassigned time for the Curriculum Advisory Committee Chair. Both of these were unprecedented actions at MPC.

***Evaluation – Section 2.b: MPC meets this standard.***

The Superintendent/President has provided leadership in moving MPC into making data driven decisions to ensure quality, integrity, and effectiveness in meeting MPC’s mission and institutional goals. The Superintendent/President instigated the review and revision of the College Council and streamlined the planning and resource allocation process. The MPC planning and resource allocation process integrates the educational planning with resource planning to enhance the teaching and learning environment.

***Plan – Standard IVB.2.b***

None

***Evidence:***

	Evidence	Documentation
	<b>MPC Planning and Resource Allocation Process</b>	<a href="http://www.mpc.edu/collegecouncil/College Council Bylaws/MPC Planning Resource Allocation Process update 3-08 (2).pdf">http://www.mpc.edu/collegecouncil/College Council Bylaws/MPC Planning Resource Allocation Process update 3-08 (2).pdf</a>
	<b>Academic Affairs 2007-08 Component Goals mid-year report</b> (in Feb 5, 2008 College Council minutes)	<a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council Feb 5 2008 Minutes.pdf">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council Feb 5 2008 Minutes.pdf</a>
	<b>Student Services 2007-08 Component Goals mid-year report</b> (in Feb 5, 2008 College Council minutes)	<a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council Feb 5 2008 Minutes.pdf">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council Feb 5 2008 Minutes.pdf</a>
	<b>Administrative Services 2007-08 Component Goals mid-year report</b> (in Feb 5, 2008 College Council minutes)	<a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council Feb 5 2008 Minutes.pdf">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council Feb 5 2008 Minutes.pdf</a>
	<b>Academic Affairs 2008-09 Component Goals</b>  Discussed at 4/29/08 College Council	<a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 29 2008/Component Goals 2008-09 - Academic Affairs Draft 2.pdf">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 29 2008/Component Goals 2008-09 - Academic Affairs Draft 2.pdf</a>  <a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 29 2008/College">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 29 2008/College</a>

		<a href="#">Council April 29 2008 Minutes.pdf</a>
	<p><b>Student Services 2008-09 Component Goals</b></p> <p>Discussed at 4/29/08 College Council</p>	<p>Need document to link here</p> <p><a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 29 2008/College Council April 29 2008 Minutes.pdf">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 29 2008/College Council April 29 2008 Minutes.pdf</a></p>
	<p><b>Administrative Services 2008-09 Component Goals</b></p> <p>Discussed at College Council 4/15/08</p>	<p><a href="#">ASAG/Component Goals 2008-09 Administrative Services.pdf</a></p> <p><a href="http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 15 2008/College Council April 15 2008 Minutes.pdf">http://www.mpc.edu/collegecouncil/College Council Minutes/College Council April 15 2008/College Council April 15 2008 Minutes.pdf</a></p>
	<b><u>Superintendent/ President</u></b> <i>MPC Notes</i>	
	<b><u>Enrollment Advisory Committee</u></b> <b>Charge and Minutes</b>	
	<b><u>Student Success Task Force</u></b> <b>Charge and Minutes</b>	
	<b><u>Institutional Research Advisory</u></b> <b>Group Agenda 20007-08</b>	
	<b><u>Evidence President guided dialogue</u></b> <b>and supported hiring of SLO</b> <b>Coordinator</b>	

**Monterey Peninsula College  
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**The President and Compliance**

**STANDARD IVB  
Section 2.c**

The president assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies.

*Description:*

The Superintendent/President provides oversight, holds his staff accountable, and provides accountability to the Board to ensure compliance with and implementation of statutes, regulations, and Board policies.

The Superintendent/President provides oversight to ensure that institutional practices are consistent with institutional mission and policies and guarantee that a high standard of institutional integrity is both the intent and the practice at the college. The Superintendent/President presented a Board policy and procedure review process to the College Council in September 2006. The process informs the Policy and Communication Committee of the intent of action; charges the vice presidents to work within their advisory groups to draft policy and procedure language; forward draft language to constituent groups to review, revise, and forward comments to PACC and College Council for final approval; and forward approved documents to the Board.

Prompted by a change in leadership, the planning and resource allocation process was developed during the 2006-2007 academic year by a subcommittee of the College Council that included the chair of the College Council, the president of the faculty union, the president of the Academic Senate, and the (then new) President of the college. The plan was widely discussed in various shared governance committees, and was adopted by the College Council in the spring of 2007. The planning and resource allocation process has undergone minor revisions since that time, most recently in March of 2008, and again in fall 2008, as MPC engages in continuous quality improvement.

As part of the planning and resource allocation process, the Superintendent/President directed the three vice presidents to complete annual component goals and objectives for their respective areas. The component goals are aligned with the institutional goals and objectives. The three vice presidents work collegially with their respective advisory groups in developing the component goals and objectives. The advisory group recommendations are forwarded to the College Council. After College Council review,

the College Council recommendations are forwarded to the Superintendent/President and finally his recommendation is brought to the Board for adoption (Figure 4B.1.3).

***Evaluation – Section 2.c: MPC meets this standard.***

The Superintendent/President assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies. The Superintendent/President developed a comprehensive plan with an aggressive agenda to review and adopt current board policies. As part of the plan, the Superintendent/President has directed policies through a shared governance review, which recognizes the faculty role in academic and professional matters.

***Plan – Standard IVB.2.c***

**None**

***Evidence:***

	Evidence	Documentation
	<b>Board Policy Revision Process</b>	<a href="http://www.mpcfaculty.net/senate/BoardPolicy/BoardPolicyProcess.htm">http://www.mpcfaculty.net/senate/BoardPolicy/BoardPolicyProcess.htm</a>
	<b>MPC Planning and Resource Allocation Process</b>	<a href="http://www.mpc.edu/collegecouncil/College Council Bylaws/MPC Planning Resource Allocation Process update 3-08 (2).pdf">http://www.mpc.edu/collegecouncil/College Council Bylaws/MPC Planning Resource Allocation Process update 3-08 (2).pdf</a>

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

**The President and the Budget**

**STANDARD IVB  
Section 2.d**

The president effectively controls budget and expenditures.

*Description:*

District budgets and any subsequent budget transfers are approved through Governing Board action at public Board meetings. Bills and warrants are also approved through Governing Board action at public Board meetings. Agendas provided to Board members include specifics of transactions and are approved by the Superintendent/President prior to inclusion in the board agendas. Board policy calls for a general fund target reserve of 10 percent of the unrestricted general fund revenues.

In addition to weekly President/Vice President (P/VP) meetings, the Superintendent/President and Chief Business Officer meet on a weekly basis. The Superintendent/President brings to MPC a strong background and understanding of budget and expenditures. The Superintendent/President exercises fiscal constraint and oversight on a collegewide basis, as evidenced by decisions such as P/VP review of open positions to evaluate whether the greatest need for replacement lies within the department where a vacancy occurs or in another department. The Superintendent/President is working with various components and College Council to develop and implement the faculty prioritization process for new positions.

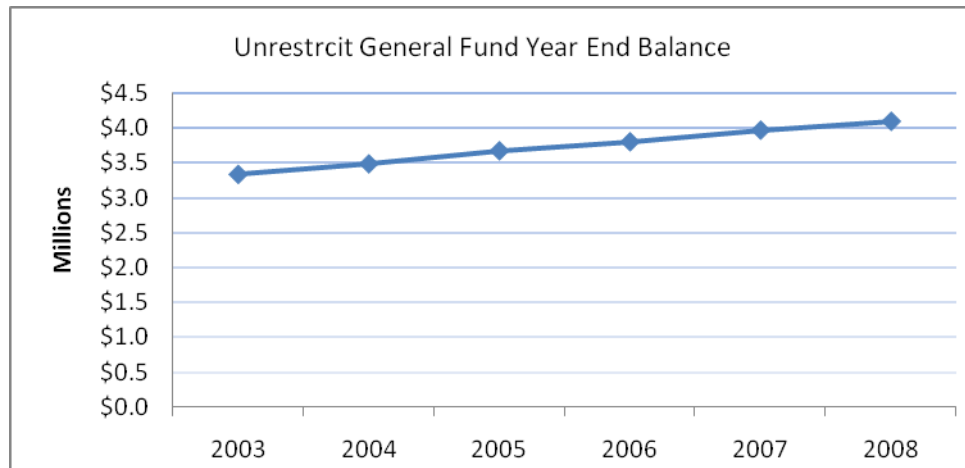
The Superintendent/President seeks out additional funding when necessary to complete projects and maintain a safe operating reserve, such as applying for state or federal grants to supplement funds for new and planned projects when rising construction costs become an issue. The Superintendent/President is also an active participant in capital campaigns and ongoing fund solicitation efforts through the MPC Foundation.

The Superintendent/President serves on the College Council, which consists of faculty, staff, and administrators. The diverse composition of the College Council fosters broad institutional input on budgetary issues. The College Council reviews and advises on budgetary matters, including program review reports and recommendations, new programs and service proposals, and all resource allocation matters prior to making recommendation to the Board. The Superintendent/President, in regular collaboration with the Vice President of Administrative Services and in direct consultation with the College Council, prepares the budget congruent with available fiscal resources.

In fact, the budget planning parameters generated by the Vice President of Administrative Services are shared at College Council meetings throughout the year. These budget scenarios usually contain three levels of budgeting figures: optimistic, most likely, and pessimistic, all depending on the state budget process. These planning documents are widely distributed through the College Council and disseminated among administrators, managers, faculty, staff, students, and the Academic Senate. This process has been an invaluable resource in working toward transparency in the budgeting process. This is one crucial element in maintaining positive and collaborative relationships among the Board, the administration, staff and faculty at MPC.

***Evaluation – Section 2.d: MPC meets this standard.***

The district has a history of fiscal stability and shown by balanced budgets and on-going maintenance of a 10 percent unrestricted general fund reserve.



During the state’s financial crisis in 2002-2003, the district not only maintained reserves and avoided layoffs, but increased employee compensation, completed two major construction projects, and received approval from local voters for a \$145 million Prop 39 Measure I construction bond. The President and Board have acted prudently to isolate the district from the chaos seen at some other public institutions. The casual observer would not have known that state financial crisis even existed.

The Superintendent/President, in concert with the Board of Trustees, effectively controls budget and expenditures. MPC continues to maintain a balanced budget with a Board approved target reserve of 10 percent unrestricted general fund. The Superintendent/President provides leadership and guidance in the planning and resource allocation of the MPC Bond. The Superintendent/President, with Vice President of Administrative Services, develops and set budget assumption parameters during harsh economic times.

In regards to effectively managing the financial resources of the college, the Superintendent/President received 58 percent favorable responses, with less than two percent indicating less than favorable responses.

*Plan – Standard IVB.2.d*

None

*Evidence:*

	Evidence	Documentation
	<b>Governing Board Minutes</b>	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>
	<b>MPC Planning and Resource Allocation Process</b>	<a href="http://www.mpc.edu/collegecouncil/College Council Bylaws/MPC Planning Resource Allocation Process update 3-08 (2).pdf">http://www.mpc.edu/collegecouncil/College Council Bylaws/MPC Planning Resource Allocation Process update 3-08 (2).pdf</a>

**Monterey Peninsula College  
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**The President and Communication**

**STANDARD IVB  
Section 2.e.**

The president works and communicates effectively with the communities served by the institution.

*Description:*

In response to the 2004 Accreditation recommendations, the Superintendent/President, Academic Senate, and College Council have made greater efforts to communicate the results of decision-making to all constituencies. The Academic Senate and College Council maintain web pages that are accessible through the MPC website or MPC intranet. Each group places all agendas, minutes, and related documents on their respective sites. In addition, the Academic Senate and College Council send All Users emails to summarize the actions taken. The Policy and Communication Committee also maintains a webpage which tracks and documents the actions taken to completion, actions in process, and actions to be considered for future action.

The Superintendent/President communicates to the campus community through the electronic monthly All Users e-mail distributed *MPC Notes*, the President's Address at flex days, and attendance at College Council and Academic Senate meetings.

The Superintendent/President has made great progress in connecting MPC to the entire Monterey Peninsula. Each month the Board is presented with both a written and oral report of the activities of the President.

The Superintendent/President has initiated regular meetings with local K-12 superintendents/principals of MPC "feeder" schools. This has successfully opened communications between institutions and has led to increased enrollment at MPC.

The Superintendent/President initiated the "President's Address to the Community" in 2007. This event held in May of each year is attended by over 350 community leaders, faculty, staff, and is jointly sponsored by the MPC Foundation. This program has significantly raised the community awareness of the programs offered by the college and the outstanding faculty and student achievements.

The Superintendent/President established the Community Outreach Advisory Committee. This group is made up of representatives from the African-American, Asian, Latino and

Filipino communities. The group serves as a vehicle for two-way communication between the college and the community. The Superintendent/President, along with the vice presidents of Academic Affairs and Student Services, meet with this group at least once per semester to share information and discuss topics of interest such as student programs and services, student outreach and recruitment, success and retention.

In addition, the Superintendent/President has been active in presenting programs to our Gentrain Society, City Councils, Rotary and other service clubs.

***Evaluation – Section 2.e: MPC meets this standard.***

The Superintendent/President works and communicates effectively with the communities served by the institution. The Superintendent/President works hard as the ambassador of the college in the community, serves as ex-officio member on the College Council, and frequently attends Academic Senate meetings. The Superintendent/President’s *MPC Notes* are well received by faculty and staff. The Superintendent/President attends student activities and is visible on campus.

***Plan – Standard IVB.2.e***

None

***Evidence:***

	Evidence	Documentation
	<b>Governing Board Minutes</b>	<a href="http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx">http://www.mpc.edu/GoverningBoard/Pages/GoverningBoardMinutes.aspx</a>
	<b>Policy &amp; Communication Committee</b>	webpage
	<b>Academic Senate</b>	webpage
	<b>College Council</b>	<a href="#">webpage</a>
	<b>Board minutes</b>	
	<b><u>Superintendent/ President</u> <i>MPC Notes</i></b>	
	<b><u>Superintendent/President</u> Meetings with Superintendents &amp; Principals</b>	

	<b><u>Superintendent/President Community Outreach Advisory Committee</u></b>	

**Monterey Peninsula College  
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Standard IVB: The Board and Administrative Organization**

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