

## **District Recommendation 4**

**In order to meet standards, the district should develop a policy and implement procedures for evaluating the effectiveness of the district’s administrative organization, the delineation of responsibilities of the district and the colleges, and the governance and decision making structures. The results should be widely communicated and used as a basis for improvement. (IV.A, IV.A.1, IV.A.2, IV.A.3, IV.B.E, IV.B.3.a, IV.B.3.b, IV.B.3.e, IV.B.3.f, IV.B.3.g)**

The District has developed policies and implemented procedures for evaluating the effectiveness of its administrative organization, college and District roles/responsibilities and decision-making structures. The District’s administrative organization is referenced in the Rules and Regulations of the Governing Board and the roles and responsibilities of the colleges and District are included in the same document. The governance and decision-making structure as a whole is now defined in the revised Board Policy 1009, Institutional Leadership and Governance.

The District delineates the operational responsibilities and functions of the District and colleges in the document “District and College Roles, Responsibilities and Service Outcomes.” The document was developed in 2010 by college and District personnel with responsibility for the functions listed in the document. Every major function performed in the District is listed and the role of the colleges and District Office for each function is stated. The document was updated in 2013 as a result of additional centralization due to downsizing of the District. The document accurately reflects the roles and responsibilities of the college and District and is followed in practice. Every four years, as part of the administrative services review process, each department at the District Office meets with its college counterpart(s) to review and update the document.

The recommendation also asks the District to develop a policy and implement procedures for this evaluation process. The District already had two policies in this area, but needed to revise them in order to provide clarification regarding institutional leadership/governance and institutional effectiveness. Those two revised policies, Board Policy 1009 (with related Administrative Procedure 1009.01) and Board Policy 1012 (with related Administrative Procedure 1012.01), are evidence. The policies/procedures provide for a regular cycle of review for assessing the effectiveness of the delineation of roles and responsibilities of the District/colleges and the governance and decision-making processes. In addition, the District Governance Survey has been developed and implemented to solicit feedback from stakeholders on the effectiveness of the governance and decision-making process. The survey was administered in 2010, 2011 and 2012. The District Governance Council reviews and shares the results of the survey with all constituency groups. The Chancellor’s Cabinet also conducts an annual self evaluation.

Each department at the District Office also conducts an administrative review every four years. The review includes a survey of users, the Department/Unit Services Assessment Survey, which is used to determine the extent to which clients who make use of the services are satisfied with the services they receive. The results of the surveys are used to make improvements designed to ensure continuous improvement and that the colleges are provided with the support necessary to meet students’ educational goals.

The chart below summarizes actions taken to satisfy District Accreditation Recommendation 4:

Policy/Procedure/Survey	Action
<ul style="list-style-type: none"> <li>Board Policy 1009, <u>Institutional Leadership, Governance and Decision-Making</u></li> </ul>	Revised (1/11) to include institutional leadership and alignment with the governance and decision-making structure
<ul style="list-style-type: none"> <li>Administrative Procedure 1009.01, <u>Participatory Governance</u></li> </ul>	Revised (11/10) to acknowledge the “participatory” governance structure; it also includes management in that structure.
<ul style="list-style-type: none"> <li>Board Policy 1012, <u>Institutional Effectiveness: Planning, Assessment, and Continuous Improvement</u></li> </ul>	Revised (1/11) to address institutional effectiveness and broaden the scope to include assessment, continuous improvement and a linkage to budget allocations
<ul style="list-style-type: none"> <li>Administrative Procedure 1012.01, <u>Institutional Effectiveness: Planning, Assessment, and Continuous Improvement</u></li> </ul>	Developed (11/10) new procedure which delineates roles and responsibilities and addresses assessment and continuous improvement activities
<ul style="list-style-type: none"> <li>District-Level Governance and Decision Making Assessment Report</li> </ul>	<p>Developed assessment survey through District Governance Council to solicit feedback from District stakeholders in order to assess effectiveness of District’s governance and decision-making structure.</p> <p>Survey was administered District wide on February 24, 2011 and results were shared first with Chancellor’s Cabinet on May 4, 2011 and then with DGC on May 17, 2011 and June 14, 2011. DGC then developed an initial set of recommended actions which were vetted and shared with Chancellor’s Cabinet for final review prior to implementation.</p>

**Additional plans:** This recommendation has been satisfied – there are no additional plans.

*Evidence:*

Board Policy 1009, Institutional Leadership and Governance

Administrative Procedure 1009.01, Participatory Governance

Board Policy 1012, Institutional Effectiveness: Planning, Assessment and Continuous Improvement

Administrative Procedure 1012.01, Institutional Effectiveness: Planning, Assessment and Continuous Improvement

District-Level Governance and Decision Making Report