

Standard IVB Chief Executive Officer

IVB.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.

Description

The College Superintendent/President has the principal responsibility of overseeing and ensuring the quality of all areas of the institution. He is the motivating force behind the planning, organizing, budgeting, selecting and developing personnel and assessing instructional effectiveness. The College has policies, procedures and practices that identify the function and responsibility of the superintendent/president [[IVB.1-01](#), [IVB.1-02](#)]. Due to the many short-term presidents that have served the College, an average of 3 years per term, the quality of the College has been adversely affected. Conversely, the current Superintendent/President has brought a new perspective and set of experiences that has moved the College in a positive direction. It would be accurate to state that the College's Superintendent/President has demonstrated an active role in an effort to provide effective leadership in all duties defined in the policies and the job description while bringing his own leadership style to the institution [[IVB.1-03](#), [IVB.1-04](#), [IVB.1-05](#)]. In addition, the Superintendent/President regularly meets with key faculty, administrators, staff, students, and community leaders, and hosts college forums open to the public when appropriate [[IVB.1-06](#), [IVB.1-07](#)]. The duties the Superintendent/President has demonstrated include, but are not limited to:

- Disseminating budget update via campus email to inform the college community of where the College is year to date for both expenses and revenues [[IVB.1-08](#), [IVB.1-09](#)]. The 2016-2017 Tentative Budget was balanced with a 5% reserve was presented and approved at the Sept. 13, 2016 Board of Trustees meeting.
- Selecting and developing IT personnel, BP 3100, BP 7110 [[IVB.1-10](#), [IVB.1-11](#)]
 - The Superintendent/President made a decision to hire an Executive Team of Information Technology leaders from Ellucian to manage the IT/MIS operations, which has proven to be an asset to the institution. In the short length of time the Ellucian team has been on campus, there have been significant improvements made and a commitment to short- and long-term planning has been recognized. The new Chief Information Services Officer reports directly to the president. This team is working to create efficient systems with increased response times, appropriate work flow for project management as well as significant improvements to business processes and the District's physical technology infrastructure [[IVB.1-12](#), [IVB.1-13](#)].
- Launching Servant Leadership series [[IVB.1-14](#)]

- Implemented a series of presidential presentations titled “Servant Leadership” for the campus constituency groups and the community. He has provided several presentations over the course of two years and continues to do so. A presentation was made to the community at large and more recently to the Bureau of Prison Employees.
- Coordinating and organizing the campus Accreditation committee
 - The Superintendent/President has delegated the Executive Vice President of Instruction and Student Services to be the College’s official Accreditation Liaison Officer. The ALO has initiated an Accreditation Steering Committee of which the president is an active member and has contributed his experience and expertise.
- The Enrollment Report is updated weekly by the Office of Institutional effectiveness. This report is sent to the Vice President of Instruction [[IVB.1-15](#)]
- The Superintendent/President has provided effective leadership by hiring a Vice President of Administrative Services.

Evaluation

The College meets this standard. The College, experiencing many presidential turnovers, has successfully developed policies and practices that support the Superintendent/President’s role in shared governance and Board relations, which are detailed in Board Policy 2430. In reviewing the Superintendent/President’s performance evaluation conducted by the Board of Trustees, it is a testament that the current Superintendent/President was able to not only perform and demonstrate effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing instructional effectiveness, but also was successful in initiating new approaches and motivating innovative ideas from the college community. The effectiveness of his leadership style has epitomized a high level of responsibility, communication and accountability expected in the superintendent/president.

Action Plan

No Action Plan Required.

IVB.1. Evidence

- IVB.1-01 [President’s Job Description](#)
- IVB.1-02 [Board Policy 2430](#)
- IVB.1-03 [Board Policy 2435](#)
- IVB.1-04 [President’s 360 Evaluation 2015](#)
- IVB.1-05 [BOT Minutes 7-14-15, Item 3.2](#)
- IVB.1-06 [College Council 4-6-16](#)
- IVB.1-07 [Academic Senate 9-4-14](#)
- IVB.1-08 [Quarterly Budget Report Composite](#)
- IVB.1-09 [Finance Budget Cmte Meeting 6-8-16](#)

- IVB.1-10 [Organizational Structure](#)
- IVB.1-11 [Board Policy 7110](#)
- IVB.1-12 [Fall 2016 Project Tactical Plan](#)
- IVB.1-13 [IT Spring 2017 Projects](#)
- IVB.1-14 [Daily Press Article](#)
- IVB.1-15 [2014 Curriculum Efficiency Study](#)

IVB.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.

Description

The Superintendent/President is the chief executive officer of the College and the District [[IVB.2-01](#), [IVB.2-02](#), [IVB.2-03](#)]. Board policies and the Job Description describe the Superintendent/President’s responsibilities and leadership activities within the College.

The Superintendent/President directly oversees a Cabinet comprised of senior administrators including: the Executive Vice-President of Instruction and Student Services, the Vice-President for Administrative Services/Chief Budget Officer, the Director of Human Resources, and the Chief Information Services Officer. Additionally, the Superintendent/President provides direct supervision to an expanded Cabinet comprised of a larger group of administrators, deans, and managers. [[IVB.2-02](#), [IVB.2-04](#), [IVB.2-05](#)].

Normally, the Superintendent/President meets with his Cabinet on a weekly basis and his expanded Cabinet on a monthly basis [[IVB.2-06](#)]. The Superintendent/President ensures the regular evaluation of each of his senior administrators, deans, and managers [[IVB.2-07](#), [IVB.2-08](#), [IVB.2-09](#), [IVB.2-10](#)]. All Deans and Directors are scheduled for evaluation by December, 2016. Only one administrator is overdue in her evaluation (last evaluated in 2012). The Superintendent/President is aware that evaluations for managers have not been as current as they should be. Only recently have the numbers of late evaluations become a matter of concern. The Superintendent/President has directed that every manager who has evaluations past due to make it an immediate priority [[IVB.2-11](#)]

The Superintendent/President meets regularly with the Academic Senate President and the College Council. The College Council is the institution’s primary shared governance body, and the Superintendent/President serves as its Co-Chair along with the Academic Senate President [[IVB.2-04](#)]. At a minimum, the Superintendent/President meets on a monthly basis with the Academic Senate President, and the College Council [[IVB.2-06](#)].

The Superintendent/President delegates authority to the administrators who are under his direct supervision [[IVB.2-02](#), [IVB.2-03](#), [IVB.2-04](#)]. He assures accountability to the College and its mission through regular evaluation of all direct reports from Cabinet officials, the Academic Senate President, and the College Council [[IVB.2-12](#), [IVB.2-13](#)].

The Superintendent/President effectively plans and evaluates an administrative structure organized and staffed to reflect and fulfill the mission of VVC. Through reporting and consultations with the Cabinet, Academic Senate President, and the College Council, the superintendent/president recommends changes to the administrative structure to the Board of Trustees in order to further mission-oriented needs. He is empowered to hire District employees, with the exception of academic managers [IVB.2-01].

To ensure the achievement of the institutional mission, the Superintendent/President plans and evaluates the College’s administrative structure primarily on the basis of PRAISE Reports (annual), Program Reviews, Master Plans, and Accreditation Reports. Praise Reports and Program Reviews provide the core of the college’s internal evaluation process. Planning, allocation, and instructional improvement recommendations from the Praise Reports of Instructional/Non-Instructional programs are presented to the Superintendent/President for final decision making and community feedback [IVB.2-14]. One recent example of his use of the PRAISE reporting mechanism for administrative hiring was the creation of a “Night Supervisor” position [IVB.2-15].

President’s Cabinet and Administrative Positions

The President’s Cabinet is comprised of two vice presidents and two key managers. The vice presidents and key managers work directly with the College Superintendent/President and direct their respective areas of responsibility. The Cabinet meets weekly to discuss both policy-related issues and operational decision-making. Specific areas of responsibility include establishing goals, action strategies, and college priorities. It also reviews and updates the master plan, reviews unit plans and strategies and monitors progress towards goals and priorities. Once a month the Superintendent/President has an “expanded” Cabinet meeting that includes seven additional managers.

CABINET MEMBER	AREAS OF RESPONSIBILITY
Executive Vice President, Instruction and Student Services	Faculty and Instructional programs, Admissions, Records, Counseling, Matriculation, Financial Aid, Extended Opportunity Program and Services (EOPS), CalWORKs, and Disability Services Program and Services (DSPS), Institutional Effectiveness/Research.
Vice President for Administrative Services	Fiscal Services, Facilities, Maintenance and Operations, Switchboard, Print Shop, and Vehicle Maintenance.
Director, Human Resources	Human Resources, Compliance, and Staff Development.
Chief, Information Services Officer	Technology supervision, planning and implementation.

EXPANDED CABINET MEMBERS	AREAS OF RESPONSIBILITY
Executive Dean for Institutional Effectiveness	Research, data analysis, institutional reports, assessment, and institutional effectiveness communications.
Chief of Police	Public safety, parking services, disaster preparedness program, liaison with other law enforcement agencies.
Dean of Instruction	Academic programs and services, enrollment management and evaluate faculty.
Dean of Student Services	District matriculation coordinator, oversees all functional areas of student services; A&R, EOPS, DSPS, Counseling, Financial Aid.
Dean of Health Sciences, Public Safety and Industrial Technology (HSPSIT)	Evaluate full-time and part-time faculty, and Classified staff, develop schedule of classes, direct teaching load in accordance with Collective Bargaining Agreement, assist Chief Instructional Officer with curriculum development learning resources, student learning outcomes and assessment of outcomes.
Dean Humanities, Arts, Social Sciences and Business (HASS)	
Dean of Science, Technology, Engineering and Mathematics (STEM)	
Director, Marketing & Public Information	Plan, organize, direct and control comprehensive public information and marketing program, develop and maintain effective communications with the media, plan pro-active and reactive response to the media, the public and the College, research and prepare official news releases and feature stories, administer advertising campaign.
Associate Dean, Student Equity	Lead student equity planning, assessment and evaluation efforts to increase success of all students and mitigate disparities based on gender, students with disabilities, veterans, low income students, and students in ethnic and racial categories.
Executive Director, Facilities & Operations	Plan, organize and direct bid process, prepare change orders, prepare capital outlay reimbursement claims, supervise stop notice and payment bond remedies, train, assign, lead or supervise staff, assist with coordination of campus safety plan, supervise energy conservation and preventive program, supervise warehouse, maintenance and custodial staff.
Budget Analyst/Risk Management	Develops, prepares, and monitors current and tentative budgets, responsible for loss control, communicates with third-party insurance carriers, receive and process claims.

Evaluation

The College meets this standard. BP 2430, BP 3100, and the Superintendent/President's job description clearly describes the Superintendent/President's specific duties, responsibilities, and leadership activities within the College.

The Superintendent/President's direct supervision over the top tiers of college administration is evidenced by frequent Cabinet meetings and ensuring that a robust evaluation process of administrators is accomplished.

The Superintendent/President extends his active interaction with key shared governance institutions through his regular communication and involvement with the Academic Senate President and the College Council.

PRAISE Reports, Program Reviews, Master Plans, and Accreditation Reports are the primary means by which the Superintendent/President plays an active role in monitoring and guiding the College towards its fundamental mission efforts. The Annual Praise Report process places the Superintendent/President in the central position for final decision-making regarding yearly allocation of resources.

Action Plan

No Action Plan Required.

IVB.2. Evidence

- IVB.2-01 [Board Policy 2430](#)
- IVB.2-02 [Board Policy 3100](#)
- IVB.2-03 [President's Job Description](#)
- IVB.2-04 [Administrative Policy 1201](#)
- IVB.2-05 [President's Cabinet Chart](#)
- IVB.2-06 [President Monthly Calendar Sample](#)
- IVB.2-07 [Management Evaluation Process](#)
- IVB.2-08 [Confidential Eval Process and Form](#)
- IVB.2-09 [Emails from R Chavez](#)
- IVB.2-10 [Admin and Managers Eval Schedule](#)
- IVB.2-11 [Email R. Wagner Performance Evaluations](#)
- IVB.2-12 [Administrative Policy 1200](#)
- IVB.2-13 [Board Policy 3250](#)
- IVB.2-14 [Administrative Policy 1202](#)
- IVB.2-15 [M and O Praise Report 2016, Pages 4-6](#)

IVB.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.

Description

The Superintendent/President promotes collegial processes that set values, goals and strategic priorities through active participation in shared governance process and by providing leadership in the execution of administrative procedures that ensure academic and fiscal excellence.

Administrative Procedure 1200 Review of District Vision, Values, Mission & Goals calls for an annual review of the mission statement and planning priorities by College Council [[IVB.3-01](#)].

The Superintendent/President is co-chair of the College Council, along with the Academic Senate President, and the review of the college mission has been discussed at College Council at the direction of the Superintendent/President [[IVB.3-02](#)]. The mission of the College drives planning, and thus planning priorities and goals are developed to achieve the college mission on a yearly basis. The Superintendent/President has set “President’s Goals” that are directly related to achieving the Board-adopted District Goals in Board Policy 1200 District Vision, Values, Mission and Goals, and reflects on and updates these goals yearly [[IVB.3-03](#)]. As the Superintendent/President delegate’s responsibility, the Vice President of Instruction develops and oversees the achievement of planning priorities for academic divisions [[IVB.3-04](#)]. Furthermore, the Superintendent/President directs development of the Educational Master Plan. He forms a task force that reviews and revises the Educational Master Plan and progress is reported at College Council [[IVB.3-05](#)]. The Academic Senate also approves the Educational Master Plan [[IVB.3-06](#)].

The role of the Superintendent/President is outlined in his job description that guides the improvement of the teaching and learning environment through those responsibilities. They include:

- To provide leadership and direction in the instructional and support programs.
- To oversee and participate in the overall planning and development of the College.
- To provide for a strategic plan to properly position the College for the future.
- To plan, develop, organize, and administer instructional offerings, curriculum, co-curricular activities; student services including counseling, financial aid, student governance, student activities, and job placement [[IVB.3-07](#)].

The Superintendent/President is evaluated during each academic year by the Board of Trustees to measure how effective he is in leading the institution. In addition, a campus-wide 360-degree evaluation of how effective he is in all aspects of planning, resource allocation, student achievement and mission effectiveness exists [[IVB.3-08](#)].

The Superintendent/President provides leadership in developing and achieving institutional-set standards. Annually, the College sets and reflects on institutional-set standards and reports to both the Accrediting Commission of California Community and Junior Colleges and to the California Community College Chancellor's Office as required by the Institutional Effectiveness Partnership Initiative (IEPI) [[IVB.3-09](#), [IVB.3-10](#)]. These institutional-set standards are developed through discussion led by the Superintendent/President that includes management, Academic Senate Leadership and administrator input [[IVB.3-11](#), [IVB.3-12](#), [IVB.3-13](#)]. The Superintendent/President ensures dissemination of achievement of the institutional-set standards through various reporting venues of the institution Scorecard report, including to College Council, at campus-wide dialogue events, and to the Board of Trustees [[IVB.3-14](#), [IVB.3-15](#), [IVB.3-16](#)].

Evaluation and Planning is based on high-quality research at the direction of the Superintendent/President. Actions by the College's Superintendent/President that demonstrate the importance of high quality research for planning and decision-making include: He has ordered, at the approval of the Board of Trustees, an evaluation and recommendation report of the College's IT program performance and output [[IVB.3-17](#), [IVB.3-18](#)] and; he has ordered, at the approval of the Board of Trustees, a scan of the external environmental factors [[IVB.3-19](#), [IVB.3-20](#)]; and, per Board Policy 1202 Institutional Effectiveness and Administrative Procedure 1202 Implementing Institutional Effectiveness, requirement of yearly internal scan reports, including enrollment and demographic data, for use in unit-level program review [[IVB.3-21](#), [IVB.3-22](#)]. More recently, the Superintendent/President has authorized funding for more sophisticated use of TracDat® software for tracking of student outcomes achievement as well as development of disaggregation and tracking of student learning outcomes data for institutional planning [[IVB.3-23](#), [IVB.3-24](#)].

The Superintendent/President ensures that educational planning is integrated with resource allocation to support student learning and achievement through the annual implementation of Administrative Procedure 6200 Budget Development [[IVB.3-25](#)]. At its core, the procedure is based on the high-quality research that has been described above. Unit level planning reports (both instructional and non-instructional) are based on internal and external scan data (among others such as outcomes assessment data). These reports are the foundation for the AP 6200 process, which culminates into the resource and augmentations that are recommended by the Finance, Budget and Planning Committee (FBPC) to the Superintendent/President and approved by the him in consultation with the President's Cabinet. The AP 6200 process includes a rubric for allocations that prioritizes requests on relationship to the Educational Master Plan Strategic Priorities and District-adopted Goals [[IVB.3-26](#)]. At the Cabinet level the recommendations of the FBPC are then linked to one or more of the institutional goals which include; Fiscal Stability, Accreditation, Student Success, Image, or the Education Master Plan [[IVB.3-27](#)]. Resource allocations are formally reported to the campus community at the termination of each AP 6200 cycle [[IVB.3-28](#)]. Recent major efforts in support of student learning and achievement include

allocations for a Tutoring Center, Math Success Center and creation of the position of Dean of Student Equity and Success [[IVB.3-28](#), [IVB.3-29](#), [IVB.3-30](#)].

The Superintendent/President remains informed of academic, student service and fiscal matters through regular reports and integrated participation in shared governance. He receives reports bi-monthly reports from shared governance committees, including the Technology Committee, Facilities Committee, Finance, Budget and Planning Committee, Student Success and Support Committee, Diversity Committee, Environmental Health and Safety Committee, Employee Professional Development Committee, and the Accreditation Steering Committee at College Council [[IVB.3-31](#)]. Additionally, he meets monthly with Academic Senate leadership to discuss academic matters [[IVB.3-32](#)]. When appropriate, he attends FBPC meetings to provide direction or information pertinent to the fiscal year [[IVB.3-33](#)]. Additionally, he keeps the campus community informed of budgetary updates through quarterly reports [[IVB.3-34](#)]. During the spring and fall semesters the Superintendent/President provides video updates on such matters as resources allocation, accreditation updates, facilities projects and priorities, budget information, and other issues related to planning [[IVB.3-35](#)].

Evaluation

The College meets this Standard. The Superintendent/President guides the College to sustained, continuous quality improvement in meeting its mission and goals through leadership and through promotion of shared governance processes outlined in Board Policy and Administrative Procedures. He effectively makes decisions in resource allocation that is based on support of academic success and achievement and district-adopted goals that are rooted in program review and high-quality research. His support and execution of policy is inclusive of campus constituencies and finalized through discussion with the President's Cabinet. Ultimately, these decisions support strategic priorities of the Education Master Plan, and thus, the mission of the College.

Action Plan

No Action Plan Required.

IVB.3. Evidence

- IVB.3-01 [Administrative Procedure 1200](#)
- IVB.3-02 [College Council Meeting 9-7-16](#)
- IVB.3-03 [2016 President's Goals](#)
- IVB.3-04 [Strategic Goals 2016 and Beyond](#)
- IVB.3-05 [College Council Meeting EMP Composite](#)
- IVB.3-06 [Academic Senate EMP Approval](#)
- IVB.3-07 [President's Job Description](#)
- IVB.3-08 [Spring 2015 360 Evaluation Results](#)
- IVB.3-09 [2016 Annual Report to ACCJC](#)
- IVB.3-10 [2016 IEPI Report to Chancellor's Office](#)
- IVB.3-11 [IEPI Target Discussion Invite 5-17-16](#)

- IVB.3-12 [College Council Meeting 4-6-16, Item 4](#)
- IVB.3-13 [Finance Budget Cmte Composite IEPI](#)
- IVB.3-14 [College Council 10-5-16, Item 7](#)
- IVB.3-15 [Campus Communication Day](#)
- IVB.3-16 [BOT Minutes 9-8-15, Item 12.1](#)
- IVB.3-17 [BOT Minutes 2-9-16, Item 9.1](#)
- IVB.3-18 [PlanNet Report](#)
- IVB.3-19 [BOT Minutes 9-13-11, Item 5.32](#)
- IVB.3-20 [Madrid Consulting Group Report](#)
- IVB.3-21 [Board Policy 1202](#)
- IVB.3-22 [Administrative Procedure 1202](#)
- IVB.3-23 [Program Review TracDat Data](#)
- IVB.3-24 [BOT Minutes 6-14-16, Item 7.10](#)
- IVB.3-25 [Administrative Procedure 6200](#)
- IVB.3-26 [Cabinet Meeting Notes](#)
- IVB.3-27 [Resource Allocations Augmentations](#)
- IVB.3-28 [Board Docs Items Tutoring Center](#)
- IVB.3-29 [BOT Minutes 6-14-16, Item 5.5](#)
- IVB.3-30 [BOT Minutes 8-11-15, Item 11.1](#)
- IVB.3-31 [College Council Composite](#)
- IVB.3-32 [Academic Senate Calendar Meetings](#)
- IVB.3-33 [Finance Budget Cmte 6-8-16, Item 4](#)
- IVB.3-34 [Quarterly Budget Report Composite](#)
- IVB.3-35 [VVCTV Video November 2016](#)

IVB.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.

Description

The Superintendent/President provides opportunities for faculty, staff, and administrators to familiarize themselves with the accreditation requirements and the process of self-evaluation. The Accreditation Steering Committee is made up of representatives from each of the College's constituency groups. The Accreditation writing team is made up of volunteers from across the campus and again, includes representatives from each of the college's constituency groups.

Accreditation is a standing agenda item on College Council as well as the Board of Trustees monthly meeting [[IVB.4-01](#), [IVB.4-02](#)]. In addition to progress reports to the Board on the College's status, progress, and fitness, at each board meeting the Superintendent/President has a Board Education component that keeps the Board informed of the accreditation process, new requirements and emerging topics on accreditation.

Board Policy 3200, Accreditation, assigns the Superintendent/President the primary leadership role in the accreditation process [IVB.4-03]. Also, the job description is specific regarding the Superintendent/President's responsibility to provide leadership in maintaining accreditation [IVB.4-04].

The Superintendent/President assigned the Accreditation Liaison Officer (LAO) responsibilities to the Executive Vice President for Instruction and Student Services. The Superintendent/President meets weekly with the Vice President to discuss the general operations of the College and to stay informed on the College's compliance with both the Accreditation Standards and the Eligibility Requirements [IVB.4-05].

Evaluation

The College meets this standard. The Superintendent/President is responsible for ensuring that the institution meets or exceeds the Eligibility Requirements, Accreditation Standards, and Commission policies. He makes appointments to committees and actively seeks volunteers to serve on accreditation committees. The Superintendent/President authorized the Accreditation Steering Committee and the Standards Writing Teams to ensure the College's compliance with all accreditation requirements.

Action Plan

No Action Plan Required.

IVB.4. Evidence

- IVB.4-01 [College Council 10-5-16, Item 2](#)
- IVB.4-02 [Board of Trustees 7-12-16, Item 3.4](#)
- IVB.4-03 [Board Policy 3200](#)
- IVB.4-04 [President's Job Description](#)
- IVB.4-05 [President Monthly Calendar Sample](#)

IVB.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.

Description

The Superintendent/President has designated these responsibilities to the Vice President of Administrative Services/Chief Business Officer to ensure that all College practices meet Board of Trustees policies and procedures and are updated annually. The Vice President of Administrative Services also ensures these practices are updated whenever Board policies are updated [IVB.5-01].

The Superintendent/President holds the Cabinet accountable for ensuring that each department's processes and activities are consistent with the College's mission, policies, and practices. He does this by having standing agenda items on the Cabinet's weekly meeting that he expects the

team to report out for progress. The Superintendent/President designated authority to the Vice President of Administrative Services/Chief Business Officer to authorize expenditures and to balance the College's budget.

A review of the College's adopted budget vs. actuals since 2009-2010 reveals that there is a relatively consistent pattern of "over-budgeting" expenses in three principal cost areas: Salaries and Benefits, Supplies and Materials, and Operations and Services. Over the period 2009/10 through 2013/14, the actual expenditures in these areas were, on average, \$2.78 million under budget. The range was as low as \$200,000 and as high as \$5.1 million. Four of the five fiscal years were adopted as deficit budgets and one as a balanced budget. The end of year actuals for the same timeframe shows that three of the five fiscal years the College ended with a positive ending balance and two years with a deficit [[IVB.5-02](#)].

An analysis of budget years 2009/2010 through 2013/2014 does show that during each of these years there were anomalies in both revenues and/or expenses that account for part of discrepancies between the adopted and actual expenses [[IVB.5-02](#)]. In any case, during the past five fiscal years the College has ended only two years with a deficit [[IVB.5-03](#)]. Increased emphasis was placed on developing the adopted budget by recognizing that there is a tendency to over budget expenses in some areas.

The College and its employee groups are aware of its unsustainable past budget practices given current and future financial limitations. The College has been successful in negotiating solutions with both the Classified School Employees Association (CSEA) and the California Teachers Association (CTA). An early retirement incentive was extended to both Associations as well as the management and confidential Meet and Confer Group. This negotiated solution will bring an estimated \$300,000 savings in the first year. In addition, the CTA has agreed to new summer compensation rates for the full-time faculty as well as agreeing to conduct Student Learning Outcomes Assessment as part of their assigned duties. These two concessions will save the College an estimated \$404,000 in fiscal year 2015/2016. The terms of the agreement will provide for additional savings for summer compensation of \$180,000 in fiscal year 2016/2017 and \$90,000 in fiscal year 2017/2018. Finally, a reorganization of instructional departments was proposed by the CTA resulting in an additional annual savings of \$90,000 as outlined here [[IVB.5-02](#)].

Evaluation

The College meets this standard. Through proper delegation of responsibilities and authority, the Superintendent/President ensures that regulations and policies are met and that the College operates within its available budget.

Action Plan

No Action Plan Required.

IVB.5. Evidence

IVB.5-01 [VP Admin Service Job Description](#)

IVB.5-02 [ACCJC Follow-Up Report 2015 Page 11](#)

IVB.5-03 [5 year adopted and actual budget](#)

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

Description

The Superintendent/President, Dr. Roger Wagner, is an active leader in the community and openly communicates with all who are served by VVC. He serves on numerous educational and community service organizations, such as the Desert/Mountain Economic Partnership, Desert/Mountain Superintendents Group (K-12 and community college Superintendents), Region 9 CEO Group, Federal Bureau of Prisons Community Advisory Group, VVC Foundation Board of Directors, and Hi-Desert Cultural Center Board of Directors [[IVB.6-01](#)].

The Superintendent/President regularly attends college activities, including the annual ASB retreat [[IVB.6-02](#)] and community events, is an active participant in social media, and is a member of a local civic group. He meets regularly with the area's K-12 leaders to share information and ideas regarding current and future partnerships. The Superintendent/President is also a member of the Victorville Rotary Club, takes part in the local Chamber of Commerce and Hispanic Chamber of commerce.

The Superintendent/President communicates with the community in several ways including a bi-monthly video message to the campus and community on the College's YouTube Channel [[IVB.6-03](#), [IVB.6-04](#)]. He is a frequent guest on Charter Communications television show "The California Edition" speaking on topics of interest and concern from the community. He often gives presentations on the "The State of the College" to community groups and Chambers of Commerce "Leadership" Academies.

The Superintendent/President has presented workshops for many business and community organizations on the subject of Servant Leadership including: The Federal Bureau of Prisons Victorville Facility, the Victor Valley Women's Realtors Association, the Apple Valley Ranchos Water Company, and Park University Criminal Justice Students. In addition, he has presented to the community at large after an open invitation was published in the local newspaper. This free 90 minute workshop took place in February 2015 and was well attended by the community [[IVB.6-05](#)].

The College's Public Information Officer works for the Superintendent/President and together they ensure that the community is informed about significant events and activities taking place on the college campus. This is done through press releases, Facebook postings, the Colleges website, and local radio news and public service announcements.

The Superintendent/President has established a positive relationship with the local press who have 24-hour access to him through his personal home and cell phone number.

Evaluation

The College meets this standard. The Superintendent/President has an excellent working relationship with the media and communicates effectively with the communities served. The Superintendent/President communicates with the entire campus community and the community service area through involvement and participation in various organizations throughout the area. Updates and important information are actively posted to the college website, social media sites and through local radio announcements. In case of emergency the College also partners with Rave Mobile Safety, to offer an emergency notification system, Rave Alert, capable of sending users' texts and email messages.

Action Plan

No Action Plan Required.

IVB.6. Evidence

- IVB.6-01 [President Monthly Calendar Sample](#)
- IVB.6-02 [Daily Press Article](#)
- IVB.6-03 [VVCTV Video September 2016](#)
- IVB.6-04 [Accreditation Video April 2016](#)
- IVB.6-05 [Daily Press Article](#)