

Standard 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.

Evidence of Meeting the Standard

The College President Provides Effective Leadership for Planning and Organizing

The Mt. San Antonio College (Mt. SAC) President guides the organization on implementation strategies for the Educational Master Plan and the Facilities Master Plan through the College's strategic objectives, outcome objectives, and key performance indicators that are a part of the College's Strategic Plan ([I.A.3-1](#)). The Mt. SAC Educational Master Plan and Facilities Master Plan are created on a 10-year cycle and are available online ([I.A.3-2](#), [I.A.1-26](#)). They are developed using extensive data analysis, inclusive of direct input from the College and community, coordinated by a shared governance Master Plan Committee, and reported back through the President's Advisory Council (PAC) and President's Cabinet to the Board of Trustees. Development of the 2018 Educational and Facilities Master Plan is currently underway at the College with presentations outlining the process and goals made to classified, faculty, and management groups ([I.A.3-2](#), [IV.B.1-1](#)).

Members from the Facilities Advisory Committee and others rank the proposals. Senior Leadership interviewed the finalists and chose the final companies for this work, HMC & California Brain Trust. Data collection began September 2016. Under the direction of the College President, a Community Facility Advisory Committee was established to develop the Facilities Master Plan component of the 2018 Educational Master Plan. Each Board member will identify two community members to participate, keeping in mind the diversity and geography of the district. Contracted experts will lead the College through the process of data gathering, and analysis will facilitate the work.

The Budget Committee, co-chaired by an Academic Senate-appointed faculty member and the Vice President of Administrative Services, discusses and makes recommendations on financial matters concerning the College ([III.D.5-8](#), [IV.B.1-2 pg. 35-36](#)). The Budget Committee and the Institutional Effectiveness Committee (IEC) are the primary governance bodies for developing, recommending, and evaluating policies and procedures relating to the integration of budget and planning processes, and the Budget Committee is responsible for all aspects of college finances ([I.A.3-6](#)). These committees report regularly to PAC. The Vice President of Administrative Services presents budget recommendations to the President at President's Cabinet where

the decision-making is done on matters including Measure RR funded projects, on-going construction, salaries, and personnel ([IV.B.1-3](#), [IV.B.1-4](#), [IV.B.1-5](#)).

The Campus Master Plan Coordinating Team (CMPCT) is composed of the College's Vice Presidents of Administrative Services, Student Services, and Instruction and the President, who meet with the Facilities Planning and Management Director to provide recommendations for facilities. The College President holds biannual expanded PAC meetings to discuss the integration of the Educational Master Plan and the Facilities Master Plan with a larger group of stakeholders from the constituency groups on campus ([IV.B.1-6 pg. 2](#), [III.C.5-1](#), [I.A.3-5](#)). The Strategic Plan for the College is integrated within the Planning for Institutional Effectiveness (PIE).

The College President Provides Effective Leadership for Selecting Personnel

The College President has primary responsibility for selecting and developing personnel at the College ([IV.B.1-7](#), [IV.B.1-8](#)). When a directive to complete a classification study of all classified positions was issued, the district contracted to conduct the study that included a review and standardization of job descriptions. An update can be triggered in one of three ways: by an administrative initiated change, by a staff initiated change, or to resolve an existing condition such as a Memorandum of Understanding (MOU) with the appropriate classified union separate from the contract. This is advantageous because it involves open dialogue and can be initiated in a flexible manner.

Vice Presidents bring prioritized staff position recommendations to the President in Cabinet where they are discussed ([IV.B.1-9](#)). The President, working with Cabinet, makes the final selection of positions to fill through a combination of shared governance procedures and immediate need priorities. Changes in classified personnel may involve a budget impact, and due to this a request to fill process is initiated; this process includes a rationale with sign-off by the immediate manager and a review by the appropriate Vice President and President's Cabinet ([IV.B.1-10 pg. 2](#), [IV.B.1-11](#)). New resource allocations for personnel are placed into the tentative summer budget as placeholders and are considered in September or October.

Faculty positions are prioritized and mutually agreed upon through the Academic Mutual Agreement Council (AMAC), composed of the Vice Presidents of Instruction and Student Services and the Academic Senate President and Vice President. All faculty positions must be initially documented in the Planning for Institutional Effectiveness (PIE) planning process, unless a position is state mandated or an emergent need arises. The President determines how many positions will be filled, while AMAC prioritizes the order of requests submitted ([III.A.2-3](#)).

For management positions, the President appoints managers to hiring committees and chairs the final interviews for the hiring of vice presidents and deans ([III.A.1-17](#)). It is the hiring committee's task to recommend two or more applicants for interview by the College President/CEO and his/her designee(s). A

recommendation of fewer than two candidates must be accompanied by a written explanation from the hiring manager. The committee's recommendations and all interview materials must be returned to the Office of Human Resources. The College President/CEO makes the final recommendation to the Board of Trustees. In the event that the College President/CEO decides not to recommend any of the final candidates to the Board of Trustees, he/she shall so inform the committee. In such case, the committee will reconvene to determine if it will recommend two or more additional candidates from the interview list, recommend additional applicants for interview, or recommend recruitment for additional applicants.

The College President Provides Effective Leadership for Developing Personnel

In the 2014-2015 fiscal year, the College President, in collaboration with the Professional Development Committee, recognized the need to expand Mt. SAC's professional development and therefore directed discretionary funding from the President's office to expand Professional and Organizational Development (POD) and to be used for all employees for conference and travel ([IV.B.1-12](#)). In fiscal year 2015-2016, the funding became permanent and ongoing with training requests represented in area PIEs, and if appropriate, identified for funding through the Professional Development Council, Faculty Professional Development Committee, Classified Professional Development Committee, or Management Professional Development Committee. The President encouraged the Professional Development Council to

provide strategic planning for the College's ongoing professional development, provided an ongoing budget, and approved funding through POD for computer-based training (Lynda.com) to be available to all employees ([IV.B.1-13 pg. 4](#), [IV.B.1-14 pg. 5](#)). A POD plan, inclusive of all professional development committees and the council, was completed and approved by PAC in spring 2016. Funding for professional development retreats is available for all constituencies. Faculty members are allocated \$200 individually each year for professional development as stated in their contract, and managers are allocated \$2,000 for their own use or to support professional development needs of their employees. New funding for an annual Great Staff Retreat (classified) and an annual Great Manager Retreat totaled \$30,000 for each event.

The College President Provides Effective Leadership for Assessing the Effectiveness of the College

The College President is primarily responsible for assessing the effectiveness of Mt. SAC. Academic and Student Services Master Planning Summits bring together classroom faculty, counselors, and managers to assess educational practices and activities, inform them of the scope of campus planning, and engage leadership in new innovative initiatives. The institutional level PIE report is an analysis and summary of program review information reported at the unit, manager, vice president and president levels across the College and demonstrates the planning, assessment, and resource allocation needs for all areas ([IV.B.1-15](#)). IEC reviews and summarizes the Vice Presidents' and President's PIEs

for representation in the institutional report. IEC presents the Institutional PIE Summary to the PAC where it is finalized.

Analysis and Evaluation

The College President has the primary responsibility for the quality of Mt. San Antonio College (Mt. SAC). He provides effective leadership in planning and organizing, budgeting, selecting and developing personnel, and assessing the effectiveness of the College.

Accomplishments and Outcomes

- The President guides organization of the implementation strategies for the

Educational Master Plan and the Facilities Master Plan through the College’s strategic objectives, outcome objectives, and key performance indicators that are a part of the College’s Strategic Plan.

- The College President has the primary responsibility for selecting and developing personnel at the College.
- The College President, in collaboration with the Professional Development Council, recognized the need to expand Mt. SAC’s professional development.
- The College President is primarily responsible for assessing the effectiveness of Mt. SAC.

List of Evidence

I.A.1-26	Facilities Master Plan
I.A.3-1	Strategic Plan 2015-17
I.A.3-2	The Development of the Educational Master Plan 2013
I.A.3-5	AP3250 Institutional Planning
I.A.3-6	Institutional Effectiveness Committee Purpose, Function, and Members
III.A.1-17	AP7122 Recruitment and Hiring Management Employees
III.A.2-3	AP7120 Recruitment and Hiring Faculty
III.C.5-1	BP3250 Institutional Planning
III.D.5-8	Budget Committee Purpose, Function, and Members
IV.B.1-1	Education and Facilities Master Plan Consultants
IV.B.1-2	Rating Agency Presentation 6-30-2015 pg. 35-36
IV.B.1-3	PAC Minutes 9-9-2015
IV.B.1-4	President's Advisory Council Meeting Agenda 9-14-2016
IV.B.1-5	President's Advisory Council Minutes 9-14-2016
IV.B.1-6	Expanded PAC Minutes 11-12-2014 pg. 2
IV.B.1-7	Cabinet Notes 12-8-2015 Item 4
IV.B.1-8	BP7110 Delegation
IV.B.1-9	Cabinet Notes 9-16-2014 Item 2
IV.B.1-10	PAC Minutes 4-9-2014 Item 5 pg. 2
IV.B.1-11	Cabinet Notes 5-19-2015 Item 1-3
IV.B.1-12	Fiscal Email to POD 02-24-2015
IV.B.1-13	PAC Minutes 12-10-2014 Item 7 pg. 4
IV.B.1-14	POD PIE Plan 2014 pg. 5
IV.B.1-15	President's PIE 2014-15

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.

Evidence of Meeting the Standard

The College President Plans, Oversees, and Evaluates an Appropriate Administrative Structure for the College

Campus planning at Mt. San Antonio College (Mt. SAC) is demonstrated through the College President's leadership of the President's Cabinet, composed of all Vice Presidents, and the President's Advisory Council (PAC), which is composed of all campus constituencies ([I.B.5-6](#)). The President chairs both in order to gather all information from constituencies to manage campus activities. Cabinet and PAC minutes are published online ([III.A.9-2](#)).

To aid in campus planning, the College President is involved statewide in order to bring initiatives to the campus maintaining the focus on future planning. The President co-chairs the Telecommunication and Technology Unit Advisory Committee, which is an advisory body to the California Community Colleges Chancellor's Office, and is on the Chief Executive Officer Board of the Community College League of California whose mission is to promote student access and success by strengthening colleges through leadership development, advocacy, policy development, and

district services. The League assists with orienting new CEOs ([IV.B.2-1](#), [IV.B.2-2](#)). The President is a member of the Board of Governors Taskforce on Workforce, Job Creation, and a Strong Economy for which he wrote a proposal for a \$50,000 enhancement fund ([IV.B.2-3](#), [IV.B.2-4](#)). The Mt. SAC CEO serves as advisor to the Institutional Effectiveness Partnership Initiative, a partnership initiated through the Chancellor's Office to improve institutional effectiveness and reduce audit sanctions by providing technical assistance to colleges in the areas of finances, enrollments, and accreditation ([IV.B.2-5](#)). The President's statewide leadership and involvement allow him a comprehensive and future-minded view, which informs him relative to the necessary administrative structure necessary to carry out future College efforts and initiatives.

The College President Delegates Authority to Administrators and Others Consistent with their Responsibilities as Appropriate

The College President is part of the organizational structure that delegates elements of program review through shared governance processes to ensure College goals are met as part of the Strategic Plan ([I.A.3-1](#)). Following Board Policy 3250 Institutional Planning, the College integrates its planning through the College's Strategic Plan ([III.C.5-1](#)). Each year, the Institutional Effectiveness Committee (IEC) evaluates the Planning for Institutional Effectiveness process and gathers information on the status of the College's Strategic Plan. Assignments for creating action plans to carry out the

strategic objectives, aligned by the College goals, and are created by PAC. Shared governance is demonstrated through the organizational chart that represents the administrative structure of the College. The President, in Cabinet, evaluates and assesses the organizational structure on an ongoing basis. He also informs and consults with the Academic Senate on the organizational structure. Recently, management changes that resulted in shifting supervisors to manager status occurred as a response to the Classification Review Study. The President's office maintains and tracks campus wide committee information on the College website and through purpose and function statements ([IV.B.2-6](#)). The President delegates authority to leaders of all constituencies to ensure goals and objectives are accomplished ([IV.B.2-7](#)). In Cabinet, projects are assigned to a Vice President and occasionally a supporting manager with a written charge and a due date to report back. Additionally, ongoing projects have quarterly reports to Cabinet by the assigned Vice President and/or manager. Delegation of authority is represented within the President's Cabinet meeting notes that are distributed through email to all campus

employees and accessible on the College website ([IV.B.2-8](#)).

Analysis and Evaluation

The President of Mt. San Antonio College (Mt. SAC) plans, oversees, and evaluates an administrative structure that is organized and staffed to reflect the College's purposes, size, and complexity ([IV.B.2-9](#)). He delegates authority to administrators and others consistent with their responsibilities and when appropriate.

Accomplishments and Outcomes

- Campus planning at Mt. San Antonio College (Mt. SAC) is demonstrated through the College President's leadership.
- The College President is part of the organizational structure that delegates elements of program review, PIE, through shared governance processes to ensure College goals are met as part of the Strategic Plan.
- Transparency in the President's delegation is evident in the President's Cabinet notes that are publically available on the website.

List of Evidence

I.A.3-1	Strategic Plan 2015-17
I.B.5-6	PAC Purpose, Function, and Members
III.A.9-2	PAC Minutes Website
III.C.5-1	BP3250 Institutional Planning
IV.B.2-1	TTAC Members
IV.B.2-2	CCLC Website Screenshot
IV.B.2-3	Board of Governors Task Force Members Website
IV.B.2-4	CTE Enhancement Fund: SB852 Budget Act of 2014
IV.B.2-5	IEPI Website
IV.B.2-6	ASC Purpose, Function, and Members
IV.B.2-7	AP7110 Human Resources
IV.B.2-8	President's Cabinet Action Notes Website
IV.B.2-9	Organizational Chart

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.

Evidence of Meeting the Standard

The President Establishes a Collegial Process

The College President establishes and maintains collegial process at Mt. SAC. He meets with the four Vice Presidents weekly at President's Cabinet, and he provides ongoing monthly constituency meetings where he gives and receives input on items that are important to different groups allowing for follow up and feedback ([IV.B.3-1 pg. 2](#), [IV.B.3-2](#)). The President directs unresolved constituent leader questions on the agenda to appropriate managers and responses are given to all leaders. These

monthly meetings include all employee and student groups ([IV.B.3-3](#), [II.B.1-7](#), [IV.B.3-4](#), [IV.B.3-5](#), [IV.B.3-6](#), [IV.B.3-7](#), [IV.B.3-8](#)).

Additionally, the President's Board Report, delivered via email, provides updates related to the College to constituents and updates the entire College community on highlights from Board of Trustees meetings ([IV.B.3-9](#), [IV.B.3-10](#), [IV.B.3-11](#)). The President's open office hours are publicized and open to all for the communication and exchange of ideas to and from the President. The President provides an annual self-reflection email (self-evaluation) to the College campus ([IV.B.3-12](#), [IV.B.3-13](#), [IV.B.3-14](#)).

The President's Advisory Council (PAC) is chaired by the President for collaborating with constituencies on matters pertaining to the College ([IV.B.3-15](#)). The President communicates with PAC and its campus wide stakeholders regarding values, goals, and College directions. Through meeting agendas and discussion, PAC receives input from stakeholders, and these concepts are considered, discussed, and agreed upon, as memorialized in PAC minutes ([I.B.5-6](#)).

Expanded PAC, an extension of PAC provided to a larger campus group, is a semi-annual meeting at which the President receives input and reports PAC findings and information out to the College ([IV.B.3-16 pg. 14](#)). The President includes deans, department chairs, and staff members in planning ([IV.B.3-17 pg. 2](#), [IV.B.3-18 pg. 2](#), [IV.B.3-19 pg. 3](#), [IV.B.3-20](#), [IV.B.1-7](#), [IV.B.3-21 pg. 2](#)). This is done

by convening bi-annual expanded PAC meetings that include all constituents to discuss strategic planning ([IV.B.3-22 pg. 23](#), [IV.B.3-23](#)). The College President is accessible through town hall meetings and FLEX Day events offered for both classified and faculty employees ([IV.B.3-24 pg. 25-28](#), [IV.B.3-25](#)). He discusses major issues affecting the College and provides an opportunity for the community to ask questions.

The College President distributes cabinet notes on a weekly basis to all campus members to ensure that ongoing communication and transparency regarding decision-making is taking place. The membership of the President's Cabinet consists of the President/CEO and the Vice Presidents of Instruction, Student Services, Administrative Services, and Human Resources ([IV.B.3-18 pg. 2](#)). Additionally, the President provides monthly Board reports in two versions, one containing information on matters of a more confidential nature to the Board of Trustees and another covering broader issues of statewide matters, including reviews of other relevant reports. This report is intended for over 300 community stakeholders.

The President Ensures the Setting of Performance Standards

The President's report and the information contained within illustrate that the President is very familiar with the data analysis of institutional performance ([IV.B.3-26](#), [IV.B.3-23](#), [IV.B.3-27](#), [IV.B.3-28](#)). Transparency of data on the Research and Institutional Effectiveness (RIE) website, which is available to the public, allows the President to review and assess College data. He receives regular reports

from the Office of Research and Institutional Effectiveness ([IV.B.3-29](#), [III.D.4-7](#), [IV.B.3-30](#)). The President delegates to IEC and the Accreditation Steering Committee (ASC) the making of recommendations for College-level goals or performance standards. These goals are determined based on historical data as well as an understanding of the College, its students, and the future priorities of the College. RIE is consulted to provide data and analysis on student achievement metrics. Based on this process, goals are set for metrics such as course success and number of degrees awarded. PAC and the Board as appropriate review the recommended goals ([I.A.2-5](#)).

The President Ensures that Evaluation and Planning Rely on Research

The College President regularly communicates the importance of a culture of evidence and a focus on student learning. Throughout the Educational and Facilities Master Plan, there is clear evidence of a focus on student learning ([IV.B.3-31](#), [IV.B.3-24 pg. 25-28](#)). Academic constituents participate in ongoing discussions about increasing program effectiveness for student success. Planning for Institutional Effectiveness (PIE) reports provide evidence for resource requests, planning, and assessment directed toward creating a stronger student learning focused environment ([IV.B.3-32](#)).

Mt. SAC has had an active Student Equity Committee (SEC) since 2000, and an annually updated Student Equity plan beginning with the fall 2015 to continually focus on problematic and disproportionate areas of student success

as identified by data gathered by RIE ([IV.B.3-33 pg. 2](#), [IV.B.3-34](#), [IV.B.3-1 pg. 2](#), [IV.B.3-35](#), [I.A.1-12](#)). As a governance committee, the SEC reports to the Student Preparation and Success Council, which in turn, reports to the Academic Senate and PAC. Faculty, staff, students, and management appoint representatives to the committee.

In 2011-12, the Student Preparation and Success Council developed a Student Success Plan before the state-required Student Success and Support Program (SSSP) plan and a reporting process began ([IV.B.3-22 pg. 23](#), [I.A.2-5](#)). The purpose of this plan was to identify gaps, through evaluation and research, in the College's support for students and develop interventions needed to improve student success ([III.D.4-7](#), [IV.B.3-19 pg. 3](#)).

The implementation of the Strategic Plan is exemplary of Mt. SAC's culture of evidence. It is built around the 14 College goals and identifies how the College will achieve them. The Strategic Plan aligns resource allocation, budgeting, integrated planning, and the budget process calendar ([IV.B.3-36 pg. 3](#), [IV.B.3-22 pg. 23](#), [I.A.3-1 pg. 24](#)).

The President initiated executive directives prioritizing funds for research and information technology. He provides opportunities and supports the campus in developing solutions. Examples include funding research and software to enhance work in areas such as enrollment management, DegreeWorks, OnBase, a student-friendly College website, integration/reduction of printing/copying, and Course Leaf online catalog ([IV.B.3-37 pg. 2](#), [IV.B.3-38](#), [IV.B.3-39](#), [IV.B.3-40 pg. 2](#)). When the College was in need of a

closed-captioning solution to meet Section 508 compliance and enhanced learning opportunities for its hearing-impaired students, the President allocated the funding and resources, thereby allowing the campus to develop a solution.

The President Ensures that Educational Planning is Linked to Resource Allocation that Supports Student Learning

The College President has put mechanisms in place to link institutional research, particularly research on student learning, institutional planning processes, and resource allocation processes. The IEC is the primary source for connecting planning, research, and assessment outcomes ([IV.B.3-41 pg. 2](#)). The committee developed the mechanism to link planning to research and created the planning document used by the entire campus ([IV.B.3-42](#)). The PIE process includes the documentation of data that guides planning and resource allocation ([IV.B.3-43](#)). The Research and Institutional Effectiveness (RIE) Office is an important component for each of the processes and institutional planning overall ([IV.B.3-43](#), [IV.B.3-27](#), [IV.B.3-44 pg. 3](#), [IV.B.3-45](#)).

PAC is a shared governance committee that evaluates, assesses, and determines the appropriateness of planning and planning results for the College ([IV.B.3-46](#)). The Budget Committee is a shared governance committee that develops budgetary processes that are connected to institutional effectiveness ([IV.B.3-23](#)). The Outcomes Committee promotes and provides assessment data to inform planning, resource allocation, and foster the improvement of student success ([IV.B.3-47](#), [IV.B.3-48](#), [IV.B.3-49](#)).

President's Cabinet discusses the update of the College's Strategic Plan ([IV.B.3-34](#), [IV.B.3-20](#), [I.A.3-1](#), [IV.B.3-50](#)). Key Performance Indicators (KPIs) were added that establish benchmark criteria for success ([IV.B.3-51 pg. 3](#)). The KPIs, accomplishments to date, and plans to meet the benchmarks are reviewed at expanded PAC meetings ([IV.B.3-44 pg. 3](#)). Additionally, President's Cabinet regularly evaluates the Educational and Facilities Master Plans to help guide the planning of the College.

The President Establishes Procedures to Evaluate Planning and Implementation Efforts to Achieve the College Mission

The College President provides effective District leadership for the single-college district that he leads. He reviews and utilizes the unit, manager, vice president, and institutional PIE reports (program review and analysis) for current and future planning. The Strategic Plan is integrated with the robust PIE process, providing input from all constituencies ([IV.B.3-16 pg. 14](#)). The College President shares with the College community all actions taken by Cabinet. This demonstrates delegated decision-making and leadership of the College. The President determines how many faculty positions will be hired based on Academic Mutual Agreement Council's prioritization of requests received from disciplines, and he determines which staff positions are hired according to rationale and prioritization ([IV.B.3-1 pg. 2](#)). The President is the point of contact for any budget changes. Changes to the budget process can be initiated in three ways: through shared governance, through union

negotiations, or through the administrative Cabinet ([IV.B.3-52](#), [IV.B.3-53](#), [IV.B.3-1 pg. 2](#)). The Campus Master Plan Coordinating Team (CMPCT) makes decisions on construction projects, including building remodel prioritization. These are reviewed through shared governance committees, after being requested through the PIE planning process at the unit level, and prioritized through institutional planning where funding is assigned. Board of Trustees agenda review provides the President the opportunity to discuss Board items and review them with constituencies at a separate meeting prior to formal presentation at the Board of Trustees meetings, creating a culture of cooperation ([IV.B.3-54](#)).

Analysis and Evaluation

Through established policies and procedures, the President of Mt. San Antonio College (Mt. SAC) guides improvement of teaching and learning by establishing a collegial process that sets values, goals, and priorities. Additionally, he ensures the College sets institutional performance standards for student achievement, ensures that evaluation and planning rely on high quality research and analysis of conditions, ensures that educational planning is integrated with resource planning and allocation to support student achievement and learning, ensures that the allocation of resources supports and improves learning and achievement, and establishes procedures to evaluate institutional planning and implementation efforts to achieve the mission of the College.

Accomplishments and Outcomes

- The College President distributes cabinet notes on a weekly basis to all campus members to ensure that ongoing communication and transparency regarding decision-making is taking place. These notes are available on the website for the public.
- The President is very familiar with the data analysis of institutional performance.
- The College President communicates the importance of a culture of evidence and a focus on student learning.
- The College President has put mechanisms in place to link institutional research, particularly research on student learning, institutional planning processes, and resource allocation processes.
- The College President has demonstrated delegated decision-making and leadership of the College since taking this position July 1, 2011.

List of Evidence

I.A.1-12	Student Equity Plan 2015-16
I.A.2-5	Student Success Plan
I.A.3-1	Strategic Plan 2015-17 pg. 24
I.A.3-1	Strategic Plan 2015-17
I.B.5-6	PAC Purpose, Function, and Members
II.B.1-7	Academic Senate
III.D.4-7	Cabinet Notes 12-9-2014 Items 1 and 11
IV.B.1-7	Cabinet Notes 12-8-2015 Item 4
IV.B.3-1	Cabinet Notes 11-3-2015 Item 9 pg. 2
IV.B.3-2	President's Calendar Screenshots
IV.B.3-3	Faculty Association
IV.B.3-4	California School Employees Association
IV.B.3-5	CSEA Chapter 262
IV.B.3-6	CSEA Chapter 651
IV.B.3-7	Classified Senate
IV.B.3-8	Associated Students
IV.B.3-9	President's Board Reports Website
IV.B.3-10	President's Board Report 12-14-2015
IV.B.3-11	Board Briefs, Minutes and Board Agendas Website
IV.B.3-12	President's Self Evaluation 2016
IV.B.3-13	President's Evaluation by Managers 2016
IV.B.3-14	President's Open Hours Website Screenshot
IV.B.3-15	PAC Minutes 12-9-2015
IV.B.3-16	Expanded PAC 6-11-2014 Item 6 pg. 14
IV.B.3-17	Cabinet Notes 5-27-2014 Item 10 pg. 2
IV.B.3-18	Cabinet Notes 9-23-2014 Item 2 pg. 2
IV.B.3-19	Cabinet Notes 2-24-2015 Item 17 pg. 3
IV.B.3-20	Cabinet Notes 3-10-2015 Item 1
IV.B.3-21	Cabinet Notes 12-15-2015 Items 6 and 8 pg. 2
IV.B.3-22	Expanded PAC 11-13-2013 pg. 23
IV.B.3-23	Planning Memo 2-24-2015

IV.B.3-24	Town Hall PowerPoint 2-14-2012 pg. 25-28
IV.B.3-25	FLEX Day Website Screenshot
IV.B.3-26	Cabinet Notes 7-29-2014 Item 8
IV.B.3-27	Cabinet Notes 9-8-2015 Items 2 and 9
IV.B.3-28	Cabinet Notes 10-20-2015 Item 2
IV.B.3-29	RIE Website Screenshot
IV.B.3-30	ISS from INT and IEPI
IV.B.3-31	Cabinet Notes 7-21-2015 Item 6
IV.B.3-32	PIE Program Website Screenshot
IV.B.3-33	Cabinet Notes 5-13-2014 Item 10 pg. 2
IV.B.3-34	Cabinet Notes 6-10-2014 Item 2
IV.B.3-35	Student Equity Plan 2014
IV.B.3-36	Cabinet Notes 8-14-2015 Item 14 pg. 3
IV.B.3-37	Cabinet Notes 3-24-2015 Item 11 pg. 2
IV.B.3-38	Cabinet Notes 10-28-2014 Item 2
IV.B.3-39	Printing Services Website Screenshot
IV.B.3-40	Cabinet Notes 6-23-2015 Item 9 pg. 2
IV.B.3-41	PAC Minutes 3-11-2015 Item 3 pg. 2
IV.B.3-42	IEC Planning Forms Website Screenshot
IV.B.3-43	Cabinet Notes 1-20-2015 Item 2
IV.B.3-44	PAC Minutes 10-14-2015 Item 9 pg. 3
IV.B.3-45	Resource Allocations Linked to PIE
IV.B.3-46	Cabinet Notes 6-17-2014 Item 1
IV.B.3-47	Outcomes Committee Homepage Screenshot
IV.B.3-48	Outcomes Committee Functions Screenshot
IV.B.3-49	Outcomes Assessment Website Screenshot
IV.B.3-50	SLOs and Resource Allocation
IV.B.3-51	Expanded PAC 5-27-2015 pg. 3
IV.B.3-52	Union Tentative Agreement 5-1-2015
IV.B.3-53	Union Tentative Agreement 7-21-2015
IV.B.3-54	Agenda Preview Meeting Entry 4-12-2016

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.

Evidence of Meeting the Standard

The President has the Primary Leadership Role for Accreditation, Ensuring Compliance

The Mt. San Antonio College (Mt. SAC) President delegates accreditation activities to the Vice President of Instruction, who serves as the accreditation liaison officer (ALO). The ALO and Faculty Accreditation Coordinator co-chair the Accreditation Steering Committee at which representatives from each constituency meet to guide the progress and the processes related to accreditation ([I.B.7-4](#)).

The College President regularly reviews accreditation information. The Accreditation Steering Committee (ASC) co-chairs provide monthly updates to the College President at the President's Advisory Council ([IV.B.4-1 pg. 3](#), [IV.B.4-2, IV.B.4-3 pg. 2](#), [IV.B.4-4 pg. 2](#), [IV.B.4-5, IV.B.4-6](#)). The President visited the writing teams during Self Evaluation outline preparation where he shared experiences after serving as a member of 11 accreditation teams. Additionally, he read

the first complete draft of the Institutional Self Evaluation Report and provided extensive direction to the ASC, meeting with members of the committee to articulate needed improvements and edits. The President, in collaboration with the Faculty Accreditation Coordinator, worked with the Board of Trustees on its role in accreditation during Board Study Sessions held in February 2015, March 2016, and September 2016. These sessions allowed Board members to engage in interactive discussions and provided an overview of the goals and processes to ensure understanding of accreditation ([IV.B.4-7 pg. 3](#), [IV.B.4-8 pg. 3](#), [IV.B.4-9](#)).

Faculty, Classified Staff, and Administrators Ensure Compliance with Accreditation Standards

The membership of the ASC includes representatives from all campus constituency groups and guides the work of the campus in the area of accreditation, ensuring that the College meets or exceeds all accreditation requirements. The Accreditation Steering Committee reports to the President's Advisory Council and collaborates with the President on accreditation matters related to the Board. Additionally, the writing teams for the Self Evaluation included wide representation from all campus constituencies.

Analysis and Evaluation

The President of Mt. San Antonio College (Mt. SAC) has the primary leadership role for accreditation, ensuring the College meets or exceeds eligibility requirements, Accreditation Standards, and Commission

policies. Faculty, staff, and administrators also have responsibility for assuring compliance with accreditation requirements.

Accomplishments and Outcomes

- The Mt. SAC President delegates accreditation activities to the Vice President of Instruction.

- Accreditation information is regularly reviewed with the College President and the Board of Trustees.
- The membership of the Accreditation Steering Committee (ASC) includes representatives from all campus constituency groups.

List of Evidence

I.B.7-4	Accreditation Steering Committee
IV.B.4-1	PAC Minutes 5-14-2014 pg. 3
IV.B.4-2	PAC Minutes 8-10-2016 Item 4
IV.B.4-3	PAC Minutes 9-10-2014 Item 6 pg. 2
IV.B.4-4	PAC Minutes 6-8-2016 Item 4 pg. 2
IV.B.4-5	PAC Minutes 10-22-2014 Item 2
IV.B.4-6	PAC Minutes 5-11-2016 Item 3
IV.B.4-7	Board Study Session Minutes 3-12-2016 Item 6 pg. 3
IV.B.4-8	Board Study Session Minutes 2-7-2015 Item 2 pg. 3
IV.B.4-9	BOT Minutes 9-28-2016

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.

Evidence of Meeting the Standard

The President Assures Implementation and Consistency with the College Mission and Policies

The President of Mt. San Antonio College (Mt. SAC) reports on all matters of the College to the Board of Trustees. In the role of CEO, he prepares agenda items for Board of Trustees meetings related to action and information matters, as well as changes to Administrative Procedure (AP) and Board Policy (BP). The CEO provides recommendations for BPs and background information for APs after seeking input at the President's Advisory Council (PAC) ([IV.B.1-10 pg. 2](#) , [IV.B.4-1 pg. 3](#)). Any AP or BP on academic and professional matters follows collegial consultation with the Academic Senate, and any policies on working conditions follow collegial consultation with the affected employee union. APs and BPs on administrative matters involve the College President, recommendations from PAC, and a final decision by Cabinet.

The President provides Board members with a written and a verbal report during Board of Trustees meetings that is captured in the Board minutes ([IV.B.5-1 pg. 3](#), [IV.B.5-2 pg. 5, 21](#)). This report offers updates for the Board of Trustees on any and all items related to the

College. The President sends draft cabinet notes to constituency group members via email that contain information he shares with the campus community regarding implementation of statutes, regulations, governing Board Policies, and budget to the Board of Trustees and to the campus ([IV.B.5-3](#)). PAC assures institutional practices are consistent with the institutional mission and Board Policies by way of PAC meeting minutes. PAC is comprised of all constituency groups including students, classified staff, faculty, and management ([I.B.5-6](#)). President's Cabinet reviews and edits all proposed agenda items in preparation of the Board meeting, and the President reviews the proposed agenda with constituent groups, including Academic Senate and union leaders, to clarify agenda items prior to the Board of Trustees meeting ([IV.B.5-4](#)).

The President Assures Effective Control of Budget and Expenditures

The President ensures effective control of budget and expenditures. The Budget Committee is the primary governance body responsible for evaluating, developing, and recommending policies and procedures relating to budget planning and its link to all aspects of College finances. The Budget Committee is comprised of all constituency groups and three Vice Presidents and reports to the President on all budgetary issues ([III.D.5-8](#)). Compliance with Assembly Bill 1725 assures a faculty role in all processes for budgeting. The Budget Committee makes its recommendation regarding the budget and process to PAC and the Board of Trustees assuring effective control of budget and expenditures ([IV.B.5-5](#), [IV.B.5-6](#)).

Analysis and Evaluation

The President of Mt. San Antonio College (Mt. SAC) assures the implementation of statutes, regulations, and governing Board Policies and assures that practices are consistent with the College mission and policies, including the effective control of budget and expenditures.

Accomplishments and Outcomes

- The President sends cabinet notes that contain information he shares with the campus community regarding the implementation of statutes, regulations, governing Board Policies and budget to the Board of Trustees and to the campus.
- The President conducts a Board of Trustees agenda review with constituency members and discusses issues to ensure institutional practices are consistent with College mission.
- The President ensures effective control of budget and expenditures.

List of Evidence

I.B.5-6	PAC Purpose, Function, and Members
III.D.5-8	Budget Committee Purpose and Membership
IV.B.1-10	PAC Minutes 4-9-2014 Item 3 pg. 2
IV.B.4-1	PAC Minutes 5-14-2014 Item 9 pg. 3
IV.B.5-1	Board Report 2-17-2016 Item 10 pg. 3
IV.B.5-2	BOT Minutes 8-17-2016 pg. 5 , 21
IV.B.5-3	President's Cabinet Action Notes and Email Draft 3-8-2016
IV.B.5-4	President's Email Constituent Feedback 3-8-2016
IV.B.5-5	BOT Meeting Sept 2016
IV.B.5-6	PAC Minutes 9-9-2015

IV.B.6.

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

Evidence of meeting the Standard

The President Works and Communicates Effectively

The President of Mt. San Antonio College (Mt. SAC) reports out in the form of presentations provided by members of the campus community to the Board of Trustees. He holds open office hours that are announced via email the first week of each month at which time members of the community can speak with the President about College issues in his office without making an appointment ([IV.B.3-14](#)). The College President participates in Pizza with the President hosted by the Associated Students to ensure there is ongoing communication and collaboration with students on all student issues.

The President often reaches out to community leaders such as mayors and school district superintendents and communicates effectively with them. The College President attends several statewide meetings and external campus community meetings including the San Gabriel Valley Economic Partnership, a non-profit corporation committed to the successful economic development of the San Gabriel Valley ([IV.B.6-1](#), [IV.B.6-2 pg. 2](#)). The partnership unifies the voice of San Gabriel Valley on business and community issues, supports the retention of businesses, attracts businesses and industries to the region, and facilitates cooperation among leaders to work toward solutions for the region's benefit.

The President maintains regular speaking engagements at regional events such as delivering workforce reports at the Los Angeles Chamber of Commerce and the West Covina Kiwanis Club ([IV.B.6-3](#), [IV.B.6-4](#), [IV.B.6-5](#)).

As the chief fundraising officer for Mt. SAC, the President meets regularly with donors and potential donors. He meets often with legislators to discuss matters of interest to the College, hosts regional high school superintendents and principals for an annual breakfast, meets often with regional community colleges including the Chancellor of the Los Angeles College District, and serves as co-chair of the Los Angeles and Orange County Regional Consortia (LAOCRC). He also hosts a monthly meeting that includes the Associated Student President and the Student Trustee, attends the Student Leadership Retreat, and is involved in the annual service project of Phi Beta Kappa ([IV.B.6-6](#), [IV.B.6-7](#)).

The College President provides a regular report to the Mt. SAC Foundation Board of Directors and reports quarterly to the Citizens' Oversight Committee. This committee meets quarterly regarding Measure RR pursuant to Prop. 39, and is principally charged with ensuring the proper expenditure of bond funding for campus construction, reconstruction, rehabilitation or replacement of campus facilities, and informing the public concerning the expenditure of bond proceeds. Members are appointed by the Mt. SAC Board of Trustees and represent various sectors of the community, including businesses, seniors, taxpayers, students, and an advisory body. The

President authored a chapter for the Council for Advancement and Support of Education (CASE) demonstrating effectively how to develop a foundation from the ground up, titled “Strengthening the Relationship between an Institution's Chief Executive and Chief Development Officer” ([IV.B.6-8](#)).

On a quarterly basis, town hall Meetings are hosted by the College President enabling him to provide ongoing communication to the campus community on matters affecting the College ([IV.B.6-9](#)). FLEX Day presentations by the President inform management, faculty, and classified staff in a large arena ([IV.B.6-10](#)). Each semester, the President participates in classroom visits offered by faculty from across the College. This event is well received by faculty who enjoy the President’s enthusiasm for a variety of subject matters. The President attends, upon invitation, many Career and Technical Education (CTE) annual advisory meetings, including nursing and public safety. He participates on the Public Art Committee, most recently working with the committee to approve and install the Carl Benjamin Mosaics on the 1A Art Building facade, is currently working on securing a Veteran’s Memorial for the new Student Success Center, and has been active in promotion and support of the Art Gallery.

The President was instrumental in establishing outreach in promotion of the Bachelor’s Degree Initiative. He met with chancellors of surrounding private campuses to identify degree needs in high impact areas. Mt. SAC now collaborates with Southern Illinois University, the University of La Verne, and Mount St.

Mary’s for the completion of bachelor’s degrees ([IV.B.6-11](#), [IV.B.6-12](#)). The President is committed to the creation and implementation of dual enrollment opportunities, in alignment with the College mission, for high school students from five target schools in the area.

The President Delegates Communication Effectively

The College President encourages participation in community groups to work toward amicable solutions for any conflict ([IV.B.6-13](#), [IV.B.6-14](#), [IV.B.6-15](#)). The College’s Director of Public Affairs reports directly to the President and assists in reporting out to the community as needed. The Director invites community officials for gallery openings and special events, works on governmental relations, tracks bills, talks with staff regarding position letters, attends council and taskforce meetings, and submits press releases to the public representing Mt. SAC and its CEO.

The Director also attends the Governmental Relations meetings with the Chancellor’s Office and writes an update memo to the College President for dissemination to the College campus and community ([IV.B.6-16](#)). The Director of Public Affairs attends city council meetings providing recaps to update the College President, serves on the Board of the Pomona Chamber of Commerce, and is involved with all Chambers in the College’s service area including Covina, La Verne, Pomona, Baldwin Park, and Walnut ([IV.B.6-17](#)). The Director of Public Affairs is the district’s spokesperson for all governmental and community relations efforts and attends meetings of the Walnut task force on Mt. SAC

development ([IV.B.6-18](#)). The Director is also involved in the Pomona Rotary Club and handles all government relations. Additionally, a special assistant to the President was hired to work with community relations in areas complementary to the Director of Public Affairs.

Analysis and Evaluation

The President of Mt. San Antonio College (Mt. SAC) works and communicates effectively with the communities served

by the College. When necessary, he delegates interaction with outside entities and reports on the outcomes.

Accomplishments and Outcomes

- The President of Mt. SAC reports out to members of the campus community and to the Board of Trustees.
- The College President encourages participation in community groups to work toward amicable solutions for any conflict.

List of Evidence

IV.B.3-14	President's Open Hours Website Screenshot
IV.B.6-1	San Gabriel Valley Economic Partnership
IV.B.6-2	President's Cabinet Action Notes 10-4-2016 Item 11 pg. 2
IV.B.6-3	Board of Trustee Minutes 10-21-2015
IV.B.6-4	Rotary Presentation by President 7-28-11
IV.B.6-5	Walnut Valley Rotary Distinguished Speaker Dr. Scroggins 10-11-2016
IV.B.6-6	Legislative Breakfast Email 6-2-2016
IV.B.6-7	Phi Theta Kappa Honors Society 1-22-2016 College Project Meeting
IV.B.6-8	Strengthening the Relationship Between an Institution's Chief Executive and Chief Development Officer
IV.B.6-9	Town Hall Reminder Email 5-2016
IV.B.6-10	FLEX Day Announcement Email 12-8-2015
IV.B.6-11	News Bachelor's Degree in Business 2015
IV.B.6-12	News Bachelor in Nursing 2015
IV.B.6-13	President's Letter Grading Project 5-8-2014
IV.B.6-14	President's Letter Grading Project 5-14-2014
IV.B.6-15	President's Letter Solar Power System 9-2-2015
IV.B.6-16	Government Relations Update 5-29-2015
IV.B.6-17	Pomona Promise 10-28-2015
IV.B.6-18	Walnut Task Force Meeting 10-7-2015