

Principle	Board	Accreditation Standards	Chief Executive/Chancellor
<p>1. Constructive Partnership: <i>Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive are interdependent.</i></p>	<p>Delegates operations to chief executive</p> <p>Establishes goals and expectations in consultation with the CEO</p> <p>Evaluates chief executive annually</p> <p>Ensures fair and competitive compensation</p> <p>Develops a job description with and for the chief executive</p> <p>Directs the CEO only as a board, not as individual trustees</p> <p>Keeps the CEO informed of major issues and questions; follow a 'no surprises' rule</p>	<p>Standards IV.C.2, IV.C.3, IV.C.4, IV.C.9, and IV.C.12</p> <p>Functions as a corporate body, governing as a unit and acting with one voice</p> <p>Has authority only when acting as a board</p> <p>Establishes policies that give guidance and direction to the CEO and the staff of the institution</p> <p>Balances and integrates a wide variety of interests and needs into policies that benefit the common good and the future of all its constituencies</p> <p>Promotes a positive climate</p> <p>Sets a climate in which learning is valued where student success is the most important goal</p>	<p>Leads the institution and administers Board Policies</p> <p>Establishes goals and expectations in consultation with the board; regularly reports progress</p> <p>Keeps all board members informed of issues and major events; follow a 'no surprises' rule.</p> <p>Maintains ongoing communications via e-mail, written, or phone updates; follows-up when the board refers comments or problems</p>

	<p>Always publicly supports the CEO and college staff</p> <p>In multi-campus districts, notifies the chancellor before approaching college presidents</p> <p>Establishes and follows processes for the board and staff communication that honor the CEO's leadership role; do not direct staff</p> <p>Engages in annual board self-evaluation</p>		<p>Always publicly supports the board</p> <p>In multi-campus districts, keeps college presidents informed of board issues and concerns</p> <p>Facilitates annual board self-evaluation processes, including period review of the evaluation instruments</p>
<p>2. Mission Driven: <i>Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure the congruence between decisions and core values.</i></p>	<p>Articulates a clear statement of mission</p> <p>Upholds organizational values</p>	<p>Standards IV.C.1 and IV.C.8</p> <p>Ensures the institution's mission is periodically evaluated and adequately funded</p> <p>Aligns Board Policies with the educational mission</p>	<p>Ensures periodic review of the institution's mission</p> <p>Facilitates the alignment of Board Policies with the educational mission of the institution</p>
<p>3. Strategic Thinking: <i>Exceptional boards allocate time to what matters most and continuously engage in</i></p>	<p>Sets direction</p> <p>Reviews and approves strategic plans</p>	<p>Standards IV.C.5 and IV.C.12</p> <p>Defines and upholds institutional vision and mission that clearly</p>	

<p><i>strategic thinking to hone the organization's direction.</i></p>	<p>Monitors performance against plans</p>	<p>reflects student and community expectations</p> <p>Assesses, realistically, the resources needed to accomplish the mission and related goals</p>	<p>Establishes goals and expectations in consultation with the board; regularly reports progress</p>
<p>4. Culture of Inquiry: <i>Exceptional boards institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making.</i></p>	<p>Has members who work well with each other</p> <p>Receives and reviews materials in advance</p> <p>Convenes well-organized meetings</p> <p>Calls the CEO before board meetings if there are questions about agenda items</p>	<p>Standards IV.C.7, IV.C.8 and IV.C.9</p> <p>Acts in a manner consistent with its policies and bylaws</p> <p>Ensures the institution is meeting its goals for student success</p> <p>Reviews, regularly, key indicators of student learning and achievement</p> <p>Promotes a positive climate</p> <p>Sets a climate in which learning is valued where student success is the most important goal</p>	<p>Treats all board members equally and respectfully</p> <p>Provides the same information to all board members</p> <p>Accommodates different communication styles as feasible</p> <p>Responds to board members' inquires before each board meeting to address any questions</p>
<p>5. Independent-Mindedness: <i>Exceptional boards are independent-minded. When making decisions, board members put the interests of the</i></p>	<p>Leads the institution through effective governing policies</p>	<p>Standards IV.C.4, IV.C.7, IV.C.10, IV.C.11, and IV.C.13</p> <p>Balances and integrates a wide variety of interests and needs into policies that benefit the common</p>	<p>Leads and administers the institution</p> <p>Implements and complies with board policy</p>

<p><i>organization above all else.</i></p>	<p>Identifies and discusses broad policy-level values inherent in issues before the board</p> <p>Provides thoughtful input early in the policy drafting process</p> <p>Adopts conflict-of-interest policies</p> <p>Discloses and does not vote on matters of personal interest</p> <p>Regularly reviews and revises policies to ensure they are up-to-date</p>	<p>good and the future of all its constituencies</p> <p>Adopts policies and sets standards for:</p> <ul style="list-style-type: none"> • Institutional quality based on mission • Ethics • Conflicts of interest • Impartiality • Collegial behavior • Annual evaluation and goal setting • Prudence in institutional operations <p>Supports through policy the colleges' and district's efforts to improve and excel</p>	<p>Identifies broad policy implications inherent in issues and agenda items presented for board discussion</p> <p>Seeks general input from the board prior to drafting policy</p> <p>References current policy when presenting items for board action</p> <p>Works in partnership with the board; supports the governing role of the board</p> <p>Establishes and manages a system for periodic review of board policy</p> <p>Ensures board policies are up to date and followed</p>
<p>6. Ethos of Transparency: <i>Exceptional boards promote an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate</i></p>	<p>Complies with government filing requirements</p> <p>Reports annually on accomplishments and use of funds</p>	<p>Standard IV.C.4 and IV.C.5</p> <p>Balances and integrates a wide variety of interests and needs into policies that benefit the common good and the future of all its constituencies</p>	

<p><i>information regarding finances, operations, and results.</i></p>		<p>Monitors financial policy and performance</p> <p>Requires adequate reserves to quickly address any Issues discovered through external audits and reviews</p> <p>Monitors the short-and long-term fiscal sustainability of the Institution</p>	
<p>7. Compliance with Integrity: <i>Exceptional boards promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight.</i></p>	<p>Ensures compliance with the law</p> <p>Approves budget and review financial reports</p> <p>Obtains independent review or audit of financial statements</p> <p>Ensures appropriate insurance</p> <p>Revises bylaws, as necessary</p>	<p>Standards IV.C.5 and IV.C.6</p> <p>Monitors financial policy and performance</p> <p>Requires adequate reserves to quickly address any Issues discovered through external audits and reviews</p> <p>Monitors the short-and long-term fiscal sustainability of the Institution</p> <p>Reviews, revises, if necessary, and publishes bylaws</p>	<p>Ensures that college assets and personnel are adequately protected and secured</p> <p>Ensures that liability and insurance coverage meets board policy standards</p> <p>Establishes an adequate risk management program</p>

<p>8. Sustaining Resources: <i>Exceptional boards link bold visions and ambitious plans to financial support, expertise, and networks of influence.</i></p>	<p>Approves balanced budget</p> <p>Accepts fundraising responsibilities and contributes personally</p> <p>Develops and monitors investments</p> <p>Adopts policies that define and require:</p> <ul style="list-style-type: none"> • Sound investment practices • Sound cash flow management • Adequate protection and security • Adequate liability and insurance coverage • Risk management programs • Monitor that policies are being followed • Provides leadership and establishes policies to create foundations, including defining the links between the district and foundation 	<p>Standards IV.C.1 and IV.C.5</p> <p>Ensures the institution’s mission is periodically evaluated and adequately funded</p> <p>Ensures the institution is meeting its goals for student success</p> <p>Monitors financial policy and performance</p> <p>Requires adequate reserves to quickly address any Issues discovered through external audits and reviews</p> <p>Monitors the short-and long-term fiscal sustainability of the Institution</p>	<p>Ensures that investment and cash flow management practices meet board criteria</p>
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	<p>boards Supports the foundations and fundraising efforts</p> <p>Accepts grants as required by law</p> <p>Understands the short and long-range implications of grants</p> <p>Are active in the community</p> <p>Actively support the colleges in the community</p> <p>Promotes the organization in the community</p> <p>Participates in state conferences and, as time permits, in state and national community college associations</p>		<p>Supports various fundraising efforts, including those of the college Foundations and asset management Activities</p> <p>Presents grants for board approval as required;</p> <p>Is an active community leader</p> <p>Participates in state and/or national associations and conferences</p> <p>As time permits, becomes involved in state and/or national leadership positions</p>
<p>9. Results-Oriented: <i>Exceptional boards are results-oriented. They measure the organization's advancement towards mission and evaluate the</i></p>	<p>Receives programmatic updates</p>	<p>Standards IV.C.1 and IV.C.8</p> <p>Ensures the institution's mission periodically evaluated and adequately funded</p>	<p>Reports to the board on the effectiveness of the organizational structure in meeting board goals and standards</p>

<p><i>performance of major programs and services.</i></p>	<p>Monitors financial performance</p>	<p>Ensures that Board Policies and resource allocations are aligned with educational priorities</p> <p>Adopts the institution's directions and broad goals and monitors progress in achieving those goals</p>	<p>Ensures required annual reports are presented to the board in a timely manner</p>
<p>10. Intentional Governance Practices: <i>Exceptional boards intentionally structure themselves to fulfill essential governance duties and to support organizational priorities.</i></p>	<p>Designs board size, structures meetings to accomplish the work of the board</p> <p>Documents practices, policies and decisions</p> <p>Establishes policies that:</p> <ul style="list-style-type: none"> • Define criteria for organizational structure • Delegate authority to the CEO to determine the organizational structure <p>Periodically reviews organization structure to ensure it meets board criteria</p>	<p>Standards IV.C.3, IV.C.6, IV.C.12, and IV.C.13</p> <p>Publishes board bylaws and policies establishing the board's size, duties, responsibilities, structure, and operating procedures</p> <p>Empowers the CEO to oversee the operations of the institution and avoids intruding into those operations</p> <p>Participates in the evaluation of board roles and functions in the accreditation process</p>	<p>Determines in consultation with key district and college personnel, an organizational structure that:</p> <ul style="list-style-type: none"> • Is designed to achieve institutional goals • Meets board standards for effective organization <p>Reports to the board on the effectiveness of the organizational structure in meeting board goals and standards</p>

<p>11. Continuous Learning: <i>Exceptional boards embrace the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization.</i></p>	<p>Orients new board members</p> <p>Uses board members' skills</p>	<p>Standard IV.C.9</p> <p>Promotes a positive climate</p> <p>Sets a climate in which learning is valued where student success is the most important goal</p> <p>Engages in ongoing training for board development</p> <p>Establishes a program for new board member orientation</p>	<p>Facilitates board professional development</p> <p>Ensures resources are available for mandated board training</p> <p>Facilitates the new board member orientation</p>
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Sources:

The Source: Twelve Principles of Governance that Power Exceptional Boards. BoardSource, 2005

Board and CEO Roles: Different Jobs – Different Tasks. Community College League of California, 2000

Guide to Accreditation of Governing Boards. Accrediting Commission for Community and Junior Colleges (ACCJC), September 2018

Guide to Institutional Self Evaluation, Improvement and Peer Review. Accrediting Commission for Community and Junior Colleges (ACCJC), September 2018