2018-19 Annual College Strategic Objectives

The purpose of the college's strategic objectives is to operationalize the Educational Master Plan on an annual basis, thus enabling the college to make progress toward implementing its Educational Master Plan. The strategic objectives serve as a framework to prioritize college resources and workflow for the year, thus providing organizational focus and direction. They also serve as a framework for managers in identification of management, division goals in annual manager evaluation.

The Educational Master Plan has three goals: (Equity, Community, and Improvement and

)\$*\$&(#-&!

! C%&!' &(!)\$*\$&!+, ' -#' . !+/01, 2*4*2/' . !(#\$%!/\$%&0!2&. #)2*\$#?&!&' *>\$1&' \$)!), >%!*)!7/22&. &! U0/1#)&!*' -!V, #-&-!U*\$%(*B4%*?&!F&&' !=, \$!#' !=2*>&!\$/!1*\&!*' !*\$\$&1 =\$!*\$!0&*>%#' . !\$%&)&!

÷

Į.

. *=!*2\$/. &\$%&0@!!!

! C%&!7*2#+/0' #*!7/1 1, ' #\$B!7/22&. &!G/*0-!/+!V/?&0' /0)!*==0/?&-!#' !W, 2B!I JKL!*!)\$0*\$&. #>! =2*' !34X#)#/' !+/0!5, >>&)):;!>*22#' . !+/0!4)#Y&*F2&!#' >0&*)&)!#' !\$%&!' , 1 F&0!/+!)\$, -&' \$)! \$0*')+&00#' . !\$/!*!Z' #?&0)#\$B!/+!7*2#+/0' #*!/0!7*2#+/0' #*!5\$*\$&!Z' #?&0)#\$B!>*1 =,)<), F)\$*' \$#*2! #1 =0/?&1&`\$)!#' !=0&=*0#' . !)\$, -&' \$)!+/0!#' 6-&1*' -![/F)!*' -!&2#1#' *\$#' . !\$%&!*>%#&?&1&'\$!

ļ

Thus, an increase of 5% would constitute ??? Points.

ļ

```
-#0&>$#/' !+/0!$%&!>/22&. &!/' !%/( !$/!*>%#&?&!$%&!)$*$&!)$0*$&. #>!=2*' !#' !( %#>%!$%&!' &( !)$*$&!
+, ' -#' .!+/01, 2*!#)!F*)&-!/' @!P' /$%&0!*)=&>$!/+!5$, -&' $!DA, #$B!I @J!( /, 2-!F&!$/!-&+#' &!
)$, -&' $!&A, #$B!*' -!#' +, )&!$%&!?*2, &)!/+!&A, #$Bd-#?&0)#$Bd*' -!#' >2, )#/' !#' !$%&!=2*' @!!
!
C%&!' &( !. /?&0' *' >&!>/1 1 #$$&&)!( #22!*2)/!)$, -B!$%&!' &( !)$*$&!+, ' -#' .!+/01, 2*!*' -!1 *\&!
0&>/1 1 &' -*$#/' )!$/!$%&!=0&)#-&' $!*)!$/!%/( !$/!=/)#$#/' !$%&!>/22&. &!/' >&!$%&!%/2-6%*012&))!
+, ' -#' .!=&0#/-!&N=#0&)!3( %#>%!#)!=0/[&>$&-!$/!&' -!#' !$%0&&!B&*0);@
!
Why is this objective important?
```

Under the new state funding formula, Foothill-De Anza Community College District is slated to lose a significant amount of funding. For the next two years, the district has an ability to be held "harmless" under the new state funding formula to enable the district to better position itself for increased funding A cademic Y ear 2020-21.

While Foothill College has always been committed to increasing access for students of color and closing equity gaps for low-income, Latinx, and African American students, the new funding formula accelerates such efforts and requires the college to be even more strategic and innovative around its equity efforts.

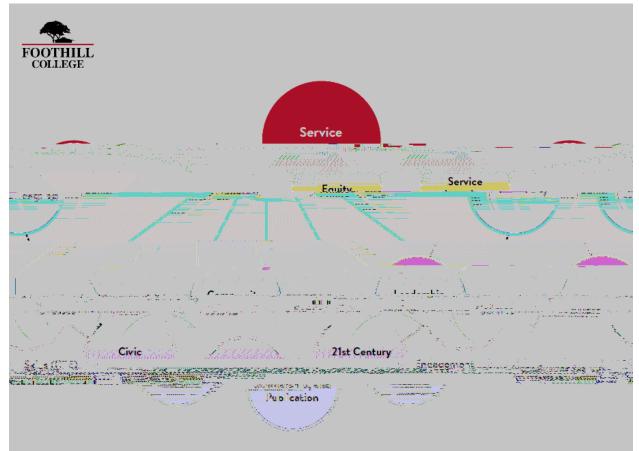
[CHARTs OF EQUITY GAP by ELAINE]

İ.

EMP Goals Equity & Improvement and Stewardship of Resources

V!#\$!%

<u>Objective</u>: Infuse Service Leadership into the college instructional and student services structure, identify leadership skills student/institutional learning outcomes, and develop metrics to measure effectiveness.



Background: Service Leadership constitutes seven areas:

In A cademic Y ear 2017-18, the college celebrated its 60th Anniversary by highlighting at least 60 Service Leadership projects along with its first Research and Service Leadership Symposium on M ay 17, 2018. The #60for60 projects are highlighted https://www.foothill.edu/60yearsofservice/.

During A cademic Year 2017-18, the strategic focus was to provide a space for Service Leadership projects to grow organically and raise funds to support such interests from students, faculty, and staff.

The college's Education Master Plan states, in part, as a goal: "Strengthen a sense of community and commitment to the College's mission" through efforts to "encourage

student participation in leadership and activities outside the classroom (including service/ work-based learning) that engages students with the College and the community."

İ.

Foothill identified Community/ Global Consciousness and Responsibility as one of its four core competencies (4-Cs), Institutional Learning Outcomes: "Social perceptiveness, including respect, empathy, cultural awareness, and sensitivity, citizenship, ethics, interpersonal skills and personal integrity, community service, self-esteem, interest in and pursuit of lifelong learning."

Foothill's Service Leadership initiative creates a college-wide theme for such efforts described in these various planning and mission statements of the college. The initiative also creates a common thread among existing activities on campus, while increasing the number of such activities college-wide and ensuring that each activity identify with intentionality the student8cm BT 50 (İ

hiring and advancement in the workforce. Our students also need to have a strong sense of

II. Governance

Objective:

ļ

need for improved communication of governance work.

In addition:

• The Educational Master Plan discussion in spring 2015 identified Governance as a strategic priority, culminating with the goal to "expand participation from all constituencies in shared governance" adopted in fall 2015.

• A series of planning / governance structure meetings were held in spring 2016 to discuss the results of a governance structure survey.

• The Accreditation Leadership Summit in fall 2016 identified governance as a possible Quality Focused Essay topic, which was later adopted as part of the self-evaluation in May 2017.

• A Governance Retreat in September 2017 discussed the need for a new governance system that fostered engagement around strategic objectives rather than operational issues.

• In 2017-18 the Governance Leadership Council began by assessing the strengths and weaknesses of the current model and the need for change.

The review of governance is included in the timeline below.

Governance Change Timeline

Proposed Governance Committee Indicators of Success

The following factors have been expressed as indicators of a successful governance system:

- ✓ All members have the opportunity to participate in committee discussion.
- ✓ Committee input is used to help shape the direction of college plans.
- ✓ A variety of opinions on committee agenda topics were welcome.
- \checkmark The committee fosters an environment where discussion topics could be viewed from different perspectives.
- ✓ All committee members have an opportunity to influence the deliberative process of making a recommendation to the President.
- ✓ Sufficient information / documents are shared with committee members so as to provide

[Implementation]

- Evaluate / review / assess institutional effectiveness (I.E.)
- Re-plan identify changes to the plan

The indicators of success have been arrayed in a rubric included below.

			andra Thursdaire Marshard Street
			n de l'estretter, par electro estretter e d'al de
		AU USA 20. 10 10. 20.	JANIN IT ANY DOUTERNATOR
	during presentations	l presentations	
of learn anything new		Andrew Carles Connection and Andrew Carles Connection of the Carles of t	۵۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰۰
andoromonto valicadore su espacorem	Constant in 1997 (1997) Second and the second second	- 11. Constant - Constant - Constant 2017 - Sig Constant - Constant - Constant - Constant - Constant - Constant - Constant - Constant - Constant - Co Margina - Constant - Constant - Constant - Constant - Constant - Constant - Constant - Constant - Constant - Co	blanning (r. 11 min 1977) (r. 11 min 197
the second second second	ئېيسەتتە مىلىر بىر مىستىكەتتى ئ	وأحارك أحداثا المحقوقة ومحدودة ويقرم كرورا	รร้างสารางของมีสตร โดยราสตรได้ 1 DOUES เปรีย 9 กายก 60 ได้ยุก คะ จะสู่เทศการส์ ผู้สาราวสะร้าง เราคาโรงแรกรูป (และ 20)
er yn stader an graef y stad yn stad yn stad yn stad yn stad yn stad yn stad yn stad yn stad yn stad yn stad yn	President	ter and the margaret and the second second second	anna Duroidont an antana 20

Why is this objective important?

If done well, governance could also serve as the main vehicle to achieve positive transformative change for the college. Improvement in governance will improve the overall effectiveness of the college, with real opportunity to enhance communication and decision-making processes. Furthermore, since governance houses deliberations of program reviews, there is a meaningful opportunity to improve programs, student learning, student equity, and budget allocation.

EMP Goals Community