Standard IVB - Institutional Self Evaluation Report Template

IV.B. Chief Executive Officer

IV.B.1. The institutional chief executive officer (CEO) has primary responsibility for the quality of the institution. The CEO provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

In her role as the 7th superintendent/president of Cuesta College, Dr. Stearns holds primary responsibility for the quality of the institution. (Job description, BP 2430) Through regular meetings with the executive team, Cuesta Cabinet, the Board of Trustees, and college constituency leaders, she provides effective leadership to ensure the educational mission of the college is scaffolded through effective support operations. Dr. Stearns’ vision of student completion and equity are at the fore of institutional planning and are the resounding theme of community presentations. (Opening Day January 2018 agenda)

In accordance with Board Policy 2430 Delegation of Authority to the Superintendent/President, the Superintendent/President reports to the Board of Trustees. The Board delegates executive responsibility for administering Board policies and executing all decisions of the Board requiring administrative action. (BP 2430) The Cuesta College governance handbook delineates the role and authority of the Superintendent/President in governance and decision making. (Participatory Governance: Decision-Making and Committee Handbook p, 20) The Superintendent/President provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness. (email to faculty hiring prioritization sub-committee, Strategic Planning Committee agenda March 28, 2019)

Cuesta College upholds an integrated planning cycle that relies heavily on institutional research to inform the planning process and resource allocation. (Integrated Planning Manual)

The Superintendent/President communicates directly with the campus community via email recognizing achievement, highlighting institutional priorities, goals, and integrated planning. (Campus notes) An electronic college newsletter is produced monthly by the marketing department providing a formal channel of communication for institutional matters including student learning. (Cuesta College News) The Superintendent/President hosts convenings of community leaders, business leaders, elected officials, and foundation supporters creating venues for dialogue to strengthen partnerships and maintain alignment of college programs and community needs. (District Dialogue agenda, Business Partners Luncheon agenda)

Analysis and Evaluation

The Superintendent/President holds primary responsibility for the quality of the institution in accordance with established policy, the participatory governance structure, and as delegated by the Board of Trustees. The Superintendent/President provides leadership in institutional planning, budget development, personnel selection and development, and assessing institutional effectiveness.
**IV.B.2** The CEO plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. The CEO delegates authority to administrators and others consistent with their responsibilities, as appropriate.

The Superintendent/President is responsible for planning, oversight, and evaluation of the administrative structure of the organization to ensure that the District is organized and staffed to reflect the college’s purposes, size, and complexity. (BP 3100, BP 6100, BP 7233, BP 7260, BP 7261, job description) The Superintendent/President empowers area managers to analyze the needs of their areas of responsibility when vacancies when considering replacement and other hiring decisions. To this end, Student Services was reorganized in 2019 to align with the integrated service delivery model embedded in the Guided Pathways framework. (ESS job description, previous & current org charts for student services) The new Student Services model reduces the need for students to move from one line to another, instead they are assisted by an enrollment success specialist who can provide information across the breadth of student support programs and services.

The Superintendent/President is the Chief Executive Officer of the District in service with three assistant superintendents/vice presidents assigned to administer the primary operational areas of academic affairs, student services, and administrative services, and a vice president of human resources. (Org chart) The Superintendent/President delegates authority to each of the vice presidents in accordance with the responsibilities of their position. (vp job descriptions, BP 6100, BP 6150) The executive director of the Cuesta College Foundation, and two executive assistants to the Superintendent/President and Board of Trustees report directly to the Superintendent/President. These additional positions with direct reporting relationships to the Superintendent/President assure that communications, public record requests, and advancement are facilitated consistently and promptly with the highest level of professionalism.

**Analysis and Evaluation**

The Superintendent/Presidents works collaboratively with the assistant superintendents/vice presidents and Cabinet administrators to assure that the administrative organizational structure of the District supports the purpose, size, and complexity of the college mission. The District has established policies that delineate delegation of authority and job descriptions that enumerate the role and responsibility of employees including managers and academic administrators.

**IV.B.3** Through established policies and procedures, the CEO guides institutional improvement of the teaching and learning environment by:

- establishing a collegial process that sets values, goals, and priorities;
- ensuring the college sets institutional performance standards for student achievement;
• ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions;
• ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning;
• ensuring that the allocation of resources supports and improves learning and achievement; and
• establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution.

Cuesta College has a well-established cycle of integrated planning including evaluation leading to institutional improvement. The Superintendent/President guides improvement of the teaching and learning environment by ensuring that the mission, values, and vision of the college are at the fore of the resource allocation process and by ensuring that the annual planning cycle is upheld. (Integrated planning manual) The Superintendent/President assures that opportunity for input and facilitates changes to the comprehensive planning process through annual updates to the manuals that are approved through the governance process. (College Council minutes showing updates to planning docs)

The Integrated Planning Manual 2017 set forth the timelines for mission review, strategic plan update, educational master plan update, and facilities master plan update. The annual timelines for budget development, resource allocation, and the annual progress report are established in the planning manual as are the process for annual institutional program planning and review (IPPR), comprehensive program planning and review (CPPR), and operational plans. The Integrated Planning Manual 2017 further establishes the timeline and process for assessing planning and decision-making processes at the college. Each of the components of the Integrated Planning Manual is supported by the processes, roles, and responsibilities set forth in the Participatory Governance: Decision-Making and Committee Handbook 2017. The CEO is responsible to ensure that the college planning and decision-making processes in support of improving learning are carried out in a collegial process that supports the mission, vision, and values of the college. (Planning Manual, Decision-Making handbook)

In spring 2019, Cuesta College expanded institution set standards to include stretch goals for outcomes and student achievement. (College Council minutes) The co-chairs of College Council facilitated discussion inclusive of all constituencies in determining the additional measures of college performance. The process to establish the institution set standards demonstrates the District reliance on high quality data and analysis in determining minimum standards of performance and goals of excellence to inspire achievement. (course success data) Institution set standards are regularly reviewed within the IPPR and CPPR processes. (We will be doing this by the time report is due)

The Superintendent/President ensures that educational planning is integrated with budget development and resource allocation through the participatory governance process. (Governance Handbook P9) The Institutional Program, Plan and Review committee makes
recommendation to Planning and Budget and each cluster annually presents their top ten budget priorities for consideration in the budget development process. **SEE Budget Development Standard**

**Analysis and Evaluation**

The Cuesta College Strategic Plan, Educational Master Plan, and Facilities Master Plans were current when the Superintendent/President assumed her role in July 2018. In spring 2019, she led the review of the college mission statement and process to establish local college vision goals through the governance process. (College Council agenda March 26, 2019) The Superintendent/President guides institutional improvement of the teaching and learning environment through supporting collegial processes, setting standards for student achievement, and relying on high quality research and institutional data in support of planning and resource allocation in support of increased learning outcomes and student achievement.

**IV.B.4** The CEO has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. Faculty, staff, and administrative leaders of the institution also have responsibility for assuring compliance with accreditation requirements.

The Superintendent/President began her tenure at Cuesta College with six years of experience as president in a multi-college district and six years of experience as accreditation liaison officer in another multi-college district. She has served on numerous external evaluation teams and has served as chair and chair of chairs for comprehensive evaluation visits. Prior to her official start with the district, the Superintendent/President joined the Cuesta College accreditation steering committee for ACCJC ISER training in preparation for this report.

The Superintendent/President serves as co-chair of Standard IV.B and Standard IV.C and is a member of the accreditation steering committee. The Vice Presidents similarly serve as co-chairs of assigned Standards with campus faculty, staff, and administrative leaders. The Superintendent/President included updates to the Board of Trustees throughout the ISER development process and communicated to the campus via email, presentation, and meetings the progress toward completion of this report. The Superintendent/President embraces the Standards as quality statements of practice and encourages campus leaders to regularly assess procedure and practice to ensure Cuesta College reflects the Standards.

**Analysis and Evaluation**

The Superintendent/President leads the effort at Cuesta College to ensure the college meets or exceeds the Eligibility Requirements, Accreditation Standards, and Commission policies as defined in the job description and demonstrated in practice. The Superintendent/President immediately assumed a leadership role in the preparation for the comprehensive visit including
serving as a Standard Co-Chair and supporting the campus culture of continuous quality improvement. The Superintendent/President works closely with accreditation liaison officer and bridged the transition during the course of the report development process.

**IV.B.5** The CEO assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures.

Through Board Policy and the job description, the Superintendent/President is granted responsibility and authority to assure the implementation of statutes, regulations, and governing board policies. Additionally, the Superintendent/President is charged with ensuring that institutional practices are consistent with the mission and policies, including budget and expenditures in fulfilling the mission. The Superintendent/President works closely with campus leaders and administrators and to assure compliance with statute, regulation, and policy across all divisions and departments of the district.

The Superintendent/President meets weekly with the executive team and holds monthly one-on-one meetings with the vice presidents and the executive director of the Cuesta College Foundation. These meetings provide regular opportunity for consultation and collaboration on implementation of new requirements, regulation, statutes, and review of policy to maintain alignment with changes. All recommended revisions to board policy are brought to College Council for input and approval in the participatory governance process.

The Superintendent/President serves as a non-voting member of the Planning and Budget Committee, the participatory governance committee responsible for budget development and resource allocation. The Committee follows established District processes and principles for budget development and receives regular and timely updates from the Assistant Superintendent/Vice President Administrative Services on the state budget. The Superintendent/President works directly with the Assistant Superintendent/Vice President of Administrative Services to effectively control expenditures and assure budget alignment with the mission. The Superintendent/President has final authority to approve resource allocation requests recommended by the Planning and Budget Committee.

**Analysis and Evaluation**

The District has developed and implemented practices that support the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures. The Superintendent/President leads the campus administration in ensuring that the District mission is supported through the decision-making process including budget development and resource allocation.
IV.B.6 The CEO works and communicates effectively with the communities served by the institution.

The Superintendent/President works and communicates effectively with the communities of the San Luis Obispo County Community College District. The Superintendent/President is active in the local community and with the vice presidents participates in organizations including, but not limited to the following:

- Economic Vitality Corporation
- Workforce Development Board
- Sierra Vista Regional Medical Center Board of Directors
- French Hospital Board of Directors
- San Luis Obispo Rotary
- San Luis Obispo De Tolosa Rotary
- Wednesday Rotary *(get name from Shannon)*
- Local Economic Development Committee
- SLO Partners in Education Executive Committee
- Executive Council South Central Coast Regional Consortium
- Boys and Girls Club of San Luis Obispo County
- Hour Glass Project
- San Luis Obispo Chamber of Commerce Board of Directors

The Superintendent/President maintains an annual schedule of presentations to service, business, and philanthropic organizations throughout the district. The Superintendent/President represents the district at city council meetings and at the County Board of Supervisors as needed. The Superintendent/President is a regular participant at San Luis Obispo, Paso Robles, Atascadero, Pismo Beach, and South County Chambers of Commerce. The Superintendent/President meets monthly with the San Luis Obispo County Office of Education Superintendents Council with the County Superintendent of Schools and the local K-12 school district superintendents. The Superintendent/President provides regular updates to the Superintendents Council.

The Superintendent/President and Board of Trustees host District Dialogue luncheons as venues for providing a college update to key community leaders and glean input from participants from local governments, schools, and businesses.

The Superintendent/President communicates regularly with the college community via email. Her *Campus Notes* share updates on collegewide work including accreditation and Guided Pathways, recognize achievement, and honor the excellence demonstrated on our campuses in service to students. The *Campus Notes* are an informal and direct communication from the Superintendent/President and stand in parallel with the formal publications of college news by the marketing department.
Analysis and Evaluation

The Superintendent/President has established and nurtures ongoing relationships with our local communities including business, education, and service organizations. The Superintendent/President tells the Cuesta College story regularly on the radio and in numerous local magazines. She has been featured in news stories on the local television station and publishes numerous press releases.

The Superintendent/President serves on local and regional boards and communicates on behalf of the District across the county. The Superintendent/President works effectively and communicates regularly with the communities and region served by Cuesta College.