**Standard IV: Leadership and Governance**

**B. Chief Executive Officer**

**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.

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| **How does MJC meet the Standard?** | **Evidence** |
| What does the CEO do to communicate institutional values, goals (institution-set standards) and direction? | MJC Reflections  Weekly Executive Staff meetings  Monthly Report to Board of Trustees  Monthly Manager meetings  Monthly Presidents Cabinet meetings  Institute Day Presentations (Fall and Spring)  Chair of College Council  \*Should there be a President’s Report Out at CC  President’s Office Website  Coffee & Conversations  Minutes  Email  Attendance at a variety of meetings  Informal opportunities to dialogue on college matters  Governance Councils |
| How familiar is the CEO with data and analyses of institutional performance? | FTES updates at Reports at College Council, Deans’ Cabinet, Managers Meetings  Crystal Reports  Formal and Informal meetings with college researcher  Presents Enrollment Management workshops at Leadership Academy  SSSP Plan, SEP, BSI Plan data  ATD Planning  Strategic Plan with Strategic Directions and measurable goals  DE Plan  Ed Master Plan  Scorecard  Demographics  Instructional Outlook Report |
| How does the CEO communicate the importance of a culture of evidence and a focus on student learning? | Institute Day presentations  Board of Trustee reports  Promotes and encourages participation in SSSP, SEP, Basic Skills and ATD  Speakers from Achieving the Dream, etc.  Hiring a Director of Research/IE  Hiring College Researcher  Host Center of Excellence  Council and meeting participation  MJC Reflection  Accreditation Mixers  Email  Coffee and Conversations |
| Where does the research office report in the institution; does it have easy access to the CEO’s office? | Vice President of Student Services  Open door to President |
| What mechanisms has the CEO put in place to link institutional research, particularly research on student learning, to institutional planning processes, and resource allocation processes? | Hiring a Director of Research/IE  Hiring College Researcher  Hosts Center of Excellence  Instruction and Resource Allocation Council tied to Program Review  SSSP Plan, SEP, BSI data |
| How does the district chief executive officer follow the component parts of this Standard in the role of providing effective district leadership? | Institute Day Presentations  Reports to Board of Trustees  District Council Minutes  Chancellor’s Cabinet  Leadership Academy  Leadership Team Meetings/Trainings |

**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.

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| **How does MJC meet the Standard?** | **Evidence** |
|  | MJC Org Chart  Design for Success Review Process  Engaging All Voices  Job Descriptions  Board Policy 2430.1 Delegation of Authority to the Presidents  \*Is there something that says who/how the Acting President is determined? |

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

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| **How does MJC meet the Standard?** | **Evidence** |
| establishing a collegial process that sets values, goals, and priorities; | Engaging All Voices  Instruction Council – Faculty Hiring Prioritization  \*Need similar for Classified Hiring Prioritization  SSSP Plan, SEP, Basic Skills, ATD  Mission statement periodic review (see Standard IV.A also)  Strategic Plan with Strategic Directions and Measurable Goals  Facilities Master Plan  Ed Master Plan  Tech Master Plan  DE Master Plan  Website |
| ensuring the college sets institutional performance standards for student achievement; | Instruction/Student Services Council meeting 2/16 minutes  Success numbers and goals presentation 2/16 IC/SSC meeting  ILOs and GELOs |
| ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions; | Hiring of research staff: Director, Researcher  Host Center of Excellence  Respiratory Care data  Job Market Analysis  Economic and ethnic data  Achieving the Dream  HSI data |
| ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning; | SSSP, SEP, ATD, BSI  Instruction Council  RAC  SSC  Program Review  Respiratory Care data  Nursing Program (subsidized by local hospitals)  Research |
| ensuring that the allocation of resources supports and improves achievement and learning; and | RAC  Program Review  eLumin (Assessment)  Research data review (example?)  SSSP, SEP, ATD, BSI  Grant reporting  Special Programs reporting |
| establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution. | Ed Master Plan  Engaging All Voices – Evaluation of Councils  Mission Statement periodic review  Program Review  \*Suggestion: Hold a collaborative meeting inviting students, staff, faculty and admin to identify successes, weaknesses, and propose solutions/suggestions for improvement |
| What does the CEO do to communicate institutional values, goals (institution-set standards) and direction? | Repeated from question 1 above |
| How familiar is the CEO with data and analyses of institutional performance? | Repeated from question 1 above |
| How does the CEO communicate the importance of a culture of evidence and a focus on student learning? | Repeated from question 1 above |
| What mechanisms has the CEO put in place to link institutional research, particularly research on student learning, to institutional planning processes, and resource allocation processes? | Repeated from question 1 above |
| How does the district chief executive officer follow the component parts of this Standard in the role of providing effective district leadership? | Repeated from question 1 above |

**Effective Practices**

The CEO uses data in decision making, identifying priorities, and measuring progress in building a culture of evidence and inquiry.

* FTES updates at Reports at College Council, Deans’ Cabinet, Managers Meetings
* Crystal Reports
* Formal and Informal meetings with college researcher
* Presents Enrollment Management data at Leadership Academy
* SSSP Plan, SEP, BSI Plan data
* ATD Planning
* Strategic Plan with Strategic Directions and measurable goals
* DE Plan
* Ed Master Plan
* Scorecard
* Demographics
* Instructional Outlook Report

The CEO directs the hiring of faculty, administrators, and staff who are committed to student learning and achievement.

* Instruction Council – Faculty Hiring Prioritization Process
* Division shared governance documents – hiring committee composition
* Equity data – Who should we hire
* SSSP – Program Specialists, Deans in Student Services, Directors in Student Services, Counselors
* Questions asked of faculty during interviews/application question re: student learning
* Job fairs

**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.

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| **How does MJC meet the Standard?** | **Evidence** |
| How does the CEO take a lead role in accreditation processes? | Accreditation Council – Engaging All Voices  Standards assigned to appropriate Councils  Tri-Chair structure  Student feedback via council participation |
| How does the CEO ensure others on campus also understand accreditation? | Open Accreditation Mixers  Open Accreditation Council meetings  Open invitation to any and all to participate  Institute Day  MJC Reflection |

**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.

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| **How does MJC meet the Standard?** | **Evidence** |
|  | 1 -1 meetings with VP CAS  Weekly Executive Cabinet meetings  RAC Participation (find minutes)  Review of BP & P at College Council  Deans’, managers’, and President Cab meetings  Organizations/Publications  \*Need list  District Council participation  Chancellor’s Cabinet participation |

**6.** The CEO works and communicates effectively with the communities served by the institution.

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| **How does MJC meet the Standard?** | **Evidence** |
|  | MJC Reflections  Rotary  Local media  Presentations  \*List |

Updated 2.22.16

Standard IV Team Meeting

Members Present:

Debbi Partridge Tri-Chair – CSEA

Jon Andrews Student, ASMJC

Ross McKenzie Faculty, Math/YFA

Mike Smedshammer Faculty, Online Learning Coordinator

Laura Yager Director, Admissions & Records

Amy Bethel Executive Assistant/Recorder