

Standard IV.C: Governing Board

IV.C.1 The institution has a governing board that has authority over and responsibility for policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. (ER 7)

Evidence of Meeting the Standard

The Monterey Peninsula Community College District Governing Board has established policies that ensure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution [IVC1.3], including:

- Board Policy 1005: Composition and Authority of the Governing Board [IVC1.1]
- Board Policy 1007: Specific Duties and Responsibilities of the Governing Board [IVC1.2]
- Board Policy 2005: Academic Senate [IVC1.4]
- Board Policy 2010: Shared Governance [IVC1.5]
- Board Policy 3010: Program, Curriculum, and Course Development [IVC1.8]
- Board Policy 2105: Budget and Finances [IVC1.10]
- Board Policy 2106: Budget Standards and Policy [IVC1.11]

Analysis and Evaluation

The Monterey Peninsula Community College District Governing Board has primary responsibility for establishing policies that ensure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The Board derives this authority from California Education Code, its own internal policies, and the electorate of the District [[IVC1.1](#)].

The MPC Governing Board consists of five members elected to four-year terms by the residents of the five trustee areas within the District, as specified by Board Policy 1005. The Board also includes a student trustee, who is selected annually by the Associated Students of Monterey Peninsula College (ASMP). In accordance with Board Policy 1005, the Governing Board acts as an independent policymaking body with authority to establish policies that assure the quality, integrity, and effectiveness of the institution's student learning programs and financial stability.

Per California Education Code (§70902) and Board Policy 1007, the Governing Board has ultimate responsibility for determining the broad general policies that govern the operation of the College. In particular, Board Policy 1007 specifies the areas of authority held by the Governing Board, including those duties and responsibilities directly related to academic quality, integrity, effectiveness, and financial stability [[IVC1.2](#)]. For example, the Board:

- Selects, appoints, and evaluates the Superintendent/President, and takes appropriate steps to ensure that the Superintendent/President is accountable to the Board and the institution;
- Functions as the legislative and policy-making body charged with the oversight and control of the College, leaving the executive function to the Superintendent/President;
- Approves and evaluates the educational programs of the College, in accordance with recommendations from the Superintendent/President and other appropriate personnel; and
- Reviews and adopts the annual budget, approving the expenditure of all funds and assuring the financial solvency of the District.

In addition to the policies set to guide and direct its own operation and clarify its areas of responsibility, the Board establishes policies that enable all campus constituencies to work together to fulfill the College mission. Policies are grouped into chapters/series by functional area [[IVC1.3](#)]. Through these broad policies, the Board assures the quality of the institution by establishing parameters for the operations and procedures that support academic quality, integrity, and effectiveness of student learning programs and services.

Several Board policies provide more specificity about how the Board assures academic quality, integrity, and effectiveness. Board Policies 2005 and 2010 recognize the Academic Senate as the faculty's primary representative for the formulation and revision of District policies on academic and professional matters, and indicate that the Board "shall elect to rely primarily" upon the advice and judgment of the Academic Senate with regard to these topics [[IVC1.4](#), [IVC1.5](#)]. To facilitate this reliance, the Academic Senate president gives a brief report at the monthly Board meetings in order to keep the Board informed of academic and professional matters, including topics related to the quality and effectiveness of student learning programs. One such topic that has been the focus of the College over the past accreditation cycle is Student Learning Outcomes (SLOs). Over a period of several years, the College created and implemented processes for evaluating SLOs. Appropriately, the Board has delegated responsibility for implementing, evaluating, and improving processes for SLO assessment, while at the same time taking an active interest in the results of the efforts and how they relate to accreditation requirements [[IVC1.6](#), see Item 16A, p. 9].

Likewise, Board Policy 3010 (Program, Curriculum, and Course Development) outlines the Board's reliance on the Curriculum Advisory Committee for professional review of all aspects of MPC's curriculum development and new course approval process [[IVC1.7](#)]. The Curriculum Advisory Committee (CAC) reviews new and revised curriculum, and ensures that all curriculum meets standards of rigor, depth, and quality established by Title 5 of the California Code of Regulations, California Education Code, and Chancellor's Office requirements. Relying on CAC recommendations, the Superintendent/President recommends course and program approvals and significant curricular changes to the Board. Board reports from the Vice President of Academic

Affairs apprise Board members of SB 1440 transfer programs designed to meet state mandates and student need, as well as any significant changes that occur as part of ongoing curriculum review processes.

The Governing Board also has the authority to establish policies to ensure the financial stability of the District. Board Policy 6200: Budget Preparation makes it clear that MPC must have a balanced budget in place on an annual schedule that complies with state law and regulations [IVC1.8]. Board Policy 6210: General Fund Reserve requires that the College maintain a reserve of 10% of its unrestricted operating budget, to protect the College from unexpected emergencies [IVC1.9]. The College has been in compliance with this policy since its inception in May 2000.

Although the Board Policies do not cover all laws and requirements that apply to the District, they do provide direction to the Governing Board and to the Superintendent/President of the District as they work together to fulfill the mission of the College. For some topics, Board Policies supplement or provide more specific direction than what might be outlined by law or accreditation standards alone. The Board makes its policies available publicly through its website [IVC1.3].

Conclusion: Monterey Peninsula College meets Standard IV.C.1.

Evidence Cited

- IVC1.1 [Board Policy 1005: Composition and Authority of the Governing Board](#)
- IVC1.2 [Board Policy 1007: Specific Duties and Responsibilities of the Governing Board](#)
- IVC1.3 [Board Policy Website and Archive](#)
- IVC1.4 [Board Policy 2005: Academic Senate](#)
- IVC1.5 [Board Policy 2010: Shared Governance](#)
- IVC1.6 [Board Minutes, 2/23/15; Item 16A, p. 9](#)
- IVC1.7 [Board Policy 3010: Curriculum Development and New Course Approval](#)
- IVC1.8 [Board Policy 6200: Budget Preparation](#)
- IVC1.9 [Board Policy 6210: General Fund Reserve](#)

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

Evidence of Meeting the Standard

- Board Policies establish the expectation that Board members act collectively in support of the Board’s decisions [IVC2.1 – IVC2.3].

Analysis and Evaluation

The Governing Board Code of Ethics and Conduct (Board Policy 1000) requires Board members to “abide by and uphold the final majority decision of the Board,” as well as to “understand and remember that individual Board members have no legal authority to represent the College

outside of Board meetings” [\[IVC2.1\]](#). Board Policy 1005 further specifies that Board members have authority “only when acting as a Board of Trustees in session or at the direction of a majority of the Board” [\[IVC2.2\]](#).

Board Policy 1045 requires a quorum of three public members of the Governing Board to be present in order to transact business. This policy also requires that Board actions require an affirmative vote by three members. In such actions where law requires a two-thirds majority vote, four affirmative votes are required for action [\[IVC2.3\]](#). While non-unanimous votes have been rare occurrences at the board level over the past several years, in every case, Board members who initially expressed minority viewpoints have supported the Board’s decision after the vote was taken, both publicly and privately.

All individual board members have taken the Effective Trustee Workshop training program offered by the Community College League of California, which highlights the areas of responsibility and effective Board member behavior outlined in Board Policies 1000 and 1005. Ongoing informal board training continues to emphasize these two policies and the importance of acting as a unit.

Campus perception of the Board’s level of compliance with its own policies tends to be mostly positive. The 2014 Faculty and Staff Accreditation survey asked participants to respond to the statement “The Board of Trustees acts in a manner consistent with published Board policies and/or by-laws.” In the survey, 49.3% of the respondents either agreed or strongly agreed with the statement, compared with only 1.3% who disagreed or somewhat disagreed. The remaining 45.3% of the respondents indicated they did not know [\[IVC2.4\]](#).

Conclusion: Monterey Peninsula College meets Standard IV.C.2.

Evidence Cited:

- IVC2.1 [Board Policy 1000: Code of Ethics and Conduct](#)
- IVC2.2 [Board Policy 1005: Composition and Authority of the Governing Board](#)
- IVC2.3 [Board Policy 1045: Actions of the Governing Board](#)
- IVC2.4 [2014 Faculty and Staff Accreditation Survey](#), section 4

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

Evidence of Meeting the Standard

The MPC Governing Board adheres to clearly defined policies and procedures for selecting and evaluating the Superintendent/President of the College:

- Board Policy 1007: Specific Duties and Responsibilities of the Governing Board authorizes the Governing Board to select, appoint, and evaluate the Superintendent/President of the College [IVC3.1].
- Board Policy 5510: Superintendent of the District and President of the College authorizes the Board to set the length of the Superintendent/President's term, as well as to determine the amount of compensation and the terms of service for the contract [IVC3.2].
- The Board specifies the procedures it will follow for the annual evaluation of the Superintendent/President in the Superintendent/President's contract [IVC3.3].

Analysis and Evaluation

The Board formalized its current procedure for selecting the Superintendent/President in 2006. Because the process worked well in 2006, the Board made no significant changes to the procedure for the selection of the current Superintendent/President in 2012 [IVC3.4]. In both instances, the selection procedure ensured transparency around the process and provided opportunities for input from faculty, staff, and administrators. A description of the process follows.

1. Shortly after the previous Superintendent/President announced his retirement in spring 2012, the Board hosted two public meetings for faculty, staff, administrators, and students. Discussion in open forums focused on the characteristics desirable in the next Superintendent/President and provided an initial opportunity for campus feedback.
2. The Board selected an individual Trustee to chair the search committee on behalf of the Board. This Trustee then convened a search committee consisting of faculty, staff, administrators, and community members.
3. Using the list of desired characteristics generated during the public forums, the search committee prepared a position brochure that outlined the position and described the College.
4. The search committee engaged an outside consulting firm to facilitate the search process, recruit potential candidates, conduct reference checks, and act as a resource to the search committee during the search.
5. Once the application period closed, the search committee completed an initial paper screening of candidates, and selected a subset of the candidates to interview in person. Based on these interviews, the search committee selected a smaller number of candidates whom they fully supported to present to the Board of Trustees (three in 2006; four in 2012). The Board of Trustees interviewed each of the second-round candidates in person. On the day of his/her second interview, each candidate also spoke at a public forum on campus. Attendees of the public forums had an opportunity to ask questions, as well as to provide written feedback to the Board on the individual candidates.
6. The consultant conducted in-depth reference checks on the four candidates.

7. Based on the interviews, reference checks, and feedback from the public forums, the Board selected one finalist.
8. A site visit team consisting of Board members, staff, faculty, and administrators visited the finalist’s campus to interview that College’s staff, faculty, and administrators about the finalist’s merit, and his qualifications to serve in the role of Superintendent/President. The site visit team presented their findings to the full Board at a public meeting on October 24, 2012.
9. Based on the site visit, interviews, reference checks, and feedback from the public forums, the Board of Trustees offered the position to the finalist, with a contract effective December 17, 2012.

Board Policy 5510 authorizes the Governing Board to set the length and terms of service of the Superintendent/President’s contract [[IVC3.2](#)]. While the specific procedure used by the Board to evaluate the S/P each year has not been codified into policy, the contract does outline the evaluation procedures that will be used [[IVC3.3](#)]. Per the terms of the contract, the Board evaluates the Superintendent/President annually.

The minutes of public Board meetings provide evidence of this ongoing evaluation for both current Superintendent/President and his immediate predecessor. For example, agendas from the June 2013, June 2014, and September 2015 meetings reference the closed session agenda item: “Public Employee Performance Evaluation: Superintendent/President” [[IVC3.5a](#), [IVC3.5b](#), [IVC3.5c](#)].” The evaluation process is similar to other College evaluation processes. It involves the participation of a variety of campus members, a self-evaluation and other appropriate materials, and a review by those in a supervisory role.

Conclusion: Monterey Peninsula College meets Standard IV.C.3.

Evidence Cited

- IVC3.1 [Board Policy 1007: Specific Duties and Responsibilities of the Governing Board](#)
- IVC3.2 [Board Policy 5510: Superintendent of the District and President of the College](#)
- IVC3.3 [Superintendent/President Evaluation Procedures](#)
- IVC3.4 [Report on Search Progress, 3/2/12](#)
- IVC3.5 Board Minutes:
 - a. [6/26/13](#)
 - b. [6/25/14](#)
 - c. [9/23/15](#)

IV.C.4 The governing board is an independent policy-making body that reflects the public interest in the institution’s educational quality. It advocates for and defends the institution and protects it from undue influence or political pressure. (ER 7)

Evidence of Meeting the Standard

- The MPC Governing Board reflects the public interest through its five members, elected by the residents of five trustee areas within the Monterey Peninsula Community College District. Members of the public may attend open sessions of all Board meetings, and have an opportunity to speak during public comments. To foster ease of public access to its meetings, the Board holds meetings at all three of its physical locations during the year [IVC4.1 – IVC4.3].
- In accordance with Board Policy 1300: Conflict of Interest, no individual Board member has financial interests in any contract or purchase order authorized by the Board. Additionally, Board Policy 1045: Actions of the Governing Board specifies the quorum needed for transactions of business, as well as the number of affirmative votes necessary for the Governing Board to take any action. These two policies, together with the Code of Conduct outlined in Board Policy 1000, help ensure that the Governing Board acts as an independent policy-making body, protected from undue political pressure [IVC4.5 -- IVC4.7].

Analysis and Evaluation

Since the 2010 Institutional Self-Evaluation and site visit, the MPC Governing Board has completed its transition from being elected at large to being elected through trustee areas. This composition allows for more direct representation of the interests of the communities within the District. The Board recognizes its responsibility to the communities it serves. As per Board Policy 1025, members of the public are invited to address the board at every board meeting [IVC4.2]. The agenda for each public board meeting includes a dedicated time reserved for public comment. Meeting attendees are also invited to comment on specific agenda items as they arise during the course of the meeting. To help foster ease of public access to its meetings, the Board schedules four public meetings in the cities of Marina and Seaside each year: two at the Marina Education Center, and two at the Public Safety Training Center in Seaside. The remaining public meetings are held on the main campus in Monterey. Meeting times and locations are set at the Board's annual organizational meeting each December.

Each public meeting agenda also includes dedicated places for comments from Academic Affairs, Administrative Services, and Student Services, as well as from the Academic Senate, College Council, the Associated Students, the MPC Foundation, and the two bargaining units representing classified staff and faculty [IVC4.3, see p. 5, 12, 17].

Outside of regular Board meetings, Board members recognize their responsibility to act as liaisons between the College and the community at large. All trustees advocate for the College in their communities, and trustees whose trustee areas include cities regularly attend city council meetings to provide updates about MPC and attend many community events. Additionally, the Board stays abreast of state- and system-wide educational issues of importance to the institution.

A Board subcommittee focuses on legislative advocacy at the state level, and every board meeting includes a discussion of pending legislation potentially affecting the College. For example, the Board was strongly involved in lobbying the California Community College Chancellor's Office and state legislature regarding the Student Success Task Force and subsequent SB1456 legislation, and one MPC trustee currently sits on the Student Success Scorecard Advisory Committee at the Chancellor's Office. The Board also fosters relationships with local representatives to the California State Assembly and Senate, meeting with them both in Sacramento and in their local offices as warranted.

The Governing Board follows Brown Act procedures, both to comply with regulation, and as an outward sign of its commitment to serving the public interest and protecting the institution from undue influence or political pressure. In closed session meetings, Board members only discuss topics required to be discussed in closed session, such as personnel matters, expulsions, collective bargaining issues, and potential litigation. Except for those items approved in closed session (and then announced in public session), all official actions of the Board are taken in public session. Consistent with a strict interpretation of the Brown Act, Board members are careful to avoid any discussion of College-related issues with one another outside of regular meetings.

In accordance with Board Policy 1300: Conflict of Interest, no individual Board member has financial interests in any contract or purchase order authorized by the Board. Additionally, Board Policy 1045: Actions of the Governing Board specifies the quorum needed for transactions of business, as well as the number of affirmative votes necessary for the Governing Board to take any action. These two policies, together with the Code of Conduct outlined in Board Policy 1000, help ensure that the Governing Board acts as an independent policy-making body, protected from undue political pressure [[IVC4.4](#), [IVC4.5](#), [IVC4.6](#)].

Conclusion: Monterey Peninsula College meets Standard IV.C.4.

Evidence Cited

- IVC4.1 [Board Policy 1005: Composition and Authority of the Governing Board](#)
- IVC4.2 [Board Policy 1025: Public Appearance before the Board and Conduct of the Board Meetings](#)
- IVC4.3 [Sample Board Agendas](#) (see Recurring Reports, p. 5, 12, 17)
- IVC4.4 [Board Policy 1300: Conflict of Interest](#)
- IVC4.5 [Board Policy 1045: Actions of the Governing Board](#)
- IVC4.6 [Board Policy 1000: Code of Ethics and Conduct](#)

IV.C.5 The governing board establishes policies consistent with the college mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability.

Evidence of Meeting the Standard

- Board Policy 1005: Composition and Authority of the Governing Board specifies that actions of the Governing board must be consistent with the purpose for which the College was established, i.e., fulfilling the mission of the College [IVC5.1]
- The Board-approved mission statement and institutional goals explicitly state the purpose of the institution and provide a framework for planning, resource allocation, and improvements related to student learning programs and services at all levels of the institution [IVC5.2].
- The Board's policies are intended to focus the District upon its mission and on institutional success and to foster public understanding and support of the District and its educational programs [IVC5.3].

Analysis and Evaluation

Board policies are grouped into chapters/series by functional area. Through these broad policies, the Board assures the quality of the institution by establishing parameters for the operations and procedures that support academic quality, integrity, and effectiveness of student learning programs and services. Together, the Board Policies outline how the Governing Board operates, and communicate the Board's expectations for the operation of the College, the quality of its academic programs and student services, and its financial health. For example, Board Policy 1007 specifies that the Board shall be responsible for the approval of the annual budget and fund expenditures, assuring the financial solvency of the District, ensuring proper accounting of all District funds, and providing for an annual audit of the District's finances. Likewise, policies related to Academic Affairs demonstrate how the Board intends to carry out its responsibilities related to educational quality. Board Policy 3010: Program, Curriculum, and Course Development specifies the Board's expectations for and role in program and curricular development; Board Policy 3020: College Catalog requires that the Board approve each edition of the College Catalog [[IVC5.4](#), [IVC5.5](#)].

Evidence of the effectiveness of the Governing Board's policies can be seen in the purposeful actions and discussions related to quality, integrity, and improvement at monthly Board meetings. Each month, the Board hears and discusses institutional reports on topics such as student achievement and success, student equity, accreditation, and institution-set standards. During regular monthly meetings, the Board approves curriculum recommendations, and takes action on matters such as financial expenditures and facilities plans as part of its responsibilities for the overall functioning of the institution. Through its actions, the Board establishes expectations for quality, integrity, and improvement of student learning programs and services and monitors the College's progress toward fulfillment of its mission and Institutional Goals.

Conclusion: Monterey Peninsula College meets Standard IV.C.5.

Evidence Cited

- IVC5.1 [Board Policy 1005: Composition and Authority of the Governing Board](#)
- IVC5.2 [Mission and Institutional Goals](#)
- IVC5.3 [Board Policies Website](#)
- IVC5.4 [Board Policy 3010: Curriculum Development and New Course Approval](#)
- IVC5.5 [Board Policy 3020: College Catalog](#)

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

Evidence of Meeting the Standard

- Policies in the 1000 Series of the Board Policies Manual outline the size, duties, responsibilities, structure, and operating procedures of Monterey Peninsula College's Governing Board. Taken together, the 1000 series policies serve as the Board's bylaws [IVC6.1].

Analysis and Evaluation

Board Policies 1005 establishes the size and composition of the Board of Trustees. Board Policy 1007 outlines the duties and responsibilities of the Board, in compliance with the California Education Code §72022 to §72035 [[IVC6.2](#), [IVC6.3](#)].

Board Policies 1010: Annual Organizational Meeting and Officers of the Board, 1011: Board Chair, and 1050: Executive Officer of the Board specify the structure of the Governing Board. Board Policy 1010 requires the Board to elect officers of Chair, Vice-Chair, and any others designated as necessary (e.g., Board Policy Review Subcommittee Chair) at an annual organizational meeting. These three policies (BP 1010, 1011, and 1050) also outline the specific duties of the Chair, Vice-Chair, and Executive Officer with respect to the structural composition of the Board [[IVC6.4](#), [IVC6.5](#), [IVC6.6](#)].

The remaining policies in Series 1000 (BP 1015 through BP 1435) outline the Board's operational procedures. These policies guide such operational details as meeting times (BP 1015), provisions for public comments at meetings (BP 1020 and 1025), construction of meeting agendas (BP 1021), purpose and structure of closed session (1040), etc. [[IVC6.1](#); see series 1000 policies].

Board Policy 1400 specifies that hard copies of the policies can be found in each administrative and division office, as well as in the MPC Library. However, the Board has made an intentional decision to declare the hard copies of the Policy Manual to be obsolete, and to use its website as the official repository for board policies, as it is easier to maintain than multiple print copies of

the policies manual. As the Board continues to review and update its policies based on CCLC-recommended language, Board Policy 1400 will be revised to reflect this practice.

Conclusion: Monterey Peninsula College meets Standard IV.C.6; however, there are opportunities for continued improvement in this area as the College continues to review and update its Board policies.

Evidence Cited

- IVC6.1 [Board Policies Website, see 1000 Series](#)
- IVC6.2 [Board Policy 1005: Composition and Authority of the Governing Board](#)
- IVC6.3 [Board Policy 1007: Specific Duties and Responsibilities of the Governing Board](#)
- IVC6.4 [Board Policy 1010: Annual Organizational Meeting and Officers of the Board](#)
- IVC6.5 [Board Policy 1011: The Board Chair](#)
- IVC6.6 [Board Policy 1050: Executive Officer of the Governing Board](#)

IV.C.7 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.

Evidence of Meeting the Standard

- Records of MPC Governing Board actions, including meeting minutes and written resolutions, indicate that the Board acts in a manner consistent with its policies and bylaws [IVC7.1 – IVC7.9].
- Board Policy 1009 requires the Board to conduct an annual self-evaluation to ensure effective and efficient board operations (including its compliance with its policies) [IVC7.10 – IVC7.11; see also Standard IV.C.10].
- Board Policy 1007 requires the Board to determine the broad general policies used to govern the operation of the College, and to review these policies periodically [IVC7.12].

Analysis and Evaluation

Records of MPC Governing Board actions, including meeting minutes and written resolutions, indicate that the Board acts in a manner consistent with its policies and bylaws. For example, the Governing Board acts consistently with policies related to the organization and procedures of the Governing Board, including (but not limited to):

- Appropriate composition and authority [[IVC7.1](#), [IVC7.2](#); see also Standard IV.C.9];
- Holding annual organizational meetings and in which officers and a Board chair are selected [[IVC7.3](#), [IVC7.4](#), [IVC7.5](#)]; and,
- Adhering to regular, posted meeting times and posting agendas and minutes [[IVC7.6](#), [IVC7.7](#), [IVC7.8](#), [IVC7.9](#)]

The Board's annual self-evaluation (see Standard IV.C.10] provides an opportunity for the Board to ensure that it performs in accordance with its bylaws, and set goals for improvement if needed [[IVC7.10](#), p. 6-7].

Board Policy 1007 requires the Board to determine the broad general policies used to govern the operation of the College, and to review these policies periodically [[IVC7.11](#)]. The mechanism for Board Policy revision at MPC involves consultation with and input from pertinent functional areas and participatory governance groups on campus. Each Vice President reviews the policies in his or her functional area. For example, the Vice President of Academic Affairs policies related to Academic Affairs and Educational Programs; the Vice President of Student Services evaluates policies related to Student Services; the Vice President of Administrative Services evaluates policies related to Business Services. When appropriate, other groups on campus are asked to evaluate policies and provide input. For example, the Academic Senate also reviews policies pertaining to academic and professional matters, in accordance with established policy [[IVC7.12](#)]. Based on this input, the Superintendent/President makes recommendations for policy revisions to the Board's subcommittee on board policies. After review by this subcommittee, the Board entertains two readings of all recommended policy changes, regardless of series. The first reading allows for information, contextual discussion, and potential revision. Board action regarding approval takes place at the second reading of the revision. Revisions to policies related to the Board and its operations also go through this process.

In spring 2012, the President's Office conducted an evaluation of the Board Policy review process and determined that the College needed a more streamlined approach in order to stay current in its review. The College approved an approach to board policy revision, whereby the policy language provided by the Community College League of California (CCLC) would be adopted without modification (including the numbering system), except in limited circumstances where localization was necessary and appropriate [[IVC7.13](#)]. Adoption of CCLC policy manual allows the Governing Board to ensure that its policies are up-to-date and in compliance with current legal requirements and Accreditation Standards. The College's goal is to adopt CCLC's policy manual in its entirety.

This extensive update of board policies has been ongoing since 2012. To augment this effort and facilitate faster progress, the Board approved the recommendation of the Superintendent/President to engage an external consultant from CCLC in spring 2016 [[IVC7.14](#)]. The consultant will provide technical analysis and support to administrative staff to revise policies and procedures in their areas.

Conclusion: Monterey Peninsula College meets Standard IV.C.7. To increase effectiveness, the College will implement its timeline for adopting CCLC policy language.

Evidence Cited

- IVC7.1 [Board Policy 1005: Composition and Authority of the Governing Board](#)
- IVC7.2 [Governing Board Website: Trustee Areas](#)
- IVC7.3 [Board Policy 1010: Annual Organizational Meeting and Officers of the Board](#)
- IVC7.4 [Board Policy 1011: The Board Chair](#)
- IVC7.5 [Sample Operational Meeting Minutes, 12/10/14](#)
- IVC7.6 [Board Policy 1015: Meeting Times of the Governing Board](#)
- IVC7.7 [Board Policy 1020: Agenda and Public Notice](#)
- IVC7.8 [Board Policy 1035: Minutes of Governing Board Meetings](#)
- IVC7.9 [Board Meetings and Documents Webpage](#)
- IVC7.10 [Board Meeting Minutes, 11/19/14](#) (see Items 14G and 14H, p. 6-7)
- IVC7.11 [Board Policy 1007: Specific Duties and Responsibilities of the Governing Board](#)
- IVC7.12 [Board Policy 2005: Academic Senate](#)
- IVC7.13 [Board Policy Review Process, 5/23/12](#)
- IVC7.14 [Board Meeting Minutes, 2/24/16](#) (see Item 14M, p. 8)

IV.C.8 To ensure the institution is accomplishing its goals for student success, the governing board regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality.

Evidence of Meeting the Standard

- MPC's Governing Board receives information related to key indicators of student learning and achievement and plans for improving academic quality on a monthly basis, through a standing monthly report from the Office of Institutional Research on topics related to student success [IVC8.2, IVC8.3].
- The Governing Board reviews institution-wide plans for improving academic quality and factors that support academic quality [IVC8.4]. The Governing Board reviews summaries of unit program reviews, which include key indicators of student learning and achievement and plans for improving academic quality at the discipline or division level [IVC8.5].

Analysis and Evaluation

MPC's Governing Board receives information related to key indicators of student learning and achievement and plans for improving academic quality on a monthly basis. Ongoing reports on these topics inform the Board and provide essential context for their decisions as they carry out the duties and responsibilities of the Board outlined in Board Policy [IVC8.1].

Each year, the Office of Institutional Research sets a Student Success Reporting Calendar outlining the schedule of reports related to student learning, student success, and student achievement that will be presented to the Board during the academic year [IVC8.2].

Presentations from the Office of Institutional Research provide the Board with analyses of the current data from the College, and focus on demonstrating how key indicators for student learning and achievement relate to the institution's goals for student success. For example,

presentations on Student Access and Student Equity provided the Board with valuable context for the types of improvements outlined in the institution's Student Equity and Student Success and Support Program plans. The Board also receives annual updates on the College's performance against its institution-set standards.

The Governing Board also reviews institutional plans for supporting academic quality, such as the Educational Master Plan and Technology Plan [e.g., [IVC8.3](#), Item 5G, p. 11; [IVC8.4](#), Item 15D, p. 8]. The Board reviews discipline or division-specific plans for review through summaries of comprehensive program reviews [[IVC8.5](#), Item 14E, p.7].

Conclusion: Monterey Peninsula College meets Standard IV.C.8.

Evidence Cited

- IVC8.1 [Board Policy 1007: Specific Duties and Responsibilities of the Governing Board](#)
- IVC8.2 [Student Success Reporting Calendars](#)
- IVC8.3 [Board Meeting Minutes, 7/25/12](#) (see Item 5G, p. 11)
- IVC8.4 [Board Meeting Minutes, 6/25/14](#) (see Item 15D, p. 8)
- IVC8.5 [Board Meeting Minutes, 4/22/15](#) (see Item 14E, p. 7)

IV.C.9 The governing board has an ongoing training program for board development, including new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.

Evidence of Meeting the Standard

- Board Policy 1008: Board of Trustees Orientation and Development outlines the general procedures for ongoing board development, including orientation of candidates for the board as well as orientation for new board members [IVC9.1].
- Board Policy 1005 stipulates that board members serve four-year terms of office, and that these terms should be staggered to provide continuity and stability on MPC's Governing Board [IVC9.5].

Analysis and Evaluation

In accordance with Board Policy 1008: Board of Trustees Orientation and Development, anyone interested in running for the Board is invited to one of several orientation sessions that carefully describe the role of the trustee and provide a general orientation to MPC. This procedure ensures that all candidates have a basic understanding of the College and the requirements of the position. Following their election, newly elected board members begin a more in-depth orientation as soon after the election as possible to help them understand both the operations of the District and the responsibilities of the Board. As part of the orientation process, the Superintendent/President provides each incoming board member with materials relevant to board

member responsibilities, including materials related to the California Community College system and a copy of the Brown Act.

The Board recognizes that current members also need ongoing training that will help them to stay abreast of new developments in education and further develop the skills necessary to fulfill their responsibilities as trustees. Board Policy 1008 outlines the types of ongoing development activities that may be useful for board members, including conferences and state meetings, board retreats, and study sessions [[IVC9.1](#)].

In recognition of the need for ongoing board development, each year the Board develops a calendar of conferences and meetings that support the needs and performance goals of its members. All Board members are encouraged to attend conferences and/or state meetings, subject to available funds, for the purposes of acquiring skills as Board members, learning about new developments in education and to interact with Board members from other districts. Recent conferences individual trustees have attended include the CCLC Annual Convention in November 2014, and the CCLC Legislative Conference and Board Chair Workshop in January 2015. In both cases, trustees attended with the Superintendent/President. As not all board members attend each conference, attendees typically share a synopsis of the sessions attended with other board members upon their return, which allows all members to gain some of the benefits of attendance [e.g., [IVC9.2](#), Item 13L2d, p. 6].

In 2013, CCLC created a comprehensive program for trustee training entitled Excellence in Trusteeship. Completion of the program requires attendance at a total of 27 workshops and other training sessions, across seven competency areas (accreditation, student success, governance, fiscal responsibilities, board evaluation, ethics training and Brown Act training), over a two-year period. As of this writing, one current MPC Trustee has completed the program – among the first in the state to do so – and a second trustee has completed roughly two-thirds of the program.

The Governing Board uses internal mechanisms for training and board development, as well. On January 23, 2015, the Board held its first retreat in 12 years. The retreat, which was appropriately noticed and open to the public, provided the opportunity for attendees to assess the current and future challenges facing the College, to examine alternative responses to those challenges, and more generally to enhance the working relationship of the Board as a governing body [[IVC9.3](#)].

The Board uses *ad hoc* study sessions with staff, faculty and members from the public to examine new developments and/or critical issues. Study sessions are created throughout the year whenever warranted. These sessions, also appropriately noticed and open to the public, allow for a less formal discussion on specified topics than could occur at a regular board meeting. In January 2014, the Board held a public study session on institutional responses to budget-issues.

The session included active participation and comment from students, faculty, and community members [[IVC9.4](#)].

Continuity of Membership

The Board complies with Board Policy 1005, which stipulates that board members serve four-year terms of office, and that these terms should be staggered to provide continuity and stability on MPC's Governing Board [[IVC9.5](#)]. As of spring 2016, the board membership terms are staggered as follows:

- Trustee Area 1: Elected 2013, term expires 2017
- Trustee Area 2: Elected 2013, term expires 2017
- Trustee Area 3: Elected 2015, term expires 2019
- Trustee Area 4: Elected 2015, term expires 2019
- Trustee Area 5: Elected 2015, term expires 2019

[[IVC9.6](#)]

Conclusion: Monterey Peninsula College meets Standard IV.C.9.

Evidence Cited

- IVC9.1 [Board Policy 1008: Governing Board Orientation and Development](#)
IVC9.2 [Board Meeting Minutes, 12/10/14](#) (see Item 13L.2d, p. 6)
IVC9.3 [Board Retreat Minutes, 1/23/15](#)
IVC9.4 [Sample Board Study Session Minutes, 1/22/14](#)
IVC9.5 [Board Policy 1005: Composition and Authority of the Governing Board](#)
IVC9.6 [Board of Trustees Website: Trustee Areas](#)

IV.C.10 Board policies and/or bylaws clearly establish a process for board evaluation. The evaluation assesses the board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. The governing board regularly evaluates its practices and performance, including full participation in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.

Evidence of Meeting the Standard

- Board Policy 1009: Board Self Evaluation establishes a clearly defined the process for board evaluation [[IVC10.1](#)].
- Per policy, the Board conducts an annual evaluation of its own effectiveness, and reports the results of its evaluation (including areas for improvement) in open session. The Board uses the results of its self-evaluation to set goals for board performance, academic quality, and institutional effectiveness [[IVC10.2](#), [IVC10.3](#)].

Analysis and Evaluation

Per policy, the Board conducts an annual evaluation of its own effectiveness, and reports the results of its evaluation (including areas for improvement) in open session [[IVC10.1](#)], usually in November or December.

As part of the evaluation process, the Board works with the Office of Institutional Research to conduct an anonymous online survey about perceptions of the Board's performance. Survey participants include faculty, staff and administrators who attend Board meetings on a more than an occasional basis, as well as community members who have occasion to interact with the board on MPC business, such as local police and fire chiefs, the chair of the Citizens Bond Oversight Committee, and officers of the MPC Foundation. Trustees also respond to the survey. Trustees receive only summary results, ensuring that respondent confidentiality is maintained.

Data gathered in this survey serve as one measure of assessment of how well the Board promotes and sustains academic quality and institutional effectiveness. After reviewing and discussing the tabulated survey data, the Board establishes strategies for performance improvement and sets priorities for the following year's evaluation. Through this self-evaluation process, the Board regularly establishes strategies for improving board performance, academic quality, and institutional effectiveness. For example, one of the questions in the survey is "does the board maintain current policies for the guidance of the President, faculty and staff?" In 2014, one-third of the respondents indicated that the board "needs improvement" in this area – a high proportion when compared to the responses to other questions in the survey. In its discussion, the board agreed with that assessment and, as a result, added the item "ensure that the College policy manual is updated, comprehensive and implemented" to its list of 2015 goals [[IVC10.2](#), see Items 14G-H, p. 6-7). In its 2015 self-evaluation, the Board identified "establishment of policies guiding administration of purchasing, accounting, risk management, and other procedures" as an area of satisfactory performance; however, the Board also continued its focus on ensuring that college policies and procedures are updated, comprehensive, and implemented for its 2016 goals [[IVC10.3](#), see Items 14M-N, p. 9-10]

Conclusion: Monterey Peninsula College meets Standard IV.C.10.

Evidence Cited

- IVC10.1 [Board Policy 1009: Board Self Evaluation](#)
- IVC10.2 [Board Meeting Minutes, 11/19/14 \(see Items 14G and 14H, p. 6-7\)](#)
- IVC10.3 [Board Meeting Minutes, 12/12/15 \(see Items 14M and 14N, p. 9-10\)](#)

IV.C.11 The governing board upholds a code of ethics and conflict of interest policy, and individual board members adhere to the code. The board has a clearly defined policy for dealing with behavior that violates its code and implements it when necessary. A majority of the board members have no employment, family, ownership, or other personal financial interest in the institution. Board member

interests are disclosed and do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure the academic and fiscal integrity of the institution. (ER 7)

Evidence of Meeting the Standard

- The MPC Governing Board adheres to the code of ethics and conduct defined in Board Policy 1000 (Code of Ethics and Conduct). Section A of this policy outlines the standards of ethical behavior and conduct required of all Board members. Section B of this policy clearly defines the steps that should be taken to respond to (and if necessary, censure) any behavior that violates the Board’s ethical standards [IVC11.1].
- Board Policy 1300 (Conflict of Interest) forbids Board members from having a financial interest in any contract or purchase order authorized by the Board and outlines the rules and categories for disclosure. This policy ensures that any interests Board members (or their families) may have in the College do not interfere with impartiality of the governing board [IVC11.1]

Analysis and Evaluation

The MPC Governing Board adheres to the code of ethics and conduct defined in Board Policy 1000 (Code of Ethics and Conduct). Since the establishment of the College in 1947, the Governing Board has not had to enact its procedures to censure a Board member for unethical behavior or conflict of interest.

The MPC Governing Board complies with Board Policy 1300: Conflict of Interest. Disclosure records demonstrate that the majority of current Trustees have no financial interest in the College that outweighs their greater duty to secure and ensure the academic and fiscal integrity of the institution.

Conclusion: Monterey Peninsula College meets Standard IV.C.11.

Evidence Cited

- IVC11.1 [Board Policy 1000: Governing Board Code of Ethics and Conduct](#)
IVC11.2 [Board Policy 1300: Conflict of Interest: Governing Board and Designated Positions](#)

IV.C.12 The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.

Evidence of Meeting the Standard

- Through Board Policy 1050: Executive Officer of the Governing Board), the Governing Board delegates full responsibility and authority for the operation of the College to the Superintendent/President, and entrusts him to implement and administer board policies [IVC12.1].
- Language in several policies, including the Board’s Ethical Code of Conduct (BP 1000), emphasizes that the Board’s role is not to interfere in the operational details of the College, but to entrust the Superintendent/President with that job [IVC12.2].

Analysis and Evaluation

As the board’s Executive Officer, the Superintendent/President acts as the professional advisor to the Board and implements and administers policies without interference or micromanagement from the Board. When Board decisions require action at the operational level, the Board charges the Superintendent/President with the authority to execute those decisions without interference. An example of how this delegation has worked in practice can be seen in the 2014 Proposed Goals for the MPC Superintendent/President [IVC12.3], which were discussed and agreed to during the annual evaluation process discussed above in Standard IV.C.3. Each goal has an element of operational action; however, the Board does not specify the specific details of those actions. The Superintendent/President consults with the Board and keeps them informed of actions and progress toward the goals, but the Superintendent/President determines how to achieve the goals, implements those plans, and is accountable for the results. This delegation allows the Governing Board to focus its efforts on policy, rather than operation.

The Board holds the Superintendent/President accountable for the operation of the College through annual performance evaluations, as well as the quarterly written self-evaluations and oral reports received during its monthly public meetings. These accountability measures are discussed in detail above in Standard IV.C.3.

Conclusion: Monterey Peninsula College meets Standard IV.C.12.

Evidence Cited

- IVC12.1 [Board Policy 1050: Executive Officer of the Governing Board](#)
- IVC12.2 [Board Policy 1000: Governing Board Code of Ethics and Conduct](#)
- IVC12.3 [Proposed Goals for the Superintendent/President, 2014-2015](#)

IV.C.13 The governing board is informed about the Eligibility Requirements, the Accreditation Standards, Commission policies, accreditation processes, and the college’s accredited status, and supports through policy the college’s efforts to improve and excel. The board participates in evaluation of governing board roles and functions in the accreditation process.

Evidence of Meeting the Standard

- The Governing Board remains informed about Eligibility Requirements, Accreditation Standards, Commission policies, accreditation processes, and the accredited status of the College through its discussions with the Superintendent/President and presentations from the College Accreditation Liaison Officer at regular meetings [IVC13.1].
- The Governing Board supports the College’s efforts to increase its effectiveness [IVC13.2].

Analysis and Evaluation

The Governing Board stays informed about accreditation matters through several channels, including participation in the evaluation of governing board roles during the self-evaluation process. At its monthly public meetings, the Governing Board receives written and oral reports related to the health and progress of the institution. Both the Superintendent/President and the institution’s Accreditation Liaison Officer (ALO) regularly provide information related to accreditation (including Eligibility Requirements, Accreditation Standards, Commission policies, accreditation processes, and the College’s accredited status) and inform the Board correspondence received from the Commission [e.g., [IVC13.1a](#), p. 3; [IVC13.1b](#), p. 9; [IVC13.1c](#), p. 11]. This information provides context for the Board as it supports the College’s efforts to increase effectiveness excel through the enactment of policy. In recognition of the College’s accreditation efforts and initial findings from the SER, the Governing Board adopted a goal related to support for accreditation for the 2016 calendar year [[IVC13.2](#)].

During the preparation of the current Self Evaluation Report, the Board participated in the evaluation of the roles and functions of the governing board. One individual trustee represented the Board’s perspective as a co-writer for Standard IVC: Governing Board. The Board reviewed the final draft of the self-evaluation report prior to its submission to the Commission, as evidenced by the signatory page at the front of the document.

Conclusion: Monterey Peninsula College meets Standard IV.C.13.

Evidence Cited:

- IVC13.1 Board Meeting Minutes
- [Board Meeting Minutes, 4/23/14](#) (see Item 13A, p. 3)
 - [Board Meeting Minutes, 1/30/15](#) (see Item 15B, p. 9)
 - [Board Meeting Minutes, 8/26/15](#) (see Item 15C, p. 11)
- IVC13.2 [Board Meeting Minutes, 12/12/15](#) (see Item 14N, p. 10)