

vice president of Academic Affairs (chief instructional officer), the vice president of Student Services (chief student services officer), the director of Administrative Services, and the Human Resources manager. The president meets with this team to review items ranging from the reporting back from Chancellor's Cabinet meetings, to approving board action requests, to discussing strategies for developing a team that works cohesively across the college's various divisions. Recently the group read and discussed the management book *Good to Great and the Social Sector*. The dialogue around this monograph led the group to ultimately evaluate expectations of current and future employees and the effects they have on customer service to the students, be it in or out of the classroom.

### **Self-Evaluation:**

The College meets this Standard. The president takes responsibility for planning, overseeing, and evaluating the administrative structure and ensures it is reflective of the institution's purposes, size, and complexity.

During the 2011 academic year the president reorganized and identified new positions within the college management staff structure in order to more properly delegate appropriate authority and responsibility throughout the institution. This reorganization redirected management work to manager positions and freed up faculty reassigned time. She also identified and reclassified positions for classified staff which affected all campuses.

The president often meets with representatives of college groups to stay abreast of each area's workload and morale. The educational administrators meet once a month to discuss items that come from College Council and agenda items that affect their ability to operate as a team. The Executive Cabinet meets monthly to discuss operational issues from the executive leadership level. In addition to these scheduled group meetings, the president meets with individual administrators to collect information that assists in effectively planning, organizing, and budgeting. Moreover, the president meets regularly with the following individuals to provide guidance and support on items that move the institution forward: the institutional researcher, the technology manager, the Academic Senate president, the manager of Contract and Community Education, the public information officer, and the chief officers of the college [doc. 269].

### **Actionable Improvement Plan:**

None

### **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.

### **Descriptive Summary:**

The president nurtures a collegial work environment and encourages participative decision-making. She co-chairs College Council with the Academic Senate president. Working with the president, College Council sets the mission, vision, values, goals, and priorities of the college, as well as identifies and addresses campus-wide issues [doc. 78]. The two-year strategic plan, the five-year educational master plan, annual master plan updates, the facilities plan, and the resource support plans of professional development, information technology, staffing, and budget are all discussed through College Council and its sub-committees. The process is one of ongoing dialogue with the representatives acting as liaisons between various constituent groups in the development of the plans. The final plans are a consequence of collegial interactions, including extensive opportunity for review and input by the Academic Senate.

The president works closely with the college research analyst and chief officers to plan and implement a variety of assessment measures to gather institutional data, reports, and survey results. During 2010-2011, the college participated in the CCSSE survey coordinated by the college researcher and the Center for Student Success at UT Austin [doc. 55]. A local electronic survey was executed during the Spring 2012 term that focused on student experiences and satisfaction [doc. 345]. During Spring 2011, the college conducted community focus groups at the Kern River Valley campus and in California City [doc. 86]. In Spring 2012, the college conducted another series of community focus groups in Lake Isabella, Mammoth, and Bishop in response to the anticipated fiscal shortfall of 2012-2014 [doc. 87]. In Fall 2011, a consultant was hired to provide external data as part of the College's five-year educational master plan revision [doc. 124]. The results from these various surveys, meetings and instruments are being used to assist in short-and long-term planning.

The president relies upon these annual plans and data to identify the educational needs and structural improvements that support student success. It is from these tools that the president is able to continue to move the institution forward toward increasing its effectiveness in supporting student learning.

### **Self-Evaluation:**

The College meets this Standard. The president works with direct reports and ensures their annual goals tie back to the college and district strategic goals. Progress toward these goals is measured through the review of qualitative and quantitative data which results in evaluative

dialogue and revision in strategies when needed [doc. 21]. Through the leadership of the president, the college has worked diligently to develop an integrated planning model that considers all aspects of the college's operations and its impact on student learning [doc. 25].

As a result of the evaluation of the planning processes the president, with representation from each constituent group, created the Institutional Effectiveness Committee (IEC), which was implemented in the 2011-2012 academic year. The IEC is charged with providing oversight to the planning and assessment processes to develop and maintain sustainable continuous quality improvement. As explained more at length in Standards I.A.4 and I.B.3, this committee has been a lynch pin in the college's effort to reach and operate at the highest level of institutional planning.

What has not been determined yet is how the IEC is to be evaluated for effectiveness. This determination is part of the larger project described in more detail throughout Standard IV.A that the College needs to establish formal evaluation instruments for its governance structure. While the College has always maintained dialogue about institutional effectiveness and review and adaptation of evaluation and planning processes, this dialogue has not been as systematic and data-driven as it needs to be for sustained quality improvement.

#### **Actionable Improvement Plan:**

Develop a formalized evaluation of the effectiveness of the Institutional Effectiveness Committee.

#### **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.

#### **Descriptive Summary:**

The president is fully cognizant of the need to be compliant with all applicable codes, regulations, policies, and procedures. In board policy, the president is delegated the authority and has the responsibility to maintain policies, procedures, rules and regulations as set forth by the chancellor, the Board of Trustees, California Education Code, the Board of Governors of the California Community Colleges, and the general laws of California and of the United States of America [doc. 190\_71]. The president performs an ongoing review of institutional practices to ensure that they are consistent with the College's mission, board policies, and state and federal regulations. The president adheres to the faculty and staff contracts and assures the College that established processes are followed.