



## FOOTHILL COLLEGE

Office of Instruction and Institutional Research  
 (650) 949-7240 | <http://www.foothill.edu/staff/irs/>

### Educational Master & Strategic Planning Task Force Strategic Initiative Groupings June 1, 2009

#### Themes—First Run

- Foster innovation and creativity
- Support each other's missions
- Sustain institutional mission
- Make learning transparent
- Develop sustainable funding models
- Continue to identify and remove barriers to student success
- Attract and serve non-traditional students
- Serve students
- Develop sense of community among groups
- Encourage communication and interaction among groups

#### Themes—Second Round

##### Grouping and Characteristics

###### Student Success

- Students, students, students
- Remove barriers
- Increase learning
- Innovation
- Progress
- Student responsibility, self-efficacy
- K-12 curricular partnerships
- 4-Year university curricular partnerships
- Multidisciplinary or interdisciplinary teaching
- Transfer, degrees, certificates
- Develop a passion for learning

- Developing communication flows, websites, and newsletters
- Using technology for effective communication
- Innovation
- Adaptability

###### Community and Collaboration

- Communication, communication, communication
- Transparent governance
- Clarity of purpose
- Coherence of vision
- Vibrant student, staff, and faculty life
- Interdisciplinary
- Blurring the boundaries
- Collegiality
- Operationalize the mission

###### Nontraditional Outreach

- Access. Access. Access
- Outreach for sustainable funding
- Not just who it's how
- Aligning workforce with jobs and transfer programs
- Agile response to business community
- Returning students
- Retooling and re-skilling displaced workers
- Who we serve should reflect our communities
- Remove barriers
- Culturally relevant outreach
- Reach out to whole family
- Alumni
- K-12 outreach
- Innovation

## **Strategic Initiatives—Third Round**

### **Informed by all feedback**

#### **Building A Community of Scholars (aka Student Success)**

We build a community of scholars by providing a comprehensive curriculum that is not only informed by the diversity of disciplinary expertise of the faculty, but also by the varied educational objectives of the students matriculating through the curriculum. A community of scholars honors a range of learning styles, and pedagogies. It embraces students where they begin and moves them through strategic sequences of instruction and student services to meet their goals. A community of scholars makes no distinction among a developmental learner, a career technical student, or a transfer student, but rather finds meaning at the nexus of student intention and access. A community of scholars conceives of the student as a change agent and an active participant in the college's social, academic, and community life.

#### **Promoting a Collaborative Decision-Making Environment (aka Community & Collaboration)**

A culture of genuine and meaningful communication is essential to effective decision-making. The ability for all constituent groups to participate in dialogue and discussions that shape the directions and priorities of the college is essential to the institution's success as is the ability of faculty, staff and administrators to come together under a banner of shared purpose and to pursue objectives that enhance the learning and success of our students. We recognize that a decision-making process that is open to input from all groups at the college and in the community has the best possible chance of sustaining the institution's values and mission.

#### **Putting Access Into Action (aka Outreach)**

Genuine open access requires a robust and systemic approach to outreach that extends beyond traditional student recruitment and includes partnerships with our business community, as well as the world at large. Meaningful access recognizes the needs of students beyond the realm of academic and student support services and acknowledges the complex lives of our students. We endeavor to capitalize on the charitable as well as business, corporate, and grant-based support of our programs and services to ensure that the doors of our institution remain open to all students who will benefit regardless of means, academic preparation, or personal circumstances.



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**Educational Master & Strategic Planning Task Force  
Vision, Values, Purpose & Mission  
June 1, 2009**

## Our Vision

The diverse students who attend our attending Foothill College achieve their goals because relevant instruction and support services occurs in an engaging, stimulating, and inclusive manner. In conjunction with opportunities to participate in leadership, service, and extracurricular activities, and appropriate support services are provided. Students feel accepted as part of into the Foothill family and realize they made the right choice by choosing Foothill to further their education and personal development.

**(New proposal in blue below)**

Foothill College envisions itself as a community of scholars where a diverse population of students, faculty and staff intersect and are engaged in the search for the truth. We recognize that by necessity this search must be informed by a multiplicity of disciplinary modes of inquiry. In order to ensure that every student has the opportunity to share in this vision, Foothill College commits itself to providing students with the necessary student support services, outstanding instruction, and opportunities for leadership both within and outside the classroom. By enacting this vision, the college ensures that it remains the distinctive and innovative institution it has been since its inception.

## Our Values

Honesty – Integrity – Trust – Openness – Transparency –  
Forgiveness – Sustainability

## Our Purpose

to provide **access to** educational opportunity for all with innovation and distinction

## Our Mission

to provide excellent instruction that leads to the achievement of student learning in ~~promote student learning through basic skills, lower-division general education, lifelong learning, career preparation, and continuous workforce improvement courses to advance California's economy ie growth and to provide for an empowered and engaged citizenry. global competitiveness and~~

**(New proposal in blue below)**

A well-educated population being essential to sustaining and enhancing a democratic society, Foothill College commits itself to providing access to outstanding educational opportunities for all of our students. Whether through basic skills, career preparation, lifelong learning, or transfer, the members of the Foothill College community are dedicated to the achievement of learning and to the success of our students. We affirm that our unwavering dedication to this mission is critical to the prosperity of our community, our state, our nation, and the global community to which all people are members.



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### Integrated Planning & Budget Process Task Force

The Integrated Planning and Budgeting Process Task Force was convened to develop new planning and budgeting structures that lead to “sustainable quality improvement” in response to 2002 Standards of Accreditation as established by ACCJC. The Task Force, convened by the Office of Instruction and Institutional Research includes membership appointed by the Academic Senate, Classified Senate and Student Senate as well as the Vice President of Instruction and Institutional Research and the College Researcher. Prior to the convening of the Task Force, study sessions on the ACCJC rubric for Institutional Planning were held with stakeholder groups on campus.

The overarching goal of the Integrated Planning and Budgeting Processes Task Force is to propose an integrated and cyclical model that enables our college to more effectively use existing resources to drive our Strategic Plan and to support student learning. Our charge is to begin using new processes during the 09/10 Academic Year.

In order to develop such a proposal for such a system, we will rely on a set of Guiding Principles.

#### GUIDING PRINCIPLES used to develop proposal for Integrated Planning and Budgeting processes:

- ✓ Be driven by our mission and Strategic Planning goals.
- ✓ Be transparent<sup>1</sup>, understandable and informed by data. The new integrated planning and budget process defines HOW decisions are made, but the process does not make the decisions. The college leadership makes budgeting decisions informed by collaborative and transparent campus input. College leadership is accountable for their decisions and will provide, in writing, explanations when they do not accept the recommendations of planning councils.
- ✓ Be an iterative, cyclical process, involving annual assessment and refinement to ensure that it effectively integrates planning and budgeting.
- ✓ Foster flexibility and innovation as well as accountability for divisions, departments and units. Ongoing assessment of the impact of expenditures will be a critical component of assuring accountability for results.
- ✓ Available resources will be aligned with college Strategic Planning priorities and to increase student learning. Our budget reflects our choices and reallocation or substitution of resources may occur to meet highest priority needs.
- ✓ Increase collaboration and efficiencies across the institution.
- ✓ Assume that these processes impact all funds.
- ✓ Budgeting should emphasize collaboratively developed division plans that are informed by detailed program plans and which are linked to Strategic Planning goals and action plans.

<sup>1</sup> By transparent, we mean that the process is effectively communicated to the campus community so that there is broad knowledge and understanding of who makes budget decisions, when decisions are made and how decisions are made.



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### Integrated Planning & Budget Process Task Force

#### Proposed Membership Structures for Planning Committees & College Planning Council

*Faculty appointments made by the Academic Senate*

*Classified appointments made by the Classified Senate*

*Student appointments made by Associated Students of Foothill College*

*Administrative appointments made by Cabinet*

- We will generate a list of responsibilities of the tri-chairs. Tri-chairs will divide the responsibilities equally among themselves and communicate this system to their committee.

### College Planning Council

#### Council Composition: 19 voting members and 13 ex-officio members

- **Chairs (3):**
  - College President (1)
  - Academic Senate President (1)
  - Classified Senate President (1)
- **Members (16):**
  - ASFC President (1)
  - **ASFC Student Trustee (1)**
  - ASFC Student Members (4 2)
  - Strategic Initiative/Operational Budget Planning Chairs
    - Classified (4)
    - Faculty (4)
    - Deans/Directors (4)
- **Ex Officio Members must have a primary assignment at Foothill College (13):**
  - ACE (1)
  - CSEA (1)
  - FA (1)
  - Teamsters (1)
  - Operating Engineers (1)
  - **MSA (1)**
  - Cabinet (7)

## College Planning Council Role

1. Oversees and drives institutional planning agendas for each academic year. Integrates and synthesizes planning calendars, planning and assessment of all college wide plans, including the Strategic Plan Commitments to action, Instructional/Student Services/Administrative Program Plans and Reviews as they relate to the Strategic Initiatives and to increasing student learning, ACCJC Recommendations, Accreditation Planning Agendas, Facilities Plans, Technology Plans, Student Equity Plans, and DSPS Plans.
2. Prioritizes expenditures to advance the Strategic Initiatives including resource requests for personnel, facilities, technology, and supplies.
3. Evaluates proposals for Fast Track to Innovation expenditures.
4. Approves the priorities for division budgets.
5. Develops policy regarding budget reduction.
6. Reviews College and District policies and develops procedures to implement policy.
7. Provides Accreditation Oversight.
8. Advises the President on issues regarding campus climate.
9. Advises the President on any other issues affecting the well-being of the College at large.
10. Evaluates instructional program discontinuance proposals.
11. Promotes awareness and understanding of Foothill College budgeting, FHDA district budget, and the state budget.
12. Evaluates proposed new instructional and student services programs against sustainability and compatibility with Foothill Strategic Initiatives.

## College Planning Council Products

1. Strategic Plan Progress Reports.
2. Prioritized list of expenditures (personnel, equipment, technology, and supplies) to drive Strategic Initiatives and to improve student learning with accompanying rationale.
3. Strategic Initiative Expenditure Progress Reports against planned expenditures.
4. Accreditation Progress Reports.
5. Development of criteria and implementation of annual evaluation of the planning outcomes and process.
6. Development of policies and procedures recommendations.
7. Makes recommendations to President regarding budget reductions when required.
8. Makes recommendations regarding Program discontinuance when required.
9. Makes recommendation regarding proposed new instructional and student services programs.
10. Maintain communication with college community by keeping an updated website with agendas, handouts, and minutes.
11. Communicate via email and website the rationale behind decisions.

## Strategic Initiatives Planning Committees

There will be the same number of Strategic Initiative Planning Committees as there are Strategic Initiatives and one Operational Planning Committee.

- ✓ *To ensure broad participation - one individual can only participate on ONE of the small planning committees.*
- ✓ *To ensure open lines of communication - one faculty and one classified member must be a member of their executive senate.*
- ✓ *The ex officio Vice President member of the Operational Planning Committee will be the Vice President of Educational Resources and Instruction*

Committee Composition: 6 voting members, 1 *ex officio* member

- **Chairs (3):**
  - Faculty (1)
  - Classified (1)
  - Dean/Director (1)
- **Members (3):**
  - Student (1)
  - Classified (1)
  - Faculty (1)
- **Ex Officio (1):** Vice President (1)

### **Strategic Initiative Planning Committee Role**

1. Integrates, synthesizes, and prioritizes resource requests linked to a particular Strategic Initiative or to improve student learning.
2. Makes recommendations to College Planning Council regarding prioritization of resources advancing a particular Strategic Initiative.
3. Maintain communication with college community by keeping an updated website with agendas, handouts, and minutes.
4. Communicate via email and website the rationale behind decisions.

### **Strategic Initiative Planning Committee Products**

1. Prioritized list of resources (personnel, equipment, technology, and supplies) to drive a particular Strategic Initiatives and to improve student learning with accompanying rationale.
2. Development of criteria for and implementation of the annual evaluation of the expenditures that advance the Strategic Initiatives.
3. Development of criteria and implementation of annual evaluation of the planning outcomes and process of their particular Strategic Initiative Planning Committee.

## Operational Planning Committee

### Operational Planning Committee Role

1. Recommends the process for the development of guidelines and calendar for preparation of budgets.
2. Reviews revenue projections for each upcoming Fiscal Year based on reported and estimated FTES allocations from the District.
3. Reviews division spending plans and makes recommendations to the CPC regarding division allocations.
4. Develops criteria for establishing division and unit operating budgets.
5. Prioritizes resource requests not aligned with Strategic Initiatives.

### Operational Planning Committee Products

1. Recommendations to CPC regarding division and unit operation budgets.
2. Prioritized list of allocation recommendations not aligned with Strategic Initiatives.
3. Process for the development of the Guidelines for Budget Development.
4. Budget Development Timeline.
5. Maintain communication with college community by keeping an updated website with agendas, handouts, and minutes.
6. Communicate via email and website the rationale behind decisions.

## Budget Alignment Advisory Group

### Budget Alignment Advisory Group Description

This group is not a recommending or decision-making body. **The group is convened by the Vice President of Educational Resources and/or the Chairs of the Operational Planning Committee.** Its role is to provide a comprehensive analysis of the totality of available funds to support college activities. It provides information to the College Planning Council.

### Budget Alignment Advisory Group Composition

Consists of any fiscal experts in the areas of accounting, budget, grants, and funding.

### Budget Alignment Advisory Group Role

Recommends to the College Planning Council expenditure possibilities that align the priorities of the college to budgets and institutional planning using all available revenue streams

## Research Advisory Group

### **Research Advisory Group Description**

This group is not a recommending or decision-making body. **The group is convened by the Vice President of Instruction & Institutional Research and/or the College Researcher.** This group advises on the college-wide research agenda and supports the integration of information and data into planning and decision-making.

### **Research Advisory Group Composition**

Consists of the College Researcher, Vice President of Instruction and Institutional Research and experts in the areas of institutional data, reporting, and planning.

### **Research Advisory Group Role**

Coordinates and communicates information, data, and research on the function and performance of the college, its programs and its students. Supports information needs throughout the integrated planning and budget cycles.

# Participatory Governance

## Integrated Planning & Budget Structural Elements

