

## **Annual Program Review: Office of the Superintendent/President**

Review period: July 1, 2024, to June 30, 2025

### **1. Purpose of the Program**

- a. State the purpose of program, area, or unit.

The purpose of this program is guided and subsumed by the mission statement of the college: “Palo Verde College provides opportunities for personal and professional growth to a unique community of learners in an academic environment committed to student success, diversity, equity, and inclusion by supporting student achievement of basic skills, certificate, degree, university transfer, and career goals.” The Board of Trustees approved the reaffirmation of the mission statement on March 4, 2025.

- b. How does the program, area or unit support the College Mission?

The Office of the Superintendent/President supports the goals of the district's Comprehensive Education Plan (CEP) by providing strategic leadership and coordinating the college's primary governing bodies, including the Board of Trustees, College Council, and Strategic Planning Committee.

### **2. Population(s) Served**

- a. Describe the populations served by the program, area, or unit, identifying special populations, if any.

The populations served include the communities of Blythe, Needles, and the broader Colorado River region of California, along with instructional service students across the state. Special populations served by the college include incarcerated individuals, non-credit learners, and adult education students.

- b. Describe other populations that should be served by the program, area or unit and identify plans to implement.

N/A.

### **3. Accomplishments in Achieving Goals**

- a. List area related Superintendent/President Goals and program, area, or unit specific goals, and describe progress in achieving each goal, strategy, objective, and appropriate task.

Planning Goals:

#### **Superintendent/President Goals and Objectives (2024–2027)**

##### **1. Advance Student Success:**

- 1.1 Expand enrollment across all student demographics by 1-5% per year.

KPI: Percentage Increase in Enrollment by Demographic Group

- 1.2 Implement a Strategic Enrollment Management Plan (SEMP) based on evidence-based best practices in access and equity.

KPI: SEMP Implementation Progress

- 1.3 Increase the attainment of certificates and degrees among students.

KPI: Graduation Rate Increase

- 1.4 Develop a Guided Pathway Model for delivering academic and CTE programs.

KPI: Guided Pathway Implementation Completion Rate

- 1.5 Increase student course success by 1-5% per year with an equity minded focus on students.
  - KPI: Course Success Rate Improvement
  - Expand equitable access and success for incarcerated and adult learners.
  - Increase dual enrollment and support for high school students.

## **2. Establish a Culture of Organizational Excellence and Continuous Improvement:**

- 2.1 Foster a culture of institutional integrity and compliance.
  - KPI: Compliance and Integrity Training Completion Rate
- 2.2 Maximize and fully implement our technology tools and systems.
  - KPI: Technology Utilization Rate
- 2.3 Develop clear, well-defined processes that enhance student experiences.
  - KPI: Process Improvement Implementation Rate
- 2.4. Seek grants and external funding to support organizational excellence.
  - KPI: Amount of External Funding Secured
- 2.5 Promote a culture of high performance, evidence-based decision-making, continuous improvement, and risk management.
  - KPI: Evidence-Based Decision-Making Adoption Rate
  - KPI: Continuous Improvement Initiatives Completed

## **3. Enhance Community, Business, and Industry Engagement:**

- 3.1 Collaborate with businesses and industries to develop workforce credentials.
  - KPI: Number of Workforce Credential Programs Developed
- 3.2 Promote community engagement within Blythe, Needles, Riverside and San Bernadino counties.
  - KPI: Community Engagement Activities Hosted
  - KPI: Community Participation Rate
- 3.3 Create marketing campaigns to support educational pathways and partnerships.
  - KPI: Engagement Rate of Marketing Campaigns
- 3.4 Explore not for credit certificates that lead to high-demand and high-wage careers.
  - KPI: Enrollment Rate in Not-for-Credit Certificate Programs
- 3.5 Establish an alumni association and expand philanthropic support.
  - KPI: Dollar Amount of Philanthropic Contributions Secured

## **4. Enhance Employee/Board Engagement and Development:**

- 4.1 Attract and retain a high quality diverse and stable workforce.
  - KPI: Employee Retention Rate
- 4.2 Review and revise board policies and administrative procedures.
  - KPI: Percentage of Policies and Procedures Reviewed and Revised
  - KPI: Compliance with ACCJC Standards
- 4.3 Redesign and launch a new board and employee onboarding process.
  - KPI: Onboarding Process Implementation Rate
- 4.4 Ensure professional development aligns with college needs and that participants apply continuous improvement from their experiences.
  - KPI: Professional Development Alignment Rate
  - KPI: Professional Development Participation Rate
- 4.5 Foster an institutional environment characterized by civility, collegiality, transparency, and professionalism.
  - KPI: Civility and Professionalism Survey Score

KPI: Number of Formal Complaints Related to Civility and Professionalism

**5. Maintain Fiscal Responsibility While Investing in Facilities Sustainability:**

5.1 Create a comprehensive education plan that includes analysis of service area.

KPI: Implementation of initiatives of Comprehensive Education Plan

5.2 Enhance campus safety and security measures.

KPI: Number of Safety and Security Enhancements Implemented

KPI: Campus Safety Incident Rate

5.3 Identify and reduce outstanding deferred maintenance.

KPI: Percentage of Deferred Maintenance Projects Completed

5.4 Maintain financial reserves at or above 35%.

KPI: Financial Reserves Ratio

5.5 Pursue grants and external funding to support facilities sustainability.

KPI: Number of Grant Applications Submitted

KPI: Amount of External Funding Secured for Facilities

\* The President's Cabinet will track and report KPIs semiannually to assess goal progress.

b. Explain modifications, if any, of goals.

N/A.

**4. Strengths, Weaknesses & Accomplishments/Activities**

a. List and comment on the major strengths of the program, area, or unit.

- The Office of the Superintendent/President advances the goals of the district's Comprehensive Education Plan through a commitment to continuous improvement and shared governance.
- The Superintendent/President maintains a strong, collaborative relationship with the Board of Trustees, supporting its ability to function as an effective, self-governing body. As chair of key college governance committees, including the College Council, the Superintendent/President fosters inclusive dialogue and evaluation of college-wide initiatives, while promoting the Council's role as a self-sustaining and participatory decision-making body.
- Additionally, the Office provides strategic leadership and cultivates partnerships with state, regional, and local government entities to further the mission of the college.

b. List and comment on the major weaknesses of the program, area, or unit.

N/A.

c. List activities and discuss accomplishments during review period.

- The Office of the Superintendent/President is actively engaged in all aspects of District operations. Activities and accomplishments, both internal and external, are best reflected through the minutes of the College Council and the Board of Trustees. To access these minutes, please visit BoardDocs using the following link: [BoardDocs](#)

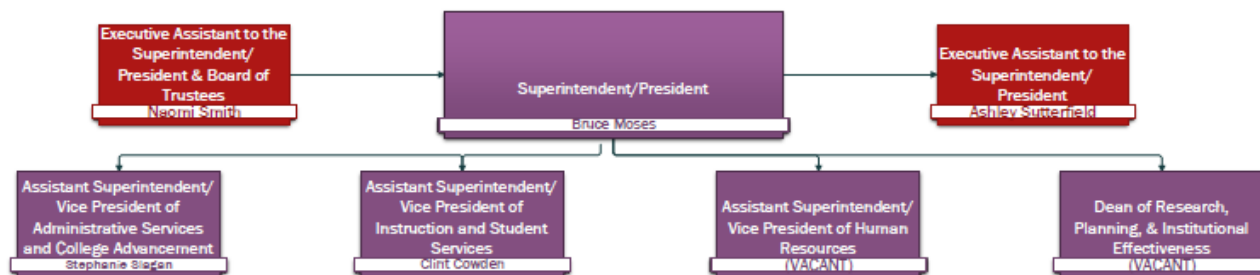
## 5. Service Area Outcomes (SAO)

Appropriate Student learning Outcomes will be developed by each non-instructional area to reflect appropriate outcomes including Program Area Outcomes and/or Service Area Outcomes (SAO).

Service Area Outcomes	SAO Metrics
SAO #1: The Superintendent/President and support staff promote communication among the Board of Trustees, college personnel and the community.	The Superintendent/President advises the Board of Trustees on District policies and practices through regular, public Board meetings. The Superintendent/President presides over meetings of the College Council and monthly All Staff meetings. The Superintendent/President has monthly meetings with CTA, CSEA, and Academic Senate. Districtwide communication via print and electronic media.
SAO #2: The Superintendent/President provides leadership for ongoing accreditation re-affirmation.	The Superintendent/President oversees meetings and activities related to accreditation and plays an active role in communications with the ACCJC. The Office of Superintendent/President oversees all processes related to accreditation including appointment of ALO and college accreditation team.
SAO #3: The Superintendent/President provides leadership for instructional, student support services and operational integrity through transparent and shared decision-making processes.	The Superintendent/President oversees revision of AP 2510 and shared governance processes. The Superintendent/President Chairs College Council, Strategic Planning Committee, and primary governance committees.

## 6. Human Resources and Staff Development

- Provide current organization chart of the program, area, or unit, showing key functions and responsibilities.



- Are current management and staff adequate to perform functions and responsibilities satisfactorily and to achieve program, area, or unit goals? Explain.

Yes, the current executive assistants and administrative staff are high performing and consistently provide a high level of quality support. Their dedication, expertise, and collaborative approach have been instrumental in meeting Superintendent/President goals and unit objectives effectively. Looking ahead, I am confident that this strong level of performance will be sustained and further enhanced as we prioritize attracting, developing, and retaining high-caliber, diverse talent to fill current vacancies. These efforts will ensure we maintain our current standards of excellence while building long-term capacity for future success.

- Describe specific professional development activities in which program, area or unit members participate and explain how such activities benefit or enhance the program and support and facilitate student learning.

The Office of Superintendent/President leads the cabinet in the planning, coordination and delivery of district professional development opportunities and activities for faculty, staff and managers and ensures that such activities benefit all areas of the college.

- Describe areas of unmet professional development needs among personnel in this program, area, or unit, if applicable, and outline plans to address these needs.

The Office of Superintendent/President actively pursues new and innovative professional development opportunities for all employees of the college as well as Board of Trustees to fill such needs on a continual basis.

- Describe organizational changes that would improve the program, area, or unit performance. Provide timelines for the achievement of such changes and describe measures that assess the effectiveness of such changes.

The Office of Superintendent/President continues to review all options to better meet the needs of the district.

## **7. Facilities**

- a. Are current facilities adequate to support the program, area, or unit? Explain.

Yes. The Office of the Superintendent/President leads the planning process to ensure current facility needs are addressed while proactively identifying future requirements. The Office holds ultimate responsibility for ensuring the district Comprehensive Education Plan is regularly updated to reflect priorities and needs identified through these ongoing planning efforts.

- b. Describe plans for future changes to support facilities.

See [Comprehensive Education Plan](#) and [Superintendent/President Goals](#).

## **8. Technology and Equipment**

- a. Is the current technology and equipment adequate to support the program, area, or unit? Explain.

See Comprehensive Education Plan and Superintendent/President Goals.

- b. Describe plans for future changes to support technology or equipment.

See Comprehensive Education Plan and Superintendent/President Goals.

## **9. Financial Resources**

- a. Provide an appropriate financial report for program, area, or unit during reporting period. Explain any significant deviations from the previous reporting period.

See approved [College Budget 2024-2025](#).

- b. Describe whether the current budget is adequate to fulfill the responsibilities of the program, area, unit, or operation.

No, the Superintendent/Presidents budget has been modified to reflect Priorities of the office.

- c. Describe plans for future budget changes, if any.

The district is exploring a zero-based budgeting model.

## **10. Four-year plan**

- a. Place future requests for resources (human, financial, facilities, technology, and equipment) in a four- year matrix to facilitate future planning.

The Office of Superintendent/President is charged with approving all recommendation for all departments and resources.