

# Our Vision

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 truth and meaning. 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

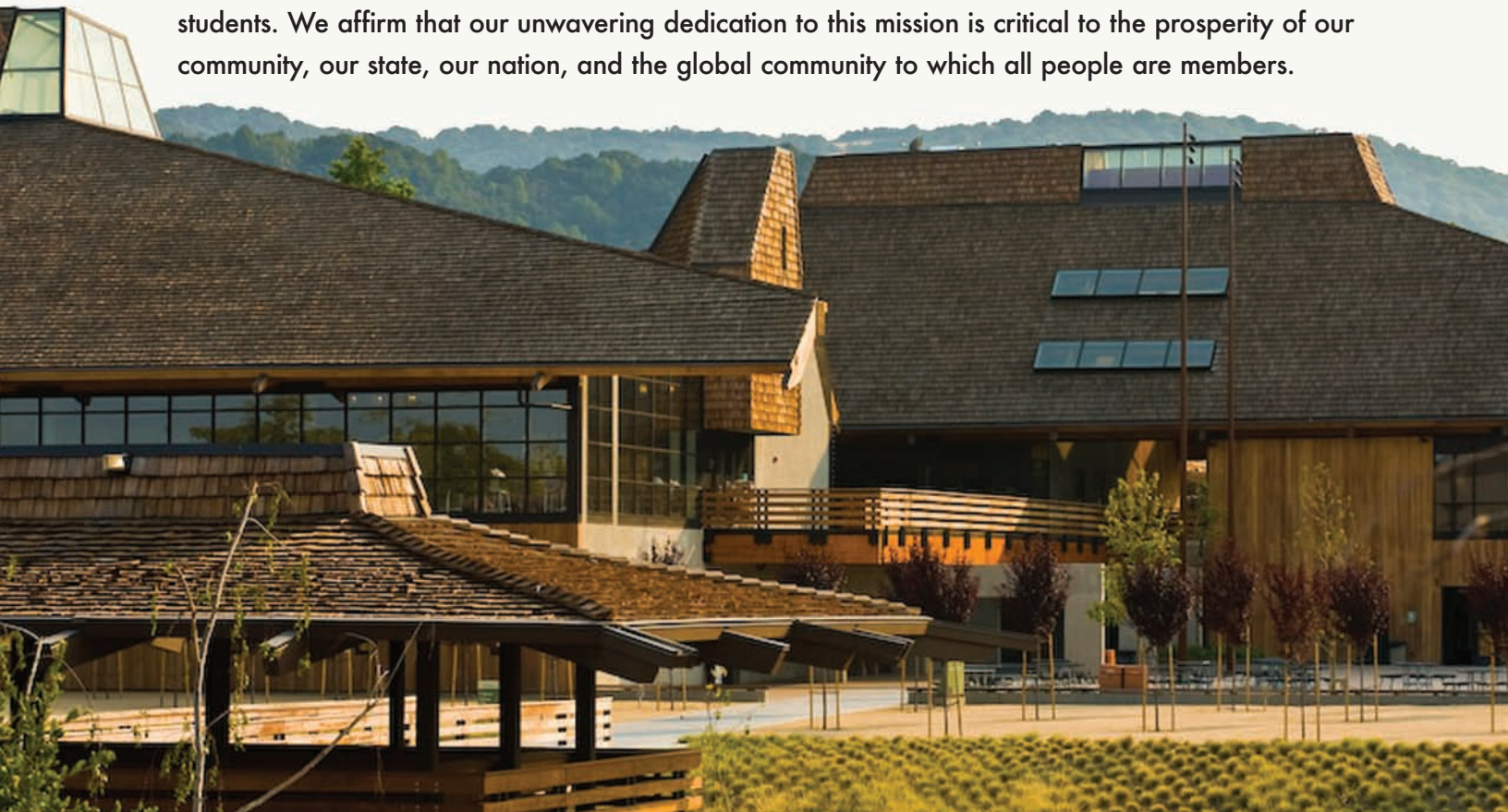
HONESTY • INTEGRITY • TRUST • OPENNESS • TRANSPARENCY • FORGIVENESS • SUSTAINABILITY

# Our Purpose

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

# Our Mission

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.





**Foothill College**  
12345 El Monte Road • Los Altos Hills, CA 94022

June 15, 2009





# Strategic Initiatives

## BUILDING A COMMUNITY OF SCHOLARS

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.



# Strategic Initiatives



## PUTTING ACCESS INTO ACTION

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.



# Strategic Initiatives

## PROMOTING A COLLABORATIVE DECISION-MAKING ENVIRONMENT

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, students, 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.







# Planning and Resource Council

In creating the membership structure for the Planning and Resource Council (PRC), Strategic Initiative Planning Committees and Operations Planning Committee, appointments will be made as follows:

- 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

## Composition

*(19 voting members & 13 ex-officio members. Ex-Officio members must have a primary assignment at Foothill College.)*

**Chairs:** College President  
Academic Senate President  
Classified Senate President

**Members:** ASFC President  
ASFC Student Trustee  
ASFC Student Members (2)  
Strategic Initiative & Operations Budget Chairs (12)

**Ex-Officio:** ACE, CSEA, FA, Teamsters, Operating Engineers, MSA  
Cabinet Members (7)



# Planning and Resource Council

## Role of the Council

- 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.
- Prioritizes expenditures to advance the Strategic Initiatives including resource requests for personnel, facilities, technology, and supplies.



- Evaluates proposals for Fast Track to Innovation expenditures.
  - Approves the priorities for division budgets.
  - Develops policy regarding budget reduction.
  - Reviews College and District policies and develops procedures to implement policy.
  - Provides Accreditation Oversight.
  - Advises the President on issues regarding campus climate.
  - Advises the President on any other issues affecting the well-being of the College at large.
- Evaluates instructional program discontinuance proposals.
  - Promotes awareness and understanding of Foothill College budgeting, FHDA district budget, and the state budget.
  - Evaluates proposed new instructional and student services programs against sustainability and compatibility with Foothill Strategic Initiatives.



# Planning and Resource Council

## Products from the Council

- Strategic Plan Progress Reports.
- Prioritized list of expenditures (personnel, equipment, technology, and supplies) to drive Strategic Initiatives and to improve student learning with accompanying rationale.
- Strategic Initiative Expenditure Progress Reports against planned expenditures.
- Accreditation Progress Reports.
- Development of criteria and implementation of annual evaluation of the planning outcomes and process.
- Development of policies and procedures recommendations.
- Recommendations to President regarding budget reductions when required.
- Recommendations regarding Program discontinuance when required.
- Recommendations regarding proposed new instructional and student services programs.
- Communications with college community via updated website with agendas, handouts, and minutes.
- Communicate via email and website the rationale behind decisions.







# Strategic Initiatives Planning Committees

## Composition

There are three Strategic Initiative Planning Committees: Access Into Action; Building a Community of Scholars; and Promoting a Collaborative Decision-making Environment.

- 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.

*(6 voting members & 1 ex-officio members.)*

Chairs: Faculty  
Classified  
Dean/Director

Members: Student  
Classified  
Faculty

Ex-Officio: Vice President



Photo courtesy of Bill Frankeburger

## Role

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

## Products

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

# Operations Planning Committee

## Composition

There will be one Operations Planning Committee. The ex officio Vice President member of the Operations Planning Committee will be the Vice President of Educational Resources and Instruction.



*(6 voting members & 1 ex-officio member.)*

Chairs: Faculty  
Classified  
Dean/Director

Members: Student  
Classified  
Faculty

Ex-Officio: Vice President, Educational Resources and Instruction

## Role

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

## Products

- Recommendations to PRC regarding division and unit operation budgets.
- Prioritized list of allocation recommendations not aligned with Strategic Initiatives.
- Process for the development of the Guidelines for Budget Development.
- Budget Development Timeline.
- Communications with college community by keeping an updated website with agendas, handouts, and minutes.
- Communications via email and website regarding rationale behind decisions.



# Budget Alignment Advisory Group

## Description • Composition • Role

- 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 Operations 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 Planning and Resource Council.
- The group consists of any fiscal experts in the areas of accounting, budget, grants, and funding.
- The group recommends to the Planning and Resource Council expenditure possibilities that align the priorities of the college to budgets and institutional planning using all available revenue streams.



Photo courtesy of Bill Frankeburger

## Research Advisory Group

### Description • Composition • Role

- 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.
- The group consists of the College Researcher, Vice President of Instruction and Institutional Research and experts in the areas of institutional data, reporting, and planning.
- The Research Advisory Group 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

Revision Date: 06/16/09

**Research Advisory Group**  
Provide background research & evidence on strategic priorities

**Resource Alignment Advisory Group**  
Provide background information on funding & resources

**Community Feedback**  
Website input on any strategic initiative prioritization or decision

**Recommendations to President**

**Planning & Resource Council**  
(Drives Strategic Planning & Resource Allocation)  
Accreditation Oversight | Strategic Planning Accountability  
Planning Calendar | Integration of College Plans

**Fast Track to Innovation**  
(a task of CPC)  
Fewer \$ | Seed \$

**Building a Community of Scholars Planning Committee**  
Creates priority list of both non\$ & \$ requests

**Promoting a Collaborative Decision-Making Environment Planning Committee**  
Creates priority list of both non\$ & \$ requests

**Putting Access into Action Planning Committee**  
Creates priority list of both non\$ & \$ requests

**Operations Planning Committee**  
Looks at Division Allocations for B-Budgets

**Academic Division Plans**

**Administrative Division Plans**

**Student Services Division Plans**

**Committee Plans**  
I.e. Basic Skills, Matriculation, Student Equity

Program Review

Program Review

Program Review

Program Review

Program Review

Program Review

Program Review

Program Review

Program Review

Program Review

Program Review

Committee Reports

Committee Reports

Committee Reports

Data  
SLOAC  
Resource Requests

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