

The Board's Ends Policies and Governance Principles establish: (1) how the Board will govern to achieve its visionary objectives; and (2) management authority that the Board delegates to the Chancellor to run the affairs of the District along with requirements for the Chancellor's exercise of that authority.

The Board establishes a clear vision, values, and strategic priorities, for the District;

The Board adopts *Ends* policies that clearly establish the Board's expectations for the results the Board expects the Chancellor to achieve;

The Board delegates that responsibility to the Chancellor to lead the District towards achievement of the Board's ends policies;

The Board holds the Chancellor responsible for making demonstrable progress towards achievement of the Board's *Ends* policies and compliance with the Executive Requirements specified by the Board.

The Board will view the Chancellor's performance as identical to organizational performance, so that organizational accomplishment of Board adopted Ends Policies and compliance with Executive Requirements will be viewed as successful Chancellor performance.

#### Chancellor's Performance Evaluation

The Board will systematically and rigorously monitor Chancellor performance solely against the Board's required Chancellor outputs:

1. The board will obtain information about the Chancellor's interpretations of the Board Ends Policies and Governance Principles from the Chancellor herself.

2. The Board will obtain data disclosing whether or not the Chancellor's interpretations have been accomplished using one or more of three methods:
  - (a) by internal report, in which the Chancellor communicates the data to the board;
  - (b) by external report, in which an external, disinterested third party selected by the Board collects the data; and/or
  - (c) by direct inspection, in which data are collected by the Board, a designated Trustee or by Designated Trustees.

The Board shall make information-driven ratings and explain the basis for each rating.

The Board is to apply a rating system that evaluates the Chancellor's performance on a 5 point scale.

### Ends Policies

Career Development - *Students will acquire skills sufficient to get, keep and progress in jobs with local employers, particularly in high wage/high growth areas, for all students, especially for:*

- *Under-prepared students;*
- *Older displaced students; and*
- *Young people at the start of their careers.*

Transferability - *All students, especially under-prepared students, will achieve academic success sufficient to transfer to a four-year post-secondary institution.*

College Readiness - *Students will develop the language skills to succeed in college, the ability to analyze, synthesize, and evaluate information and will be able to effectively communicate with others and successfully work collaboratively in culturally diverse settings.*

Institutional Excellence - *The District's governing board, staff and faculty will demonstrate through a culture of evidence commitment to excellence, equity and inclusion in every facet of its mission.*

Student Success - *The San Jose-Evergreen Community College District will improve student success through enhanced educational services and programs and strengthened community engagement.*

College Experience - *Enrichment opportunities will exist to enhance the learning environment and support student success.*