

STANDARD IV.B. DRAFT – 9/15/22

Standard IV.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.**

Evidence of Meeting the Standard

Several board policies delegate responsibilities to the College’s CEO (the Chancellor) to support the quality of the College. (IVB1-1, IVB1-2, IVB1-3)

The recent job description and position announcement for hiring a permanent Chancellor reinforced the Chancellor’s role in providing leadership in strategic planning, budgeting, and institution-wide initiatives. (IVB1-4, IVB1-5)

The Chancellor provides effective planning leadership by implementing a broad-based, comprehensive, systematic, and integrated system of planning that integrates appropriate segments of the College community. Beginning in 2018, the Chancellor led the College through the update or creation of critical planning efforts, including the Education Master Plan, Facilities Master Plan, and Multi-Year Budget and Enrollment Plan. (IVB1-6, IVB1-7, IVB1-8, IVB1-9, IVB1-10)

The Chancellor provides effective leadership in organizing the College’s resources and planning related to instructional programming. (IVB1-11)

The Chancellor provides effective budgeting leadership by establishing appropriate procedures that assure the District’s fiscal management is in accordance with governmental and industry standards. Moreover, the Chancellor is responsible for presenting fiscal reports that show the financial and budgetary conditions of the District to the Board of Trustees and other appropriate forums. These duties are outlined in board policies and administrative procedures. (IVB1-12, IVB1-13, IVB1-14)

The Chancellor is responsible for selecting and developing personnel, as outlined in board policies describing the Chancellor’s authority over hiring and responsibility for evaluating academic and classified administrators. (IVB1-15, IVB1-16)

The Chancellor provides effective leadership for assessing institutional effectiveness by integrating research into planning and budgeting, as outlined in BP 2.18 - Institutional Planning. (IVB1-17)

Analysis and Evaluation

The Chancellor has primary responsibility for the quality of the College, codified through board policies and in the Chancellor’s job description.

- 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**

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authority to administrators and others consistent with their responsibilities, as appropriate.

Evidence of Meeting the Standard

Per board policy, the Chancellor plans, oversees, and evaluates the administrative structure of the organization. Over time, Chancellors have made changes to the administrative structure to reflect the changing needs of the institution. (IVB2-1, IVB2-2, IVB2-3)

The Chancellor delegates authority to administrators and other designees consistent with their purview and responsibilities. Board policy codifies the delegation of authority, which is evident in the organizational charts for the the administrative units. (IVB2-4, IVB2-5, IVB2-6)

Analysis and Evaluation

The Chancellor establishes administrative structures that are appropriate for meeting the needs of the District. The Chancellor delegates authority to the vice chancellors for the primary functions of the College.

- 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 achievement and learning; and**
 - **establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution.**

Evidence of Meeting the Standard

The Chancellor guides institutional improvement of teaching and learning at the College by:

- Establishing collegial processes that set values, goals, and priorities throughout the development and updating of key planning initiatives. A prior Chancellor was integral to the development of the Roles, Responsibilities, and Processes (RRP) Handbook, and the current Chancellor formally accepted the updated RRP Handbook and upholds it as the guide for participatory governance and decision-making. (IVB3-1, IVB3-2, IVB3-3, IVB3-4, IVB3-5)
- Ensuring the College sets institutional performance standards for student achievement by delegating authority to appropriate administrators in charge of setting institutional performance standards for student achievement. (IVB3-6)
- Ensuring evaluation and planning in the District is guided by the College's Planning Committee (a standing committee of participatory governance) and BP and AP 2.18 -

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Institutional Planning, with the goal of “a broad-based, comprehensive, systematic, and integrated system of planning that involves appropriate segments of the college community and is supported by institutional effectiveness research.” The Chancellor ensures these goals are met through the participatory governance process and Program Review. The results are evident in the various College-wide plans such as the Education Master Plan, Student Equity Plan, and Strong Workforce Program Plan. (IVB3-7, IVB3-8, IVB3-9, IVB3-10, IVB3-11, IVB3-12, IVB3-13, IVB3-14)

- Ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning through an integrated planning and allocation process in Program Review. The Multi-Year Budget and Enrollment Strategic Plan and integrated planning and budgeting calendar support these efforts. (IVB3-15, IVB3-16, IVB3-17, IVB3-18)
- Ensuring the allocation of resources supports and improves learning and achievement through institutional planning, Program Review, and resource allocation processes. The largest expenditures within the College’s Unrestricted General Fund are those that directly support course offerings as part of the established schedule of classes for each term. Vice chancellors develop expenditure plans that support class offerings and student success. To do this, the College first sets Full Time Equivalent Student (FTES) goals and then calculates and articulates what this means in terms of Full Time Equivalent Faculty (FTEF) and staffing plans for support and administrative staff. Program Reviews provide the basis for additional resource allocation at the College. (IVB3-19, IVB3-20)
- Establishing procedures to evaluate institutional planning and implementation efforts to achieve the mission of the institution. These procedures describe the principles, structure, and features of the College’s integrated planning system and its major components. (IVB3-21, IVB3-22)

Analysis and Evaluation

The Chancellor ensures institutional improvement by supporting the College’s processes related to setting values, goals, and priorities; setting institutional performance standards; utilizing high-quality research and analysis of the internal and external environments; integrating planning with resource allocation to improve learning and achievement; and evaluating institutional planning and implementation efforts.

- 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 Chancellor is responsible for ensuring the District engages in an accreditation process that meets and exceeds Accrediting Commission expectations. (IVB4-1)

The Chancellor accomplishes this by including the Accreditation Liaison Officer (ALO) in the Chancellor’s Cabinet, supports ALO efforts on the Accreditation Steering Committee (a PGC

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standing committee), which includes faculty, staff, and administrative leadership from across the College. (IVB4-2)

The Chancellor, in concert with the ALO and accreditation processes developed in participatory governance, delivers regular and informative updates to the College community and Board of Trustees. (IVB4-3, IVB4-4, IVB4-5, IVB4-6, IVB4-7)

Analysis and Evaluation

The Chancellor holds the primary leadership role for accreditation and ensures the institution meets or exceeds accreditation standards. The Chancellor shares responsibility for accreditation compliance with the ALO and participatory governance committees, which include faculty, staff, and administrative leaders from the institution.

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 Chancellor, in partnership with appropriate vice chancellors and executive leadership, ensures all statutes, regulations, and governing board policies are implemented appropriately and clearly communicated widely and regularly. The board policies and administrative procedures are posted on the College website, with review, changes, and updates circulated through all constituencies via the collegial (Academic Senate) and participatory governance systems according to the RRP Handbook. (IVB5-1, IVB5-2, IVB5-3, IVB5-4, IVB5-5, IVB5-6, IVB5-7)

The Chancellor ensures institutional practices are consistent with the College mission and policies, especially as it relates to budget and expenditure controls. Using the RRP Handbook, Program Review procedures ensure budget planning and resource allocation reflect the institution's Mission Statement, Education Master Plan, and Student Equity Plan. Moreover, working closely with the Vice Chancellor of Finance and Administration, the Chancellor develops long-term planning and budgeting procedures, plans, audits, and audit responses. (IVB5-8, IVB5-9, IVB5-10, IVB5-11, IVB5-12, IVB5-13, IVB5-14, IVB5-15, IVB5-16, IVB5-17, IVB5-18)

Analysis and Evaluation

The Chancellor works with senior leadership to ensure that statutes, regulations, and board policies are implemented appropriately, and that institutional practices are consistent with institutional mission, policies, and budgeting.

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

Evidence of Meeting the Standard

The Chancellor works and communicates effectively with the communities served by the institution by providing regular reports and updates from the Chancellor's office, hosting open forums, and attending meetings and listening events with community members and leadership. (IVB6-1, IVB6-2, IVB6-3, IVB6-4, IVB6-5, IVB6-6)

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The Office of Marketing and Public Information prepares and distributes press releases that spotlight City College programs, happenings, and the achievements of its faculty, staff, and students. The Director of Media, Governmental Relations and Marketing reports directly to the Chancellor to coordinate this communication.¹ (IVB6-7, IVB6-8)

Analysis and Evaluation

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

Conclusions on Standard IV.B. CEO

The Chancellor (the CEO of City College of San Francisco) has primary responsibility for the quality of the College. In doing so, the Chancellor organizes an administrative structure and delegates authority to the appropriate administrators to directly oversee primary functions of the College. In collaboration with senior leadership, the Chancellor ensures institutional improvement and adherence to regulations and board policies. Accreditation is the primarily the responsibility of the Chancellor with support from the College's ALO. Through a variety of venues, the Chancellor works and communicates with the broader College community.

Improvement Plan(s)

There are no improvement plans at this time.

Evidence List

[IVB1-1 BP 1.02 - Powers and Duties of the Board](#)

[IVB1-2 BP 1.25 - Chief Administrator: Authority, Selection and Term of Office](#)

[IVB1-3 BP 1.37 - Delegation of Authority to the Chancellor](#)

[IVB1-4 Chancellor Position Announcement Fall 2021 search](#)

[IVB1-5 Chancellor Job Description](#)

IVB1-6 Board Policy 2.18 - Institutional Planning (see [IB9-2](#))

IVB1-7 Administrative Procedure 2.18 - Institutional Planning (see [IB9-3](#))

IVB1-8 CCSF Education Master Plan 2018-2025 (see [IA2-7](#))

IVB1-9 Facilities Master Plan 2019 (see [IA3-8](#))

IVB1-10 Multi Year Budget and Enrollment Plan 2020 (see [IA4-7](#))

[IVB1-11 BP 6.02 - Instructional Organization and Standards](#)

[IVB1-12 BP 8.01 - Budget Preparation and Fiscal Accountability](#)

[IVB1-13 AP 8.01A - Position Control](#)

[IVB1-14 BP 8.12 - Fiscal Management and Accounting](#)

¹ This position is currently vacant and in active recruitment.

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[IVB1-15 BP 2.01 - Assignment of Authority in the San Francisco Community College District](#)

[IVB1-16 BP 3.18 - Evaluation of Academic and Classified Administrators](#)

IVB1-17 Board Policy 2.18 - Institutional Planning (see [IB9-2](#))

[IVB2-1 BP 1.26 - Changes in Administrator Title, Salary, and Benefits](#)

IVB2-2 BP 2.01 - Assignment of Authority in the San Francisco Community College District (see [IVB1-15](#))

[IVB2-3 BP 2.02 - Organizational Structure](#)

IVB2-4 BP 1.37 - Delegation of Authority to the Chancellor (see [IVB1-3](#))

[IVB2-5 AP 1.37 - Delegation of Policy and Procedure Authority to the Chancellor's Staff](#)

IVB2-6 Administrative Organizational Charts

IVB3-1 Chancellor Job Description (see [IVB1-5](#))

IVB3-2 CCSF Education Master Plan 2018-2025 (see [IA2-7](#))

IVB3-3 Facilities Master Plan 2019 (see [IA3-8](#))

[IVB3-4 Return to Campus \(R2C\) planning](#)

IVB3-5 RRP Handbook (see [IB7-3](#))

[IVB3-6 Academic and Institutional Affairs Organizational Chart](#)

IVB3-7 Board Policy 2.18 Institutional Planning (see [IB9-2](#))

IVB3-8 Administrative Procedure 2.18 Institutional Planning (see [IB9-3](#))

[IVB3-9 Program review processes](#)

[IVB3-10 PGC Planning committee activities and recommendations](#)

IVB3-11 CCSF Education Master Plan 2018-2025 (see [IA2-7](#))

[IVB3-12 Enrollment Management and Growth Plan 2018 - 2022](#)

[IVB3-13 Strong Workforce Program Strategic Plan 2020-2023](#)

[IVB3-14 Student Equity and Achievement Program 2022-2025](#)

IVB3-15 Board Policy 2.18 Institutional Planning (see [IB9-2](#))

IVB3-16 Program review processes (see [IVB3-9](#))

IVB3-17 Multi-Year Budget & Enrollment Plan 2020 (see [IA3-7](#))

[IVB3-18 Planning and Budgeting Calendar](#)

[IVB3-19 AP 8.01 Budget preparation and fiscal accountability](#)

IVB3-20 Program review processes (see [IVB3-9](#))

IVB3-21 Board Policy 2.18 Institutional planning (see [IB9-2](#))

IVB3-22 Administrative Procedure 2.18 Institutional planning (see [IB9-3](#))

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[IVB4-1 BP 1.33 Accreditation Eligibility Requirement](#)

[IVB4-2 Participatory Governance Committee: Accreditation Steering committee roster, agendas, and minutes](#)

[IVB4-3 Accreditation update: November 7, 2019](#)

[IVB4-4 Accreditation update: February 10, 2022](#)

[IVB4-5 Accreditation update: March 24, 2022](#)

[IVB4-6 Accreditation update: July 14, 2022](#)

[IVB4-7 Accreditation forums Fall 2022](#)

IVB5-1 RRP Handbook (see [IB7-3](#))

IVB5-2 BP 1.02 Powers and Duties of the Board (see [IVB1-1](#))

IVB5-3 BP 1.15 Board Policy and Administrative Procedure (see [IB7-2](#))

IVB5-4 BP 1.37 Delegation of Authority to the Chancellor (see [IVB1-3](#))

[IVB5-5 BP 2.07 Policy on Participatory Governance](#)

IVB5-6 BP 2.08 Collegial Governance: Academic Senate (see [IVA2-3](#))

IVB5-7 AP 2.08 Methods for Collegial Consultation (see [IVA2-4](#))

IVB5-8 BP 8.01 Budget Preparation and Fiscal Accountability (see [IVB1-12](#))

IVB5-9 AP 8.01 Budget Preparation and Fiscal Accountability (see [IVB3-19](#))

IVB5-10 AP 8.01a Position Control (see [IVB1-13](#))

[IVB5-11 BP 8.06a Procurement of Supplies, Equipment and Services](#)

IVB5-12 Multi-Year Budget & Enrollment Plan 2020 (see [IA3-7](#))

IVB5-13 CCSF Education Master Plan 2018-2025 (see [IA2-7](#))

IVB5-14 Student Equity Plan 2019-2022 (see [IA3-14](#))

IVB5-15 RRP Handbook (see [IB7-3](#))

IVB5-16 Program Review Web Page (see [IIA16-6](#))

IVB5-17 Planning and Budgeting Calendar (see [IVB3-18](#))

[IVB5-18 Management Response and Corrective Action to Auditor's Findings, 2019](#)

[IVB6-1 Chancellor's Budget Forum April 8 2022](#)

[IVB6-2 Chancellor's Monthly Forum December 2021](#)

[IVB6-3 Workforce Investment San Francisco Meeting Minutes December 2021](#)

[IVB6-4 Chancellor's Industry Forum Flyer March 2022](#)

[IVB6-5 Free City Oversight Committee Meeting Minutes January 2022](#)

[IVB6-6 Chancellor Meet and Greet](#)

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[IVB6-7 Marketing and Public Information Web Page](#)

[IVB6-8 Chancellor's Office Organizational Chart](#)