

C. Governing Board

C1. 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

Pasadena City College 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. The responsibilities of the Board of Trustees, which includes seven community-elected members and a student trustee, are outlined in Board Bylaw 2200, Board Duties and Responsibilities. The bylaw clarifies that it is the Board's responsibility to "[m]onitor institutional performance and educational quality, approve the community services of the College" as well as to "[a]dopt courses of study after considering the recommendations of the Curriculum and Instruction Committee and the administration" (IVC1.1 BB 2200).

A more detailed delineation of the Board's role in ensuring the quality of student learning programs is included in BP 4020, Program, Curriculum and Course Development, which states that "[t]he final responsibility and authority for educational programs in general and curriculum in particular rest with the Board of Trustees of the Pasadena Area Community College District". This policy further describes the criteria that Board-approved programs and curricula must meet: "high quality, relevant to community and student needs, and are evaluated regularly to ensure quality and currency". BP 4020 further requires Superintendent/President oversight of the establishment of specific procedures to ensure new and existing programs are effective in terms of training for those responsible for the creation and modification of programs and courses, and appropriate to meet labor market needs for Career and Technical Education offerings (IVC1.2 BP 4020).

Chapter 5 of the PACCDC Board Policy Manual is dedicated to Board Policies on student services. The Board has adopted many different policies guaranteeing the quality and effectiveness of student services, including the following:

- Board Policy 4040 Library and Other Instructional Services, (IVC1.3 BP 4040),
- Board Policy 4025 Philosophy and Criteria for Associate Degrees and General Education
- Board Policy 4220 Standards of Scholarship
- Board Policy 5110 Counseling, (IVC1.4 BP 5110),
- Board Policy 5051 Assessment, (IVC1.5 BP 5051),
- Board Policy 5120 Transfer Center, (IVC1.6 BP 5120),
- Board Policy 5130 Financial Aid, (IVC1.7 BP 5130),
- Board Policy 5140 Disabled Student Programs and Services (IVC1.8 BP 5140).

The Board of Trustees has also adopted policies that promote the College's financial stability. BB 2200 lists among the Board's responsibilities the authority to "[a]ssure fiscal health and stability, adopt an annual budget for the District, consider reports of business transactions and of the financial condition of the District, approve and monitor the expenditure of all District funds" and "[p]rovide for the establishment of accepted accounting methods, including a system of property control and inventory" ([IVC1.1 BB 2200](#)).

To support the Board in its ability to provide this fiscal oversight, the College employs an internal auditor. The Office of the Internal Auditor is responsible for "auditing the performance and financial integrity of District departments, evaluating internal controls over programs and processes, examining compliance with federal and state regulations, and promoting efficiency through a variety of special projects and initiatives" ([IVC1.9 Office of Internal Audit Homepage](#)).

Furthermore, the Board has adopted the following Board Policies to address fiscal and budgetary management of the College:

BP 6200 Budget Preparation

BP 6250 Budget Management

BP 6300 Fiscal Management

BP 6307 Deck Issuance and Management

BP 6320 Investments

BP 6330 Purchasing and Inventory

BP 6340 Bids and Contracts

BP 6400 Audits

BP 6500 Property Management

To ensure that the College and community remain informed of the fiscal stability of the College, the district publishes an annual financial report that provides a comprehensive overview of the financial health of the College ([IVC1.10 PACCD_Annual_Financial_Report_2018.2019](#)).

Analysis and Evaluation

The College meets the standard. Board Policies clearly identify the Board of Trustees as having ultimate authority over academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution.

C2. 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

The Pasadena City College Board of Trustees is committed to acting collectively in the best interest of the College. Board Bylaw 2715, Code of Ethics/Standards of Practice, asserts that “understanding that the Board can legally function only as a group, each member should exercise appropriate care to speak as a member of the Board and accurately represent Board policy to the community” (IVC2.1 BB 2715). The Board is committed to its responsibility for all members to act in support of Board decisions. The Board of Trustees also conforms to the Ralph M. Brown Act, which ensures transparency in communicating all Board decisions to the community at large (IVC2.1 BB 2715).

Board decisions are made through a voting process, the particulars of which are outlined in detail in Board Bylaw 2330 (IVC2.2 BB 2330). In compliance with Education Code Section 72000, in most cases, a majority vote of the Board, or four out of seven votes, is required to take action. However, actions including the selling or leasing of property, easements, deeds, exemption from planning commissions, appropriations from the reserve, condemnation of property or bond require a vote of five of the seven-member Board (IVC2.2 BB 2330). Finally, a unanimous vote of the Board is required to undertake actions that involve the sale or lease of property to the state, county, city, or school or community college district, or “the lease of District property under lease for the production of gas” (IVC2.2 BB 2330).

Analysis and Evaluation

The College meets the standard. Board Policies provide a clear framework for collective action that guides board voting protocols and ensures that the Board speak with a unified voice once a decision has been made.

C3. 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 Board of Trustees at Pasadena City College have codified their policies and procedures for both the selection and the evaluation of the Superintendent/President of the District (BB 2431 Selection of Superintendent/President, and IVC3.2 BB 2435 Evaluation of Superintendent/President).

The Board of Trustees have the ultimate responsibility for all aspects of selecting the Superintendent/President, including approving the job description for the position, contracting the services of a consultant to supervise the process, conducting background checks on the applicants, and selecting the final candidate. Furthermore, the policy for selection of the Superintendent/President ensures that the process is inclusive as indicated in the broad representation of campus constituent groups in the screening process. The policy establishes “a

screening committee to assist in evaluating the pool of candidates” ([BB 2431 Selection of Superintendent/President](#)).

The policy further ensures campus-wide participation through the creation of an interview committee that is a subset of the screening committee.

In the most recent Superintendent/President search, the Board of Trustees adhered to BB 2431. The Board updated Board Bylaw 2431 to be more inclusive of campus and community input into the selection of the Superintendent/President and provided a public update about the hiring process to be used for the selection of the next Superintendent/President at its August 2018 meeting ([IVC3.3 Board Meeting Minutes 8.15.18](#)). The Screening Committee established by BB 2431 provided input to the Board, which was adopted on the characteristics of the future Superintendent/President to be included in the job description and a subset of the screening committee was established to conduct first-level interviews with candidates ([IVC3.4 Superintendent/President Search Screening Committee Composition Fall 2018](#)).

Board Bylaw 2435: Evaluation of Superintendent/President establishes procedures for the annual evaluation of the Superintendent/President through a comprehensive process comprised of self-evaluation by the chief executive, an evaluation by each trustee through a questionnaire developed by the Board, and by a summary evaluation that synthesizes the results of both processes. The criteria for this evaluation are “based on Board policy, the Superintendent/President job description, and performance goals and objectives developed in accordance with BB 2430 Delegation of Authority to the Superintendent/President” ([IVC3.2 BB 2435 Evaluation of Superintendent/President](#)). This evaluation is completed for each of the first three years of service by June 30th.

Analysis and Evaluation

The College meets the standard. The Board has clearly defined policies for the selection and evaluation of the Superintendent/President. The selection policy details a fair, open, and inclusive process for selecting a new president. The policy for evaluating the Superintendent/President is comprehensive and balanced and guarantees annual reviews of performance for the first three years of service.

C4. 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

Pasadena City College’s Board of Trustees operates as an independent policy-making body responsible for reflecting the public interest in the educational quality of the institution. The Board’s policies ensure its dedication to representing the public interest, allowing for communication and participation by the public while advocating for the institution and safe-

guarding it from undue influences and political pressures ([IVC4.1 BB 2200 Board Duties and Responsibilities](#)).

Board members shall recognize that the Board makes policy, ensures its implementation, and employs the Superintendent/President to administer those policies. Accordingly, the Board shall:

1. Represent the public interest.
2. After appropriate consultation, select, establish the rate of compensation for, provide regular evaluation of, and/or terminate the Superintendent/President.
3. Delegate power and authority to the Superintendent-President to effectively lead the District.
4. Establish policies that define the institutional mission and set prudent, ethical and legal standards for college operations.
5. Assure fiscal health and stability.
6. Monitor institutional performance and educational quality.
7. Advocate and protect the District.
8. Through an appropriate process, conduct, at least annually, a self-evaluation.
9. Adopt courses of study after considering the recommendations of the Curriculum and Instruction Committee and the administration. Authorize the publication of bulletins and schedules of classes (Government Code, Section 772830).
10. From time to time consider and evaluate reports from the administrative officers concerning the management progress, condition, and educational program of the College.
11. Approve the Faculty Handbook, Student Handbook, Handbook for Classified Employees, Management Handbook, and other handbooks as appropriate.
12. Approve the College Calendar.
13. Employ certificated and classified personnel, and establish their rates of compensation after considering recommendation(s) of the Superintendent/President.
14. Approve employment and compensation of all consultants, guest speakers, and artists.
15. Recognize employee and student organizations and strive for open lines of communication between Board, administration, faculty, staff, and students.
16. Approve health and safety policies for protection of students and employees.
17. Approve the community services of the College.
18. Consider communications and requests from citizens or organizations.

19. Interpret the College needs to the public.
20. Refer administrative problems, complaints, criticism, or requests directly to the Superintendent-President; hear such matters only after the Superintendent/President has had the opportunity to review the matter, unless such an emergency prevails that there is no time for a review by the Superintendent/President.
21. Adopt an annual budget for the District.
22. Consider reports of business transactions and of the financial condition of the District.
23. Approve and monitor the expenditure of all District funds.
24. Provide for the establishment of accepted accounting methods, including a system of property control and inventory.
25. With the administration, plan the construction of new buildings, hire architects and engineers, and approve plans with specifications submitted by the architects.
26. Provide housing, equipment, supplies, and services for the operation of the College.
27. Lease, buy, and rent property for the District.
28. Be ultimately responsible for legal matters.
29. Participate in and certify that there has been the opportunity for broad participation by the campus community for accreditation self-evaluations and mid-year reports.

The ability of the Board to reflect the public interest is supported by policies that guarantee regular opportunities for the public to have a voice in the Board's decision-making. The public is provided the opportunity to express opinions on non-agenda and agenda items at regular meetings, either in public comment or in writing ([IVC4.4 BB 2345 Public Participation at Board Meetings](#), [IVC.4_BB 2350 Speakers](#)). By adhering to the Brown Act, the Board ensures that the public have timely access to agendas and minutes for all meetings ([BB 2340 Agendas](#)).

Regular meetings of the Board of Trustees are also held at least once a month, and the location date and time of these meetings are publicly posted ten days or more prior to the meeting. ([IVC4.3 BB 2310 Regular Meetings of the Board](#)).

The Board also commits "to, to the extent it seems feasible, utilize the advice and assistance of those represented by the trustees, as well as other interested individuals and groups in the analysis of its educational and financial issues and concerns although the Board alone shall determine the final action" ([IVC4.5 BB 2770 Community Relations](#)).

The Board defends the institution and protects it from undue influence or political pressure through Board Policy 2220 Board Duties and Responsibilities, which outlines the responsibilities of Board members ([IVC4.6 BB 2200 Board Duties and Responsibilities](#)).

BB 2010 Board Membership ensures that Board members will not concurrently serve on a high school board, thereby eliminating the possibility of competing loyalties. Similarly, BB 2710 Conflicts of Interest codifies that “Board members and employees shall not be financially interested in any contract made by them in their official capacity, or in any body or board of which they are members” and further limits members’ employment and activities that might conflict with their duties as a Board member ([IVC4.7 BB 2710 Conflict of Interest](#)).

Finally, the Board’s Code of Ethics and Standards of Practice, BB 2715, reinforces many of these tenets including demonstrating responsibility to citizens of the District and “adhering to the law and spirit of the Brown Act and other open meeting regulations” ([IVC4.8 BB 2715 Code of Ethics/Standards of Practice](#)).

Analysis and Evaluation

The College meets the standard. The Board acts as a consistent advocate for the District, College and the community. The public voice is welcomed by the Board and the public interest is regularly considered in the Board’s decision-making. Further, the Board has established and follows clear policies on conflicts of interest and standards of practice that ensure that the board remains free from undue influence or political pressure.

C5. The governing board establishes policies consistent with the college/district/system mission 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

The Board of Trustees, entrusted with providing for the educational quality, legal matters, and financial integrity and stability of the college, has established policies that guarantee the highest quality and continuous improvement of student learning programs and services and the resources necessary to support them.

Board Bylaw 2200 delineates the primary responsibilities of the Board and specifically outlines the Board’s responsibility for ensuring “prudent, ethical and legal standards for college operations” as well as “fiscal health and stability” and “institutional performance and educational quality” ([IVC5.1 BB 2200 Board Duties and Responsibilities](#)).

The Board of Trustees approves the mission of the college, is responsible for the final approval of courses and programs, adopted a Philosophy and Criteria for Associate Degrees and General Education (BP 1200 Mission, BP 4020 Curriculum and Instruction, BP 4025 Philosophy and Criteria for Associate Degrees and General Education). In order to fulfill these charges, the Board assumes responsibilities including the adoption of courses recommended by the

Curriculum and Instruction Committee and administration, considering budget and other financial reports from the College, and assuming responsibility for all legal matters.

The Board has established policy ensuring that they are adequately informed to make decisions impacting educational quality, legal matters, and financial stability by requiring the Superintendent/President of the College to “ensure all relevant laws and regulations are complied with, and that required reports are submitted in a timely fashion” ([IVC5.3 BB 2430 Delegation of Authority to the Superintendent/President](#)). This bylaw ensures that the Board receive regular reports from lead administrators overseeing the instructional, legal, and fiscal affairs of the College, allowing the Board to make informed decisions in each of these areas.

Analysis and Evaluation

The College meets the standard. Board Policies ensure that the Board of Trustees responsible for and remain informed about all legal, financial, and educational issues. The Board exercises ultimate authority and oversight over all District and College operations, including educational quality, legal matters, and financial integrity and stability.

C6. 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

Board Bylaws specifying the Board of Trustees’ size, duties, responsibilities, structure, and operating procedures are available on the PCC website for all members of the campus community and the public to access (IVC6.1 <https://pasadena.edu/institutional-effectiveness/bylaws-policies-and-procedures.php>). The institution uses Board Docs software to ensure accessibility to the public and to facilitate the location of specific bylaws and policies.

Board Bylaw 2010 outlines membership for the Board, establishing that one member will be elected from each of the trustee areas ([IVC6.1 BB 2010 Membership of the Board](#)). These areas are defined in Board Bylaw 2100 ([IVC6.2 BB 2100 Board Elections](#)). BB 2010 further stipulates that a “student member (the Student Trustee) shall be elected for a one-year term by the College student body.” Further information about the selection and duties of the student member, including their ability to cast an advisory vote, are provided in Board Bylaw 2015 (IVC6.3 BB 2105 Election of Student Member).

BB 2200 details the Board’s duties and responsibilities, while BB 2210 identifies the role of the Board officers (IVC6.4 BB 2200 Board Duties and Responsibilities). BB 2220 clarifies the composition and regulations for Board-established standing committees, which must follow the Brown Act, advisory committees, and ad-hoc committees (IVC6.5 BB 2220 Committees of the Board). A series of Board Bylaws also govern how the Board conducts meetings including the

annual organizational meeting, regular meetings, special meetings, and closed meetings (IVC6.6 BB 2305 Annual Organization Meeting IVC6.7, BB 2310 Regular Meetings of the Board, IVC6.8 BB 2315 Closed Sessions, IVC6.9 BB 2320 Special and Emergency Meetings). Board Bylaw 2410 clarifies the role of the Board in relation to other entities and describe the Board's role in the review of Board Policies and Administrative Procedures (IVC6.10 BB 2410 Board Policies and Administrative Procedures).

Analysis and Evaluation

The College meets the standard. The Board has established comprehensive bylaws that clearly define their size, duties, responsibilities, structure, and operating procedures, all of which are accessible to the public on the College's website.

C7. The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary.

Evidence of Meeting the Standard

The College's Board of Trustees acts consistently according to its policies and bylaws. Additionally, the Board regularly reviews and revises its policies and bylaws to ensure that they are effective in fulfilling the mission of the College. Board Bylaw 2410 describes the Board's role in the adoption and review of policies and procedures stating that "The Board is committed to periodically reviewing its policies. Board Policies may be adopted, revised, added to, or amended at any regular Board meeting by a majority vote" (IVC7.1 BB 2410 Board Policies and Administrative Procedures).

In order to facilitate the regular review of Board Policies and Administrative Procedures, the Board subscribes to the Community College League of California Policy and Procedure service, which provides recommended revisions to policy language every six months (IVC7_2_CCLC Legal Updates). To further ensure attention to and timely revision of policies and procedures related to each area of the College, a designated administrator is assigned to each of the seven chapters, outlined in BB 2410 into which all Board Policies are categorized as follows (IVC7.1 BB 2410 Board Policies and Administrative Procedures):

Chapter 1: The District – Superintendent-President

Chapter 2: Board of Trustees– Superintendent-President and the Board of Trustees

Chapter 3: General Institution – Superintendent-President and the Executive Committee

Chapter 4: Academic Affairs – Chief Instructional Officer

Chapter 5: Student Affairs - Chief Student Affairs Officer

Chapter 6: Business and Fiscal Services– Chief Business Officer

Chapter 7: Human Resources - Vice President

Analysis and Evaluation

The College meets the standard. The Board of Trustees acts in accordance with its bylaws and policies and has clearly established procedures for reviewing and revising bylaws, policies, and procedures.

C8. 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

The College's Board of Trustees regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality.

In addition to annual reports on key indicators of student learning and achievement such as the PCC Scorecard, Institutional Effectiveness Partnership Initiative (IEPI) Goals, Vision for Success Local Goals, the Board also, over the years, has requested reports on institutional plans, programs and initiatives developed to improve academic quality (IV.C.8_1_10.19.16 Board Minutes.Scorecard.Item.7.02, IV.C.8_2_10.18.17_Board Minutes Scorecard Item H.1, IV.C.8_3_10.17.18.Board Minutes Scorecard Item H.2, IVC.8_10_IEPI Goals, Board Minutes.6.7.17 Item.I.1, IV.C.8_4_Board Minutes.3.20.19. Vision for Success Item I.2).

Additional presentations to the Board on student learning, achievement and institutional plans for achievement include the following:

- Career and Technical Education update (IVC.8_6_Board Minutes.3.18.20)
- Vision for Success Local Goals (IVC.8_5_Vision for Success Goals, Board Minutes.5.15.19.Item.I.10)
- PCC Equity Plan (IVC.8_7_Board Minutes, Equity Plan,6.19.19. Item.H.4)
- Educational Master Plan (IVC.8_8_Board Minutes, EMP.3.18.20.Item I.6)
- Technology Master Plan (IVC.8_9_TMP_Board Minutes.4.19.17.Item.I.1)
- Key Performance Indicators and Strong Workforce (IVC.8_10_KPI and Strong Workforce.Board Minutes.5.23.18.Item.I.1)
- EOP&S 50 Years of Service (IVC.8_11_EOP&S 50 Years of Service.Board Minutes.9.11.19.Item.I.2)
- SE PUEDE State of Latinx Students at PCC (IVC.8_12_Board Minutes.10.15.19.Item.I.1)

- Facilities Master Plan (FMP)(May 20, 2020 Meeting minutes needed)

Analysis and Evaluation

The College meets the standard. The Board of Trustees dedicates itself to remaining abreast of efforts to improve student learning and achievement and regularly reviews and approves plans for advancing academic quality.

C9. 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

The Board of Trustees 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.

The Pasadena City College Board of Trustees are committed to continuous and comprehensive professional development to ensure the overall ability of the Board to function effectively and for individual members to maximize their contribution to the College. Board Bylaw 2740 Board Education describes measures for professional development for Board Members including a comprehensive onboarding process that ensures that all new board members are provided with the requisite knowledge of the College and the board's processes to support their ability to ensure that the board's policy objectives are achieved. BB 2740 provides for following supports for new board members:

- The appointment of a mentor to every new Trustee for a period of 90 days to support the new member through the orientation process.
- An orientation of the new board member by the president of the College within two months of their elections that will "include a tour of the Colorado campus and of the Foothill Community Education Center and shall include sessions with the Superintendent/President and with representatives of the Board, the Academic Senate, the Classified Senate, the Management Association, and Associated Students.
- Provision of all materials necessary for the newly elected board member to fulfill their primary responsibilities including documents related to "planning, audits, accreditation, collective bargaining, the Brown Act, and parliamentary procedure" (IVC9.1 BB 2740 Board Education).

In addition to the supports provided to new Board members, BB 2740 also ensures that continuing members of the Board are able to access professional development opportunities

through conference attendance, which is provided for in an effort to ensure that Board members are able to fulfill their responsibilities with the most current information (IVC9.1 BB 2740 Board Education).

Board Bylaw 2100 Board Elections ensures membership continuity and overlapping member terms. According to this bylaw, trustees from four of the College's seven areas are elected in a given year and trustees from the three remaining areas are elected at a two-year interval (IVC.9_BB 2100 Board Elections). Furthermore, Board Bylaw 2110 Vacancies on the Board provides for a process that allows for any unexpectedly vacant positions to be filled in a timely fashion through a special election (IVC9.3 BB 2110 Vacancies on the Board).

Analysis and Evaluation

The College meets the standard. Pasadena City College provides comprehensive orientation and on-going professional learning opportunities for Board members. These include orientations and training for new trustees as well as conference attendance and additional opportunities for continuing trustees. The College has policies and procedures to ensure continuity of Board leadership by staggering Board elections. These policies guarantee that no more than four Board members stand for election during the same voting period.

C10. 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

The PACCD Board of Trustees has a well-developed Board Bylaw (BB 2745) establishing the responsibility of the Board to engage in meaningful self-evaluation ([IVC10.1 BB 2745 Board Self Evaluation](#)). The bylaw requires annual self-assessment, including review of ethics policies, evaluation of board effectiveness, and public reporting of a summary of evaluation results ([IVC10.1 BB 2745 Board Self Evaluation](#)). The evaluation tool utilized by the Board asks detailed self-evaluation questions organized into two main categories: (1) performance as a Board on issues related to the mission of the College, ensuring academic quality of the College, promoting shared governance decision-making processes, participation in Board development/training and new-member orientation, budget issues, and other areas of performance; (2) progress made on annual goals/strengths/weaknesses of the Board in the previous year ([IVC10.2 Board of Trustees Self Evaluation Tool](#)). The Board reviews its evaluation procedures and plans for the upcoming evaluation cycle ([IVC10.6 Board of Trustees Meeting Minutes 4.16.19](#)). The Board presents a summary of self-evaluation results annually at a

public meeting ([IVC10.3_Summary_Results_Board_of_Trustees_Self_Assessment_2018-2019](#), [IVC10.4 Board of Trustees Meeting Agenda 1.21.20](#), [IVC10.5 Board of Trustees Meeting Minutes 1.21.20](#)).

Analysis and Evaluation

The College meets the standard. The Board has a clear bylaw requiring annual evaluation. The Board publicly reviews the evaluation instrument and evaluation procedures before the evaluation process begins. The evaluation instrument includes assessment of Board performance on maintaining the College's academic integrity, institutional effectiveness, training, and budget. The Board presents the results of the self-evaluation at a public meeting, and posts summaries of evaluation results in the Board packet online.

C11. 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 PACCD Board of Trustees has a Board Bylaw that specifies its code of ethics and standards of practice ([IVC11.1 BB 2715 Code of Ethics Standards of Practice](#)). The bylaw includes prescriptions on what should be done if Board members are concerned with potential, perceived, or actual violations of the ethics policy or conflict of interest. The bylaw also includes the process for addressing violations of the ethics or conflict of interest bylaws, which include informal resolution and formal resolution formation of an ad hoc committee to address the matter and potential sanctions ([IVC11.1 BB 2715 Code of Ethics Standards of Practice](#)). The Board also has a bylaw regarding conflict of interest ([IVC11.2 BB 2710 Conflict of Interest](#)). This bylaw includes disclosure requirements, the filing of economic interest disclosures, and prohibitions against Board members engaging in activities that are incompatible with the duties of the Board and is reviewed annually ([IVC11.2 BB 2710 Conflict of Interest](#)).

Board members who may be perceived or be in an actual instance of conflict of interest can recuse themselves or may be asked to recuse themselves by fellow Board members or legal counsel, as established by Board Bylaw 2710, "A Board member who has a remote interest in any contract considered by the Board shall disclose his/her interest during a Board meeting and have the disclosure noted in the official Board minutes. The Board member shall not vote or

debate on the matter or attempt to influence any other Board member to enter into the contract” (IVC11.2 BB 2710 [Conflict of Interest](#)).

Analysis and Evaluation

The College meets the standard. The Board of Trustees has established bylaws that prescribe expected behavior and ethical conduct, as well as avoidance of conflict of interest and disclosing conflict of interest. The bylaws include procedures for handling both perceived and real violations of the code of ethics and the conflict of interest bylaw. There has been no violation of these bylaws evidenced during this accreditation cycle.

C12. 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

As established by Board Bylaw 2430, Delegation of Authority to the Superintendent/President, “The Board of Trustees delegates to the Superintendent/President the executive responsibility for administering the policies adopted by the Board and executing all decisions of the Board requiring administrative action” (article 3, [IVC12.1 BB 2430 Delegation of Authority to the Superintendent/President](#)). This bylaw includes the provision that the Superintendent/President may be required “to specify administrative rules and regulations essential to implementation of said policies” ([IVC12.1 BB 2430 Delegation of Authority to the Superintendent/President](#)).

Board Bylaw 2410 Board Policies and Administrative Procedures further stipulates “Administrative procedures are to be issued by the Superintendent/President as statements of method to be used in implementing Board Policy. Such administrative procedures shall be consistent with the intent of Board Policy. Administrative procedures may be revised as deemed necessary by the Superintendent/President” ([IVC12.2 BB2410 Board Policies and Administrative Procedures](#)). This bylaw makes clear that “The Superintendent/President, and not the Board, shall be responsible for the administration of policies and the operations of the District” ([IVC12.2 BB2410 Board Policies and Administrative Procedures](#), article 2.d).

The Board holds the CEO accountable for operation of the District in various ways specifically delineated in Board Policies, including but not limited to the following:

- “The Superintendent/President shall implement an inclusive, comprehensive, and integrated planning process” ([IVC12.3 BB 3250 Integrated Planning Process](#))
- “The Superintendent/President shall establish procedures for the development and review of all curricular offerings, including their establishment, modification, or discontinuance” ([IVC12.4 BP 4020 Program Curriculum and Course Development](#))

- “Refer administrative problems, complaints, criticism, or requests directly to the Superintendent/President; hear such matters only after the Superintendent/President has had the opportunity to review the matter, unless such an emergency prevails that there is no time for a review by the Superintendent/President” ([IVC12.5 BB 2200 Board Duties and Responsibilities](#)).

The Board holds the Superintendent/President responsible for the successful execution of these duties through the annual evaluation of the Superintendent/President, which assesses the Superintendent/President based on “the Superintendent/President job description, and performance goals and objectives developed in accordance with BB 2430 Delegation of Authority to the Superintendent/President” ([IVC12.6 BB 2435 Evaluation of the Performance of the Superintendent/President](#)).

Analysis and Evaluation

The College meets the standard. Through Board Policies and Administrative Procedures, the Board authorizes the Superintendent/President to implement and administer its policies without interference.

C13. 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 Board of Trustees remains current on all issues related to accreditation including Eligibility Requirements, Accreditation Standards, and Commission policies. Board Bylaw 2200, which details the responsibilities of the Board, assures that the Board both participates in accreditation efforts and certifies that there is broad participation by all campus constituents in both the writing of the institutional self-evaluation and midterm reports ([IVC13.4 Minutes Accreditation Standing Committee](#), [IVC13.1 BB 2200 Board Responsibilities and Duties](#), [IVC.13_5_ACCJC MidTerm Report.Board Minutes.1.24.18.Item.H.2](#), [IVC.13_6_Rosemead Sub Change.Board Minutes.4.4.18.Item I.2](#)).

During each accreditation self-evaluation cycle, a member of the Board of Trustees serves on the College’s Accreditation Standing Committee. This Board member actively participates in the development and review of the Institutional Self-Evaluation Report (ISER). The final self-study report is presented to the Board of Trustees for approval prior to submission to ACCJC ([IVC13.2 Timeline PPT](#)).

Additionally, the Board has a subcommittee on Polices and Accreditation that receives quarterly updates on the progress of the Accreditation Standing Committee and the ISER. A Board member attended training, provided by ACCJC, in preparation of the writing of the Institutional Self Evaluation Report (November 2018 ISER training at PCC).

Analysis and Evaluation

The College meets the standard. The Board of Trustees is informed and actively participates in the accreditation process. Board members discuss accreditation issues at their meetings and retreats and receive regular updates on the process. The Board thoroughly reviews the College's self-evaluation before submission to ACCJC.

Conclusions on Standard IV.C. Governing Board

Pasadena City College's Board of Trustees serves as the primary governing board and has authority over and is responsible for the quality of student learning programs and services and the College's financial stability. The Board aligns its goals with the mission of the College to be an "equity-minded learning community" and regularly reviews related plans, including the College's goals. The Board regularly exercises authority to provide oversight for all District operations, with a focus on educational quality, legal matters, and financial integrity and stability. A robust set of Board Bylaws and Board Policies codify the duties and responsibilities of the Board and are publicly accessible on the campus website. The bylaws and policies are regularly assessed and revised, as needed. To ensure stability on the Board, elections are staggered. New member mentoring and ongoing professional development allow the Board to remain current on all issues related to their duties. The Board acts collectively and independently, in line with their adopted code of ethics. The Board's procedures for selection and evaluation of the Superintendent/President of the district are clearly delineated in its bylaws as is the delegation of authority to the Superintendent/President to interpret and implement its policies without interference. Through active participation in accreditation training and review of the Institutional Self-Evaluation Report, the Board of Trustees remain informed and updated on issues surrounding the accreditation process.

Improvement Plan(s)

None

Evidence List

[insert list]

D. Multi-College Districts or Systems

This section is not applicable to Pasadena City College.

Acronyms

ALO Accreditation Liaison Officer

AP Administrative Procedure

ASC Accreditation Standing Committee

BB Board Bylaw

BP Board Policy

BRAC Budget and Resource Allocation Committee

C&I Curriculum and Instruction Committee

CAPM Committee on Academic and Professional Matters

CCLC Community College League of California

CFT California Federation of Teachers

CORE Community Overcoming Recidivism through Education

CSEA California School Employees Association

EMP Educational Master Plan

FAC Faculty Accreditation Coordinator

LGBTQ Lesbian, Gay, Bisexual, Transgender and Queer

PACCD Pasadena Area Community College District

PCC Pasadena City College

POA Police Officers Association

PTSA Parent, Teacher and Student Association