

Glendale Community College District

**Board of Trustees
2007 Roles, Goals and Tasks**

UPDATED AT THE FEBRUARY 8, 2008 BOARD RETREAT

Board Goals/Roles:

- Board roles and goals discussed at the February 2, 2007 Board retreat were used to develop the action plans, timelines and an evaluation process to measure the success in achieving these goals.
- The following chart identifies priorities for Glendale Community College District for the coming year; the governing board's roles and goals that provide leadership and monitoring of District priorities; and action plans and activities for the Board to fulfill its particular responsibility.
- The roles/goals and action plans were developed at the May 25 retreat. The evaluation criteria are suggestions by Dr. Cindra Smith.
- Feedback and Outcomes to the roles/goals and action plans was presented at the February 8, 2008 Board Retreat.

1. District Priority: Facility Maintenance, Renovation, Construction and Infrastructure				
Board Role/Goal	Action Plan	Evaluation – 2/25/07	Feedback – 2/8/08	Outcome – 2/8/08
Continue to monitor progress on construction.	<p>There will be quarterly and monthly reports to the Board, depending on use.</p> <p>A timeline for projects that includes when Board action is needed will be presented to the Board. The timeline needs Board involvement.</p>	<p>Board feels sufficiently informed on construction.</p> <p>Board takes action when needed.</p>	Board does not feel sufficiently informed on the Student Services Building and on construction plans thereafter.	<p>Administration should make sure that Board is receiving sufficient information.</p> <p>A Board Liaison for the Student Services Building planning was requested.</p>
<p>Expect the development of a Facility Maintenance and Renovation Plan that supports the Educational Master Plan and addresses sustainability and technology infrastructure.</p> <p>Ensure that funding is provided to implement the plan.</p>	Staff will present a Facilities Plan that includes implementation, timelines, and annual projected budget implications. A preliminary plan with implications for the 07-08 budget will be presented to the Board in Summer 2007. The final plan will be presented to the Board in Fall 2007.	<p>Board uses information from the Facilities Plan when discussing and approving the budget.</p> <p>Board reviews and approves the Facilities Plan.</p> <p>There will be annual benchmarks.</p>		The Facilities Master Plan will be brought to the Board in the Spring.
<p>Expect and review the Garfield Educational Programs and Services Plan that meets the needs of the surrounding area and that addresses the benefit of the center to GCC as well as budget implications.</p> <p>Provide leadership to seek approval from CPEC for Center Status.</p>	Staff will present the Garfield Educational Programs and Services Plan to the Board in Spring 2008. The Board will assess which educational needs should be addressed at Garfield, efforts to increase support for the Center at the Glendale Campus, and budget implications for implementing the plan.	<p>Board reviews and ratifies the Garfield Educational Programs and Services Plan.</p> <p>Board uses information from the Garfield Educational Programs and Services Plan when discussing and approving the annual budget.</p> <p>Board advocates to CPEC for Center Status as appropriate.</p>		The Chancellor's Office considers Garfield Campus to be a Center.

2. District Priority: Accreditation				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
<p>Continue to oversee that Accreditation recommendations are addressed.</p> <p>Learn about new Accreditation standards and their impact on the Board and College.</p>	<p>Staff will present regular reports to the Board on progress and budget implications for addressing Accreditation recommendations.</p> <p>Staff will present a timeline for the self-study and periodic reports to the Board starting in the Fall 2007.</p> <p>A study session on the 2002 Accreditation Standards will be held in Fall 2007.</p> <p>A report on program-specific Accreditation will be submitted to the Board in Spring/Summer 2008.</p>	<p>The Board is informed of progress on Accreditation recommendations and has an opportunity to discuss them.</p> <p>The Board is knowledgeable about the new standards and will be involved in addressing those that apply to the Board.</p> <p>The Board is knowledgeable about program-specific Accreditation processes.</p>	<p>The Board indicated that they feel sufficiently knowledgeable about Accreditation. The following has occurred:</p> <p>The Board has formed a Board Liaison Accreditation Task Force.</p> <p>Dr. Beno of the Accreditation Commission is scheduled to visit GCC in the Spring, 2008 semester.</p>	<p>The President of the Board suggested that her colleagues participate on an Accreditation team.</p> <p>The Board Liaison Accreditation Task Force will get underway in conjunction with the Accreditation Core 5 Team in the Spring 2008.</p>

3. District Priority: Enrollment and Retention of Students				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
Monitor that technology capacity is current, relevant, and capable of reaching and supporting learning for a new clientele.	<p>Staff will conduct an analysis of the technology capacity of the institution in supporting the educational programs. The analysis will identify needed technology over the short and long-term, financial implications, and the impact on staff. It will be presented to the Board in September, 2007.</p> <p>Staff will report to the Board on the implementation of on-line classes and programs by Summer 2008.</p>	<p>The Board is knowledgeable about the technology needed to support the educational programs and its impact on the budget and staff.</p> <p>The Board will review and discuss the analysis, and will use the information to guide its annual budget review and approval.</p> <p>The Board is knowledgeable about the implications of on-line learning for potential students, current students, staff, and fiscal stability.</p>	The Board is in need of more information about online education as it pertains to GCC.	<p>Explore online education with the intent to expand in this direction. Funding mechanisms must be included in the study.</p> <p>Utilize cable TV, YouTube, My Space as outreach sources.</p>
Support, expect and monitor effort of increase enrollment and retention of students.	<p>Staff will present to the Board a report of the current strategies, implemented by September 2007, to increase enrollment and retention by June 2008, including, but not limited to, marketing, alternative schedules (weekends & afternoons), addressing textbook costs, and on-line learning.</p> <p>By Summer 2008, staff will conduct an analysis of the demographic trends in the community in order to identify "students of the future." The analysis will address broad education needs, including credit/noncredit, transfer, career/technical, and career transitions.</p>	<p>The Board monitors enrollment growth and is knowledgeable about the College's strategies to increase enrollment, potential for success, and financial implications.</p> <p>The Board is knowledgeable about demographic trends and community needs, and uses this information in reviewing and approving long-range and educational master plans.</p>	Dr. Smith stated that growth had been addressed during today's morning session by Mr. Serot's fiscal presentation and the discussion that had ensued.	

4. District Priority: Institutional Effectiveness/Student Success				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
Review current measures of institutional effectiveness and accountability; discuss and set possible targets including, but not limited to, increasing the transfer rate.	The Student Profile and Annual Report on Student Success will be presented to the Board in Fall and Spring 2008, respectively.	The Board will review and discuss the Annual Report, and use the information to identify annual priorities and goals.	The Board was provided sufficient information from two presentations to the Board by Dr. Edward Karpp (July 30, 2007 & January 24, 2008).	

5. District Priority: Community Relations, Advocacy and Leadership				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
Maintain and improve communication with external community entities and community leaders.	<p>Staff and Trustees will identify opportunities for Trustees to represent the College in the community and community events, and to meet individually with key community leaders.</p> <p>If needed, in Summer 2007, the Board members will contact City Council members to support resolution of issues related to opening the parking structure.</p> <p>A strategy will be implemented to improve relations/communication with the Glendale Unified School District.</p> <p>Staff members will consider marketing strategies to promote the image of the College in the community, which may include Trustee involvement.</p>	<p>Board members will have effectively represented the College in the community.</p> <p>Community issues related to the parking structure will be resolved through staff and Trustee efforts.</p> <p>The Board will assess that relations with the Glendale Unified School District are improved.</p> <p>Board members will evaluate that the College's image is positive in the community</p>	<p>This goal is evolving. Major strides have been taken by:</p> <p>Developing a Board Liaison Task Force on Traffic and Community Safety</p> <p>Improved positive coverage in the Glendale News Press.</p> <p>Sending a letter from the Superintendent/President to surrounding GCC neighbors at the onset of the 16-week semesters.</p> <p>Community briefings on the Garfield Project.</p> <p>Improved relations with GUSD, including discussion of a middle college high school.</p>	<p>Ongoing communication efforts with the community.</p> <p>Possibility of a GCC/GUSD Board Meeting</p> <p>Ensuring that the Public Information Office (PIO) shares information with the Glendale City Council & GUSD.</p> <p>Posting of PIO information on the Web.</p>

6. District Priority: Fiscal Stability				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
<p>Monitor fiscal stability; discuss and set standards and parameters for budget planning and fiscal management.</p> <p>Expect transparency in the budget process.</p> <p>Address GASB 45 and a plan to fund retiree health benefits.</p>	<p>Staff provides regular reports to the Board on the fiscal status of the institution.</p> <p>Staff will provide a sample policy/set of parameters for 2008-2009 budget development to the Board for review by December 2007.</p> <p>The staff will prepare an analysis and present a plan to fund the retiree health benefits in March, 2008.</p>	<p>The Board will be knowledgeable about the fiscal status of the institution and be assured that it is fiscally stable.</p> <p>The Board will adopt parameters to guide the 2008-2009 budget development process</p> <p>The Board monitors that the GASB 45 obligation will be met and provided for in the annual budget.</p>	<p>Dr. Smith stated that Priority No. 6 had been addressed during this retreat's morning session with Mr. Serot's fiscal presentation and discussion that ensued.</p>	

7. District Priority: Faculty and Staff Relations				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
<p>Maintain and support the values of inclusiveness; and communicate that employee perspectives and contributions are valued.</p> <p>Recognize the impact of change in leadership on the College culture; and be proactive in fostering a positive response to change.</p>	<p>Staff will develop and conduct a campus climate survey in 2007-2008.</p>	<p>The Board is committed to listening to and honoring internal processes to address problems.</p> <p>The Board will assess its role in being proactive in fostering a positive response to change.</p>	<p>Priority Nos. 7 and 9 were discussed in tandem.</p>	

8. District Priority: Board Policy and Administrative Regulations				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
Expect and support a comprehensive update of Board Policies, with particular attention to the policies about the Board.	The Board Policy and Administrative Regulations manuals will be updated by December, 2008. At least ten revised or new policies will be presented to the Board at each meeting until completed.	The Board will review, provide feedback for, and approve updated Board Policies.	The review/revision of Board Operating Policies has been completed.	

9. District Priority: Board Functioning				
Board Role/Goal	Action Plan	Evaluation	Feedback – February 8, 2008	Outcome – 2/8/08
<p>Sustain a strong Board and Superintendent/President partnership.</p> <p>Complete the Superintendent/President evaluation process and use the results to strengthen the Superintendent/President's performance and relationships.</p> <p>Conduct a Board self-evaluation process and use the results for Board improvement.</p> <p>Evaluate the structure of the Board to assure that it effectively supports decision-making.</p> <p>Assure that Board members have the knowledge and skills needed to perform their roles effectively.</p>	<p>The Board will provide ongoing support and direction for the Superintendent/President to foster a strong partnership. The Board will honor communication protocols to support the Superintendent/President.</p> <p>The Superintendent/President evaluation process will be completed by July of each year.</p> <p>The 2006-2007 Board self-evaluation process will be completed by August 2007. The 2007-2008 process will include assessment of progress on these goals.</p> <p>The Board will assess the need for committees to assist its functioning process.</p> <p>The Board will adopt policies on Board travel and education to reflect its commitment to ongoing trustee development.</p>	<p>The Board will positively assess its role in maintaining a strong partnership.</p> <p>The Board and Superintendent/President will assess the Superintendent/President evaluation process.</p> <p>The Board will conduct a self-evaluation and assess that it was effective in promoting Board performance.</p> <p>The Board will assess its structure and determine effectiveness for decision-making.</p> <p>The Board will establish and implement Board policies on education and travel that reflect a commitment to trustee education.</p>	<p>This item is ongoing. The following has been accomplished since the May 2007 Board Retreat:</p> <p>A concerted effort by managers and administrators over the past six months has produced a 360 evaluation form to be piloted using volunteers from management.</p> <p>A survey instrument in conjunction with Accreditation Standard IV was circulated among students and all constituencies.</p>	<p>The President of the Board and the Superintendent/President will bring to the Board instruments to be used as part of the evaluation process.</p> <p>The timeline is late Spring 2008.</p> <p>An outside consultant to tabulate the assessment results was suggested.</p>