IV.B. Board and Administrative Organization

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.

IV.B.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.

IV.B.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.

IV.B.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.

IV.B.1.c. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity.

IV.B.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.

IV.B.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.

IV.B.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.

IV.B.1.g. The governing board’s self evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.

IV.B.1.h. The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code.

IV.B.1.i. The governing board is informed about and involved in the accreditation process.

IV.B.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.

NOTE: Section IV.B.1.a-j. is under review by the CCSF Board of Trustees. Discussion will take place at the January 24, 2013 Board meeting.
IV.B.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.

IV.B.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.

IV.B.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.

IV.B.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.

IV.B.2.d. The president effectively controls budget and expenditures.

IV.B.2.e. The president works and communicates effectively with the communities served by the institution.

NOTE: The organization of Standard IV.B.2 begins with a descriptive summary of each subsection and then discusses all subsections within one self evaluation.

IV.B.2. Descriptive Summary. Per Board Policy 1.25 and as specified in the Chancellor’s contract, the Chancellor has administrative authority to implement and administer Board policies. With this directive, the Chancellor is ultimately responsible for the quality of the College, which relies on effective leadership in planning, organizing, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

BP 1.25 Chief Administrator: Authority, Selection, and Term of Office

IV.B.2.a. Descriptive Summary. Beginning in April 2012, City College of San Francisco has experienced significant leadership changes. Dr. Don Q. Griffin, who had served as Chancellor for four years, retired earlier than expected due to illness. The Board of Trustees immediately moved to identify and appoint an Interim Chancellor to serve the College while it prepared for a permanent Chancellor search. In May 2012, the Board appointed Dr. Pamila Fisher as Interim Chancellor with a term ending October 31, 2012. The Board suspended plans to continue the permanent Chancellor search after receiving the ACCJC Show Cause determination in July, with the recognition that finding a qualified candidate for the permanent Chancellor position would be challenging under the circumstances.

With Interim Chancellor Fisher’s departure scheduled for the end of October, the Board appointed Dr. Thelma Scott-Skillman, who had been serving as Interim Vice Chancellor of...
Student Services, as Interim Chancellor for a one-year period beginning on November 1, 2012.

During Interim Chancellor Fisher’s appointment, she began reorganizing the administration in response to the ACCJC Recommendation 7 regarding administrative capacity and FCMAT findings to ensure that an appropriate structure is in place to administer all aspects of the College to support the purpose (mission), size, and complexity of the institution.

In carrying out the plans for administrative change as described in the October 15 Special Report, the Board approved the following organizational change:

- The Chancellor’s Office direct reports now include three Vice Chancellor positions (Academic Affairs, Student Services, and Finance/Administration) as well as a number of deans and other administrators responsible for overarching institutional areas. (October 2012)
  
  http://www.ccsf.edu/BOT/2012/October25/Appendix_C.pdf

- Direct reports to the Vice Chancellor of Academic Affairs now include three Associate Vice Chancellors. In addition, the College has separated responsibilities of School Deans from Center Deans. (October 2012)
  
  http://www.ccsf.edu/BOT/2012/October25/Appendix%20D.pdf

- The College will reduce FTE allocations for Department Chairs to incur cost savings in response to FCMAT recommendations and ACCJC’s general concerns about administrative capacity and authority; in light of this, selected responsibilities will shift from the Department Chairs to the School and Center Deans. (October 2012)
  
  http://www.ccsf.edu/BOT/2012/October25/Appendix%20D.pdf

- The Vice Chancellor of Student Development will directly oversee all four deans within the division, which include the Dean for Matriculation and Counseling Services; the Dean of Admissions, Records, and Outreach; the Dean of Financial Services and Scholarship; and the Dean of Students Affairs and Wellness.
  

- All counselors will report to the Dean for Matriculation and Counseling Services (until now, counselors reported to three different deans)
  

At the outset of Interim Scott-Skillman’s appointment, she directed Human Resources to develop job descriptions with more authority and clarity of responsibility for administrators as part of the organizational restructuring. The College is undergoing a massive hiring process for all of the administrative positions within the Division of Academic Affairs given the changes in authority and responsibility of those positions. The Division of Student Development has also begun a hiring process in line with the changes made to its structure. In both Divisions, the hiring process began with the posting of the Vice Chancellor positions. While administrators currently serving in each Division are encouraged to apply for positions for which they qualify, the search is national in scope. The Division of Finance and Administration will undergo a review beginning in February 2013. The College will revisit the organization of the Chancellor’s Division in Summer 2013.
The Chancellor has also been working with Legal Counsel to develop contracts for administrators. Until now, the Board has granted administrators rolling three-year contracts on the basis of satisfactory annual performance evaluations, but administrators have never received a written contract detailing the terms of their employment. The College is currently reviewing practices relating to the evaluation of administrators as well.

IV.B.2.b Descriptive Summary. The focus of the Interim Chancellors has, by necessity, been on resolving the fiscal crisis and responding to the ACCJC Show Cause determination. This context has driven the priorities of the Interim Chancellors as they carry out their obligations as the chief administrator of the College. Institutional planning has been a key focus given that integrated planning and resource allocation must serve as a foundation for all decision making and resulting actions within the College.

One of the first activities that Interim Chancellor Fisher undertook was to add resources to the Research and Planning Office to begin increasing staffing that better serves institutional needs. At the same time, the Research and Planning staff are charged with establishing an integrated, data-informed planning and budgeting system that incorporates Student Learning Outcomes. In concert with this, the Division of Academic Affairs was also charged with responding fully to the ACCJC requirements regarding the development, documentation, assessment, and evaluation of SLOs. Subsequently, Interim Chancellor Scott-Skillman assigned an SLO Coordinator to continue leading and guiding this effort.

Interim Chancellor Fisher established a new process for participatory governance with the goal of creating a collegial process for discussing matters pertaining to institutional priorities, policies, planning, and budget development. The Participatory Governance Council first convened under Dr. Scott-Skillman’s direction.

Both Interim Chancellors have communicated Collegewide on the status of the institution, its priorities, and goals to remain accredited. To ensure that administrators can carry out College priorities and in response to ACCJC Recommendations, the Interim Chancellors have implemented a series of professional development workshops on a variety of management topics for the management team which includes administrators and classified managers.

IV.B.2.c. Descriptive Summary. Board Policy 1.25 and the Chancellor’s contract direct the Chancellor to carry out the mission of the College by implementing and administering Board policies. The primary focus for the Interim Chancellors has been to respond to the fiscal crisis and ACCJC Show Cause determination. With this in mind, the Interim Chancellors have focused on reviewing institutional policies and procedures to ensure that actual practices align with these policies and procedures and are consistent with the mission of the College and meet the ACCJC Standards. As pointed out in the ACCJC evaluation report and further reflected on by the accreditation workgroups, the Interim Chancellors have noted a number of cases in which the College has not been in compliance with its own policies and procedures.

IV.B.2.d. Descriptive Summary. Working with the Vice Chancellor of Finance and Administration, a key focus of the Interim Chancellors has been on addressing the fiscal crisis by implementing FCMAT and ACCJC recommendations to ensure a return to fiscal
stability. The Chancellor has taken a number of steps to reduce costs as is outlined in Standard III.D., Financial Resources.

**IV.B.2.e. Descriptive Summary.** Given the current crisis mode of the College, the Interim Chancellors have focused efforts on working closely with the San Francisco Mayor’s Office and other agencies including donors to keep them apprised of the status of the institution and to enlist their continued support. The Interim Chancellors have also engaged the support of their statewide and national networks to assist in resolving the fiscal and accreditation issues. Given media attention on the College at this time and declining enrollments, the Interim Chancellors have contracted with two consulting firms to more effectively communicate with the public and current and prospective students.

Historically, the Chancellor’s level of engagement with the community has varied. During the 10-year term of Chancellor Philip R. Day, Jr., there was a high level of engagement with government, business, and educational agencies at the local, state, and national levels. Chancellor Don Q. Griffin focused on developing relationships with local public, private, and community-based organizations representing neighborhoods within the San Francisco Community College District.

**IV.B.2.a-e. Self Evaluation.** The College has experienced an inordinate amount of turnover in its senior leadership beginning with the departure of Chancellor Griffin in May 2012. Accompanying these personnel changes has been a change in leadership style that has yielded two-way challenges in acculturation and communication. While at the same time fulfilling the core mission of the College, the primary focus for the Interim Chancellors has been to respond to the fiscal crisis and ACCJC Show Cause determination.

At this juncture, the Board of Trustees and Interim Chancellor’s assessment is that the administrative reorganization reflects best practices elsewhere and are in the best interest of the College in order to promote administrative and fiscal soundness. Changes have occurred rapidly; the stringent timeline for enacting these changes has resulted in what some of the internal constituent groups view as insufficient communication coupled with resistance from various College constituents.

**IV.B.2.a-e. Actionable Improvement Plans.** The table below summarizes the actionable improvement plan(s) associated with this Standard:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Associated Action(s)</th>
<th>Expected Completion Date</th>
</tr>
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<tbody>
<tr>
<td>Increase communications to keep college on task with shared goals, values, priorities</td>
<td>HIRE PERMANENT CHANCELLOR</td>
<td></td>
</tr>
<tr>
<td>Develop outcomes to measure effectiveness of administrative structures</td>
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**IV.B.3.** In multi-college districts or systems, the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.

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Not applicable.

IV.B.3.a. The district/system clearly delineates and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice.

Not applicable.

IV.B.3.b. The district/system provides effective services that support the colleges in their missions and functions.

Not applicable.

IV.B.3.c. The district/system provides fair distribution of resources that are adequate to support the effective operations of the colleges.

Not applicable.

IV.B.3.d. The district/system effectively controls its expenditures.

Not applicable.

IV.B.3.e. The chancellor gives full responsibility and authority to the presidents of the colleges to implement and administer delegated district/system policies without his/her interference and holds them accountable for the operation of the colleges.

Not applicable.

IV.B.3.f. The district/system acts as the liaison between the colleges and the governing board. The district/system and the colleges use effective methods of communication, and they exchange information in a timely manner.

Not applicable.

IV.B.3.g. The district/system regularly evaluates district/system role delineation and governance and decision-making structures and processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.

Not applicable.