



Board of Trustees Goals, 2014-2016

March 4, 2014

(Standard I. Mission and Improving Institutional Effectiveness)

1. Ensure that gaps in fulfillment of accreditation standards are bridged—thus improving institutional effectiveness and establishing a record of excellence in accreditation.
 - a. Revise the college mission statement; *reset timeline for review.*
 - b. *Update the Strategic Plan and monitor progress on goals and objectives.*
 - c. *Support the improvement of institutional processes for greater efficiency and effectiveness in support of student learning.*

(Standard II. Student Learning—Student Learning Programs and Services)

2. Ensure institutional attention is focused on improving student learning and maximizing student learning opportunities.
 - a. *Monitor progress on student success and student learning outcomes.*
 - b. Ensure quality in online education: develop a plan for improvement; monitor progress.
 - c. Initiate an aggressive enrollment push including activity by Board members, active outreach interface, and regular monitoring of college-wide efforts and enrollment data.

(Standard III. Resources—Human, Physical, Technology, Financial)

3. Ensure, through effective planning and oversight, that long-term resource needs are met in support of student learning and institutional effectiveness.
 - a. Support the development of an Educational Master Plan and a Facilities Master Plan, addressing facilities needs, staffing needs, and technology needs.
 - b. Identify financial resources to support major needs described in the Educational Master Plan and Facilities Master Plan.
 - c. As part of the Educational Master Plan, develop a comprehensive staffing plan, including a goal of diversifying faculty and staff as a means to address the achievement gap for Merced College students and provide effective role models.
 - d. As part of the Facilities Master Plan, improve the college's energy conservation, ensuring energy/cost savings and enhanced learning for students and staff. Address the use of water in Agriculture and the sustainability of the college's practices.
 - e. As part of the Educational Master Plan, enhance the college's capability in computer technology, establishing a more aggressive timeline for hardware and software updates and requiring skills acquisition not only of faculty and staff, but also of the Board.
 - f. Ensure the ongoing fiscal solvency of the District—that the District bring ongoing costs and revenue into alignment, eliminating the structural gap between costs and revenue.

(Standard IV. Leadership and Governance)

4. Improve outreach and liaison with the community.
 - a. Establish new partnerships with area universities and school districts, enhancing enrollment and regional profile, and improving educational offerings for the community.
 - b. Improve community relations and outreach.

5. Improve governance, leadership, and communication.
 - a. *Continue governance discussions with constituency leaders, with emphasis on improvements in process and mutual understanding of roles; include assessment of the outcomes from the August 2013 retreat(s), and make adjustments/improvements as needed.*
 - b. Develop a plan for activities designed to improve relations among constituencies of the college.
 - c. Explore the role of the student trustee.
 - d. *Make changes to Board Policy along the lines recommended by CBT.*
 - e. *Ensure the college Handbook is revised along the lines recommended by CBT.*
 - f. *Direct the Superintendent/President to work within the governance structure to further examine the CBT survey results, explore strategies for further improvement, and make pertinent recommendations.*
 - g. *Develop and adopt a Board self-evaluation instrument and process to be used over a multi-year period to determine trends in performance; link Board and CEO evaluation processes together; develop goals jointly with the CEO and share them with college constituencies; add the Board's goal-setting process to the institutional planning cycle in the college Handbook to provide vision and direction for the administration and college constituencies prior to the start of each academic year; monitor fulfillment of BP 2740 (Board Education) through the Board's self-evaluation process.*
 - h. Develop a protocol for submitting substantive items to the Board, allowing for dialogue, referral and follow-up, and effective collegial governance prior to Board action.
 - i. Establish an Administrative Procedure for handling individual advice and/or testimony at Board meetings by employees and students of the District who belong to represented shared governance groups by referring them to their respective group leaders.
 - j. *Work together—Board and CEO—as an effective team to create a strong, effective educational institution as Merced College moves through this transitional period. The Board of Trustees and CEO are equally responsible for creating and maintaining a positive partnership. Continue dialogue on what determines, and how to maintain, a positive relationship between the Board and CEO, especially during times of controversy.*