
Standard IV: Leadership and Governance

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief administrator.

A. Decision-Making Process

The institution recognizes that ethical and effective leadership throughout the organization enables the institution to identify institutional values, set and achieve goals, learn, and improve.

1. Institutional leaders create an environment for empowerment, innovation, and institutional excellence. They encourage staff, faculty, administrators, and students, no matter what their official titles, to take initiative in improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective discussion, planning, and implementation.
 - What do the statements about institutional mission and goals reveal about the institution's commitment to student success and educational excellence?
 - Are the institution's goals and values clearly articulated and understood by all? Can college staff list what those goals and values are?
 - Can staff describe their roles in assisting the institution to achieve its goals?
 - What information about institutional performance is circulating and available to staff and students? How is the information kept current? Is it easily accessed, is it understandable? Is it regularly used in institutional dialogue and decision-making sessions?
 - Do the institution's processes for institutional evaluation and review, and planning for improvements, provide venues where the evaluations of the institution's performance are made available to all staff?
 - Do institutional planning efforts provide opportunity for appropriate staff participation?
 - How do individuals bring forward ideas for institutional improvement?
 - How does the institution articulate the responsibilities of individuals to develop ideas for improvements in their areas of responsibility?
 - How do individuals and groups at the institution use the governance process to enhance student learning?
2. The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision-making processes. The policy specifies the manner in which individuals bring forward ideas from their