

SBCCD Governing Board Planning Session

PREPARED AND PRESENTED BY DR. KEITH WURTZ

INTERIM EXECUTIVE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS, RESEARCH, AND PLANNING

Session Objectives

- ▶ Review the Suggestions from last year from both the Governing Board and the District Strategic Planning Committee
- ▶ Review Draft SBCCD Strategic Planning Process
- ▶ Review and Discuss ACCJC Standards Specific to Governing Board
- ▶ Define Goals, Objectives, and Actions
- ▶ Review Governing Board Imperatives
- ▶ Review District Strategic Planning Goals

Planning Suggestions

- ▶ Governing Board felt that they were not well informed or engaged on the progress being made on the District Strategic Plan
- ▶ District Strategic Planning Committee felt that the communication between the Governing Board and the Committee needed to be improved
- ▶ As a result, drafted the Governing Board Planning Process

Addressing Planning Suggestions

- ▶ Gaps in the Strategic Plan, lack of integration in planning, and inconsistent data lead to the need to create the Executive Director of Institutional Effectiveness, Research, and Planning;
- ▶ Chancellor directed the development of new planning process which would assure integration of planning and regular Governing Board participation throughout the planning process.

Background for developing the Governing Board Planning Process

- ▶ Contacted three different colleges and planning consultant to get input on process
- ▶ Input from Chancellor's Cabinet
- ▶ Need input from Governing Board
- ▶ Need input from DSPC

Draft SBCCD Strategic Planning Process

September

October

November

December

January

February

March

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August

DSPC

Reviews progress on QEIs and discusses goals and objectives. Reviews GB goals for the year. Feedback generated by DSPC communicated to GB in October Study Session.

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Study Session: 1. Progress update on QELs and accomplishments toward goals for DSP, both Colleges, TESS, EDCT, and KVCR; 2. Educate GB on meaning of measures and what they indicate; 3. Presidents review college specific goals; 4. Reviews progress on GB goals from prior year; 5. Ideas generated by GB taken to DSPC for discussion. Reviews progress on QELs and discusses goals and objectives. Reviews GB goals for the year. Feedback generated by DSPC communicated to GB in October Study Session.

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Reviews and discusses any ideas generated by GB at October Study Session. Generate items to present to GB for January Study Session.

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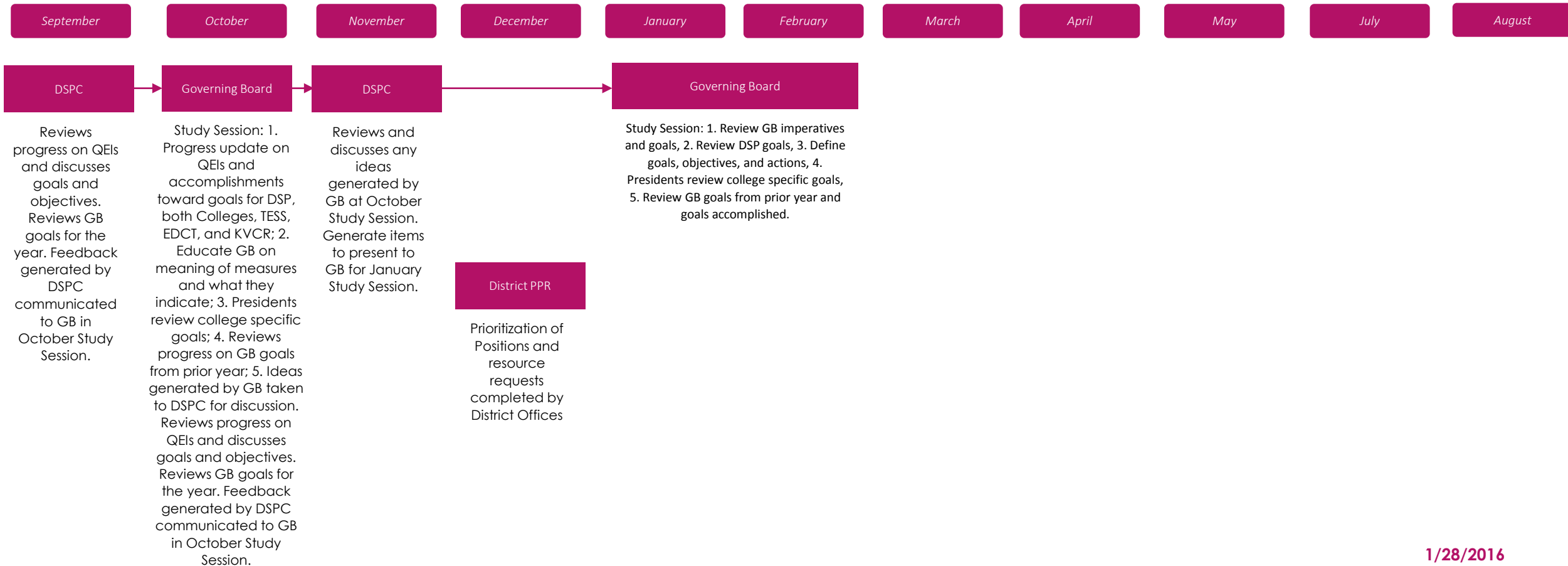
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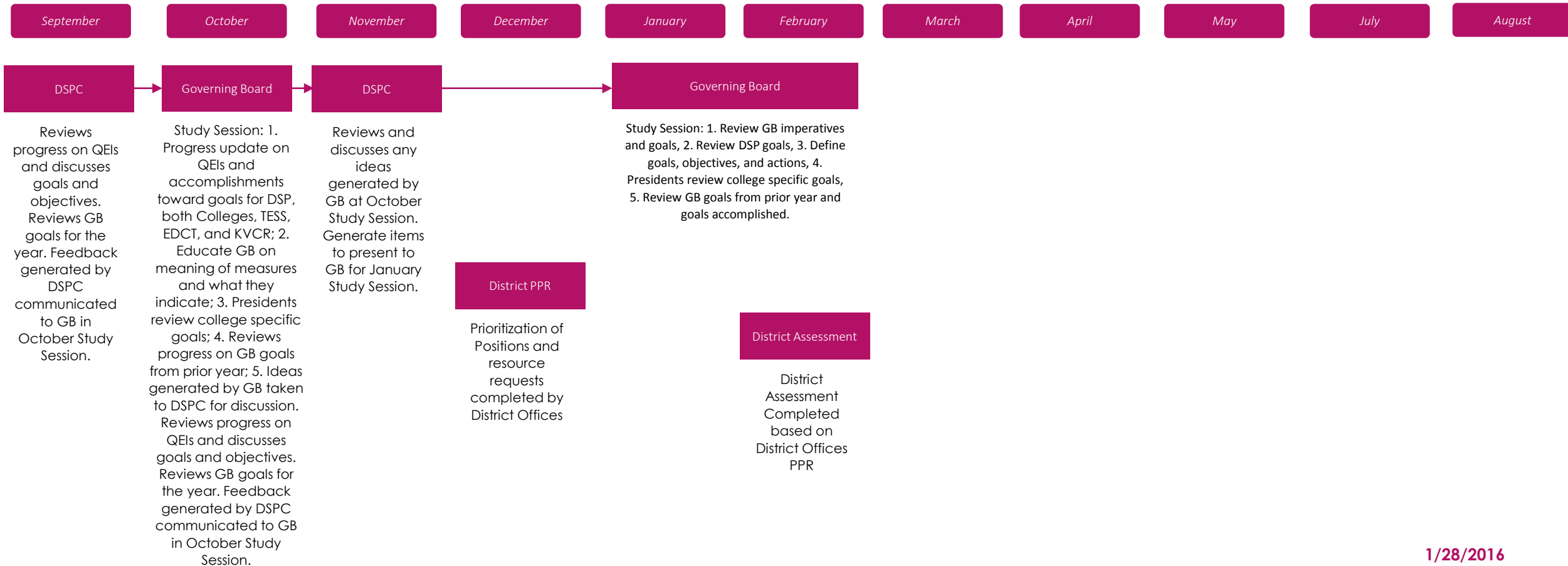
District PPR

Prioritization of Positions and resource requests completed by District Offices

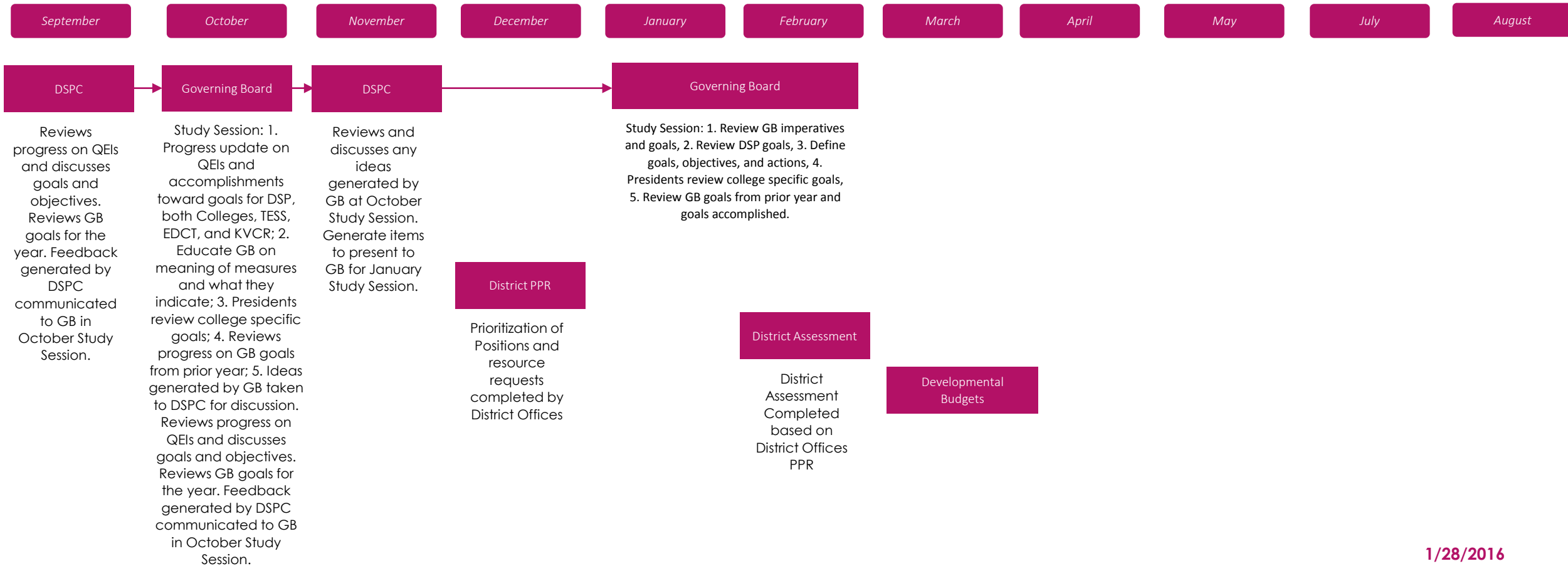
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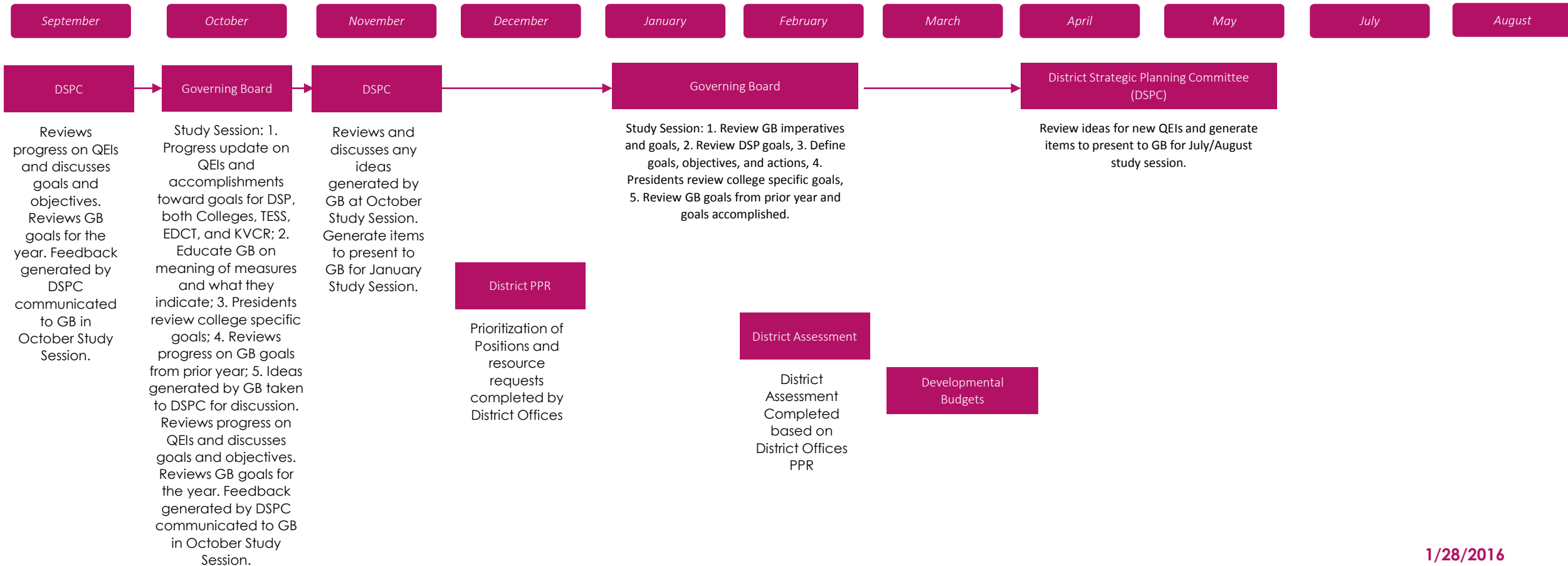
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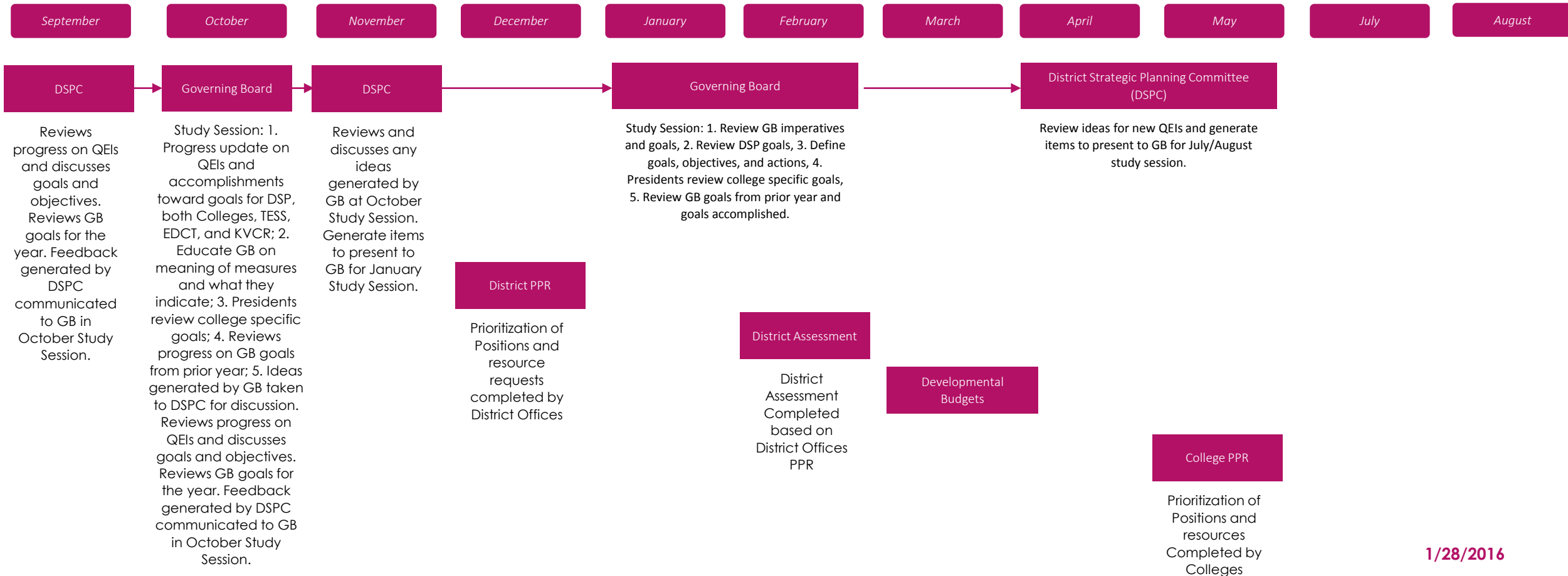
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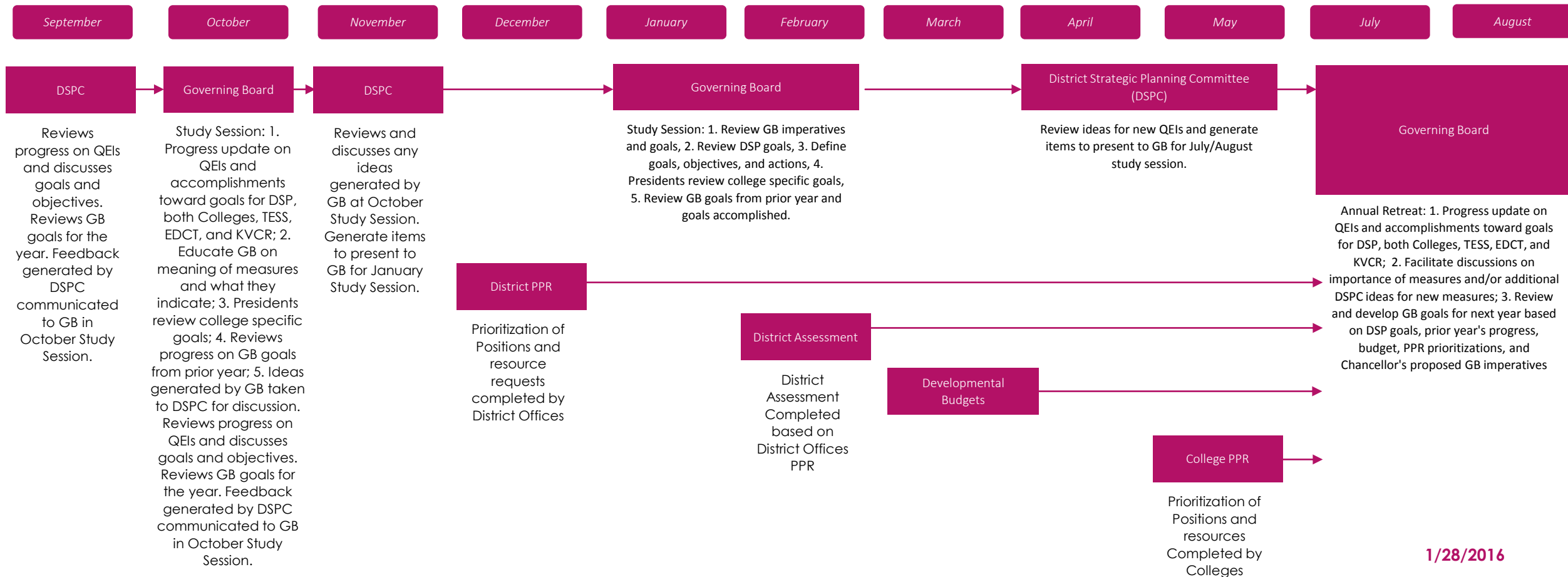
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ACCJC Standards

- ▶ **Standard I:** Mission, Academic Quality and Institutional Effectiveness, and Integrity
 - ▶ **Standard I.C.7**
 - ▶ In order to **assure institutional and academic integrity**, the institution uses and publishes governing board policies on **academic freedom** and responsibility.
 - ▶ These policies make clear the institution's commitment to the free pursuit and dissemination of knowledge, and its **support for an atmosphere in which intellectual freedom exists for all constituencies**, including faculty and students.

ACCJC Standards

- ▶ **Standard IV:** Leadership and Governance

- ▶ **Standard IV.A.5**

- ▶ Through its system of board and institutional governance, the institution ensures the appropriate consideration of relevant perspectives; **decision-making aligned with expertise and responsibility**; and **timely action on institutional plans, policies**, curricular change, and other key considerations.

ACCJC Standards

- ▶ **Standard IV:** Leadership and Governance

- ▶ **Standard IV.C.2:** The governing board **acts as a collective entity**. Once the board reaches a decision, all board members act in support of the decision.
- ▶ **Standard IV.C.3:** The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.
- ▶ **Standard IV.C.4:** The governing board is an independent, policy-making body that reflects the public interest in the institution's educational quality. It advocates for and defends the institution and protects it from undue influence or political pressure.

ACCJC Standards

- ▶ **Standard IV:** Leadership and Governance

- ▶ **Standard IV.C.5:**

- ▶ The governing board **establishes policies** consistent with the college/district/system mission to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity and stability.

ACCJC Standards

- ▶ **Standard IV: Leadership and Governance**
 - ▶ **Standard IV.C.7:** The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary.
 - ▶ **Standard IV.C.10:** Board policies and/or bylaws clearly establish a process for board evaluation. The evaluation assesses the board's effectiveness in promoting and sustaining academic quality and institutional effectiveness. The governing board regularly evaluates its practices and performance, including full participation in board training, and makes public the results. The results are used to improve board performance, academic quality, and institutional effectiveness.

ACCJC Standards

- ▶ **Standard IV: Leadership and Governance**

- ▶ **Standard IV.C.11:**

- ▶ The governing board **upholds a code of ethics** and conflict of interest policy, and individual board members adhere to the code.
 - ▶ The board has a **clearly defined policy for dealing with behavior that violates its code** and implements it when necessary.
 - ▶ A majority of the board members have no employment, family, ownership, or other personal financial interest in the institution.
 - ▶ Board member interests are disclosed and do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure the academic and fiscal integrity of the institution.

ACCJC Standards

- ▶ **Standard IV:** Leadership and Governance
 - ▶ **Standard IV.C.12:** The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.

Goals, Objectives, and Actions

Goals

- ▶ Overarching principle that guides decision making
- ▶ Characteristics of a Sound Goal
 - ▶ Reflects the big picture
 - ▶ Clearly serves the interests of the program
 - ▶ Ambitious yet attainable in principle
 - ▶ Relatively long-range and stable over time
- ▶ Example: Promote student success.

BHAG Goals

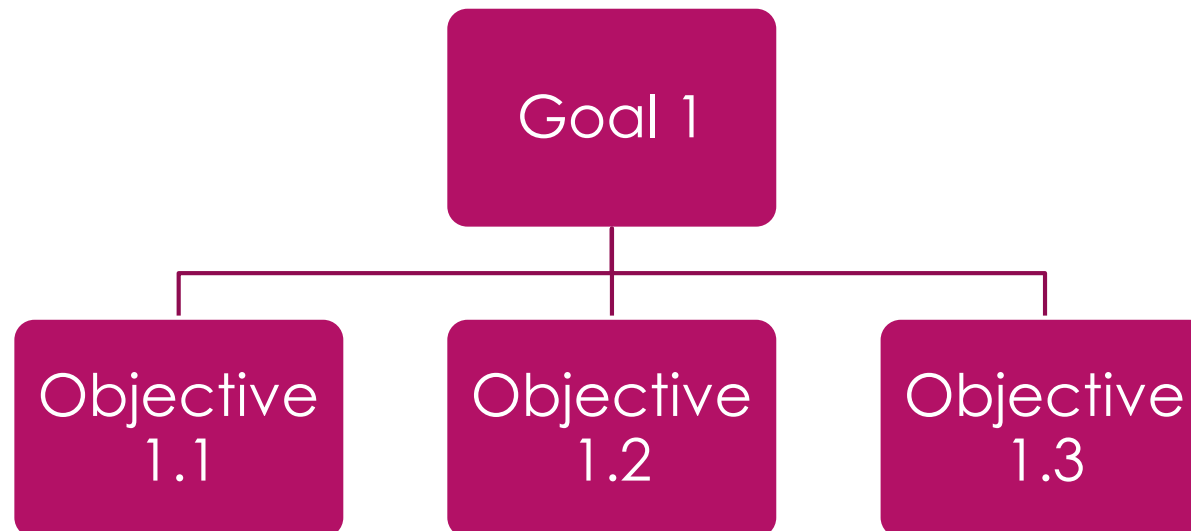
- ▶ BHAG – Big Hairy Audacious Goals – a statement of bold ambition so clear that it requires little or no explanation
- ▶ Reaches out and grabs us and captures our imagination
- ▶ Short, strong, and easily remembered
- ▶ Examples
 - ▶ “Become the Harvard of the West” (Stanford University, 1940s)
 - ▶ MIS/IT – Be known in all department offices for excellent service

Objectives

- ▶ A concrete, measurable outcome that represents a milestone on the way to achieving a goal
- ▶ Characteristics of a Sound Objective
 - ▶ Relevant to the applicable goal
 - ▶ Specific and measurable
 - ▶ Reasonable with respect to scope and timeline
 - ▶ Lends itself to formulation of a coherent set of actions
- ▶ Example: Increase access to data through the development of an Office of Research and Planning Web Page.

Goals and Objectives

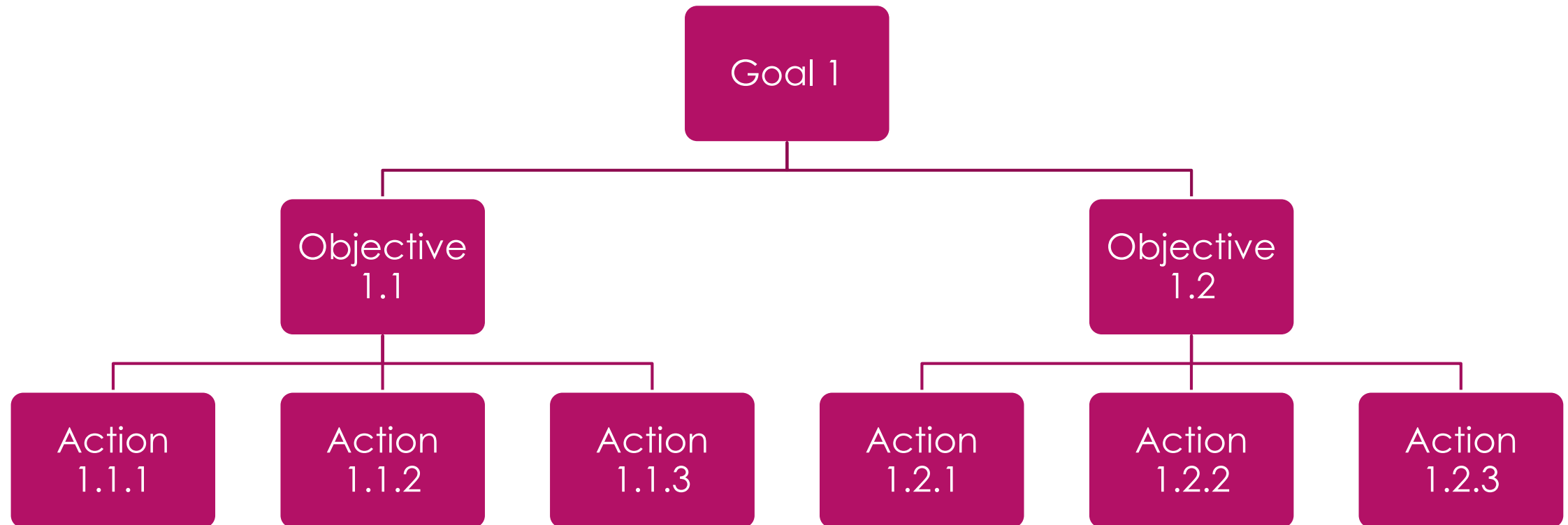
Goals	Objectives
Broad	Narrow
General Intentions	Precise
Intangible	Tangible
Abstract	Concrete
Generally difficult to measure	Measurable



Actions

- ▶ A coherent set of specific steps that must be taken to achieve the objective
- ▶ Characteristics of Actions/Tasks
 - ▶ Specific
 - ▶ Reasonable with respect to scope, timeline, and workloads
 - ▶ Completion of all the actions under an objective means achievement of that objective
 - ▶ List the actions in logical sequence
- ▶ Example: Work with web developer to design a research web site.

Goals, Objectives, and Actions



Governing Board Imperatives

- ▶ Institutional Effectiveness
- ▶ Learning Centered Institution for Student Access, Retention, and Success
- ▶ Resource Management for Efficiency, Effectiveness and Excellence
- ▶ Enhanced and Informed Governance and Leadership

Alignment of the Governing Board Imperatives with the District Strategic Planning Goals

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Governing Board Imperatives	SBCCD District Strategic Plan Goals			
	Goal 1: Student Success	Goal 2: Enrollment and Access	Goal 3: Partnerships of Strategic Importance	Goal 4: District Operational Systems
	Provide the programs and services necessary to enable all students to achieve their educational and career goals.	Increase access to higher education for populations in our region.	Invest in strategic relationships and collaborate with partners in higher education, PK-12 education, business and workforce development, government, and other community organizations.	Improve the District systems to increase administrative and operational efficiency and effectiveness.
1. Institutional Effectiveness (Board Imperative I)	X			
2. Learning-Centered Institution for Student Access, Retention and Success (Board Imperative II)		X		
3. Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III)			X	
4. Enhanced and Informed Governance, and Leadership (Board Imperative IV)				X

Future Study Sessions

- ▶ Review College and Area Goals
- ▶ Define Governing Board Imperatives
- ▶ Review Governing Board 2014-2015 Goals
- ▶ Update Governing Board Goals for the 2015-2016 Year