Glendale Community College District
Board of Trustees
Goals/Accomplishments

2013 – 14 Academic Year Status

Goal A: Student Success

Improve GCC ranking in key indicators as reported on the Student Success Score Card including but not limited to: Student progress and achievement rate, Students earning 30 or more units, Persistence rate, Successful vocational course completion, Successful basic skills course completion, ESL improvement rate, Basic skills improvement rate, and Career development and college preparation progress and achievement.

> To achieve this goal the Board will:

- Utilize professional development opportunities to expand the Board's collective knowledge of the Student Success Act of 2012, Senate Bill 1456, including utilizing student services in individual education planning, monitoring student progress, and improving completion and transfer rates.
  - ✓ Two trustees attended CCCT Annual Conference
  - ✓ One trustee attended League annual convention and League Legislative Conference
  - ✓ One trustee attended the SanFACC annual meeting
  - ✓ Superintendent/President attended League's Equity Conference, Convention, and Legislative Conference

- Analyze student success and access by reviewing demographic data published annually on the Student Success Score Card.

  - ✓ Board discussed at its special board meeting in October 2013
  - ✓ Associate degrees for transfer efforts and transfer trends were presented at the April 2014 board meeting

- Seek information and recommendations to close significant gaps identified on the Student Success Score Card.

  - ✓ To address this goal the college:
    - Is developing assessment preparation courses
      - o Math has been piloted
      - o English is in design
    - Is initiating pathways from noncredit ESL to credit ESL
    - Is developing pathways from noncredit business to credit business
    - Continues to support High School Collaboratives in English, math, and ESL

Board Approved Goals – 01/14/13   Page 1
Revised based on discussion at 5/10/13 Board Retreat
Goals/Accomplishments to date reviewed at 10/28/13 Board Retreat
Goals/Accomplishments reviewed at 5/28/14 Board Retreat

Is developing innovative strategies to promote student success through changes in methodology via:
- o Active learning strategies and environments
- o Gallery project
- o Faculty Center for Innovation

Is institutionalizing successful Title V pilot projects to promote student success
- o Learning Center workshops
- o Accelerated courses
- o Contextualized learning
- o Advising sessions associated with assessment and initial development of SEPs

- Receive regular reports to monitor recommendations.

  - ✓ Campus Profiles 2013 and Items of Note presented at October 2013 special meeting

- Annually review an educational master plan that incorporates GCC's mission, Board and Superintendent/President goals, and supports the integration and collaboration of all existing district-wide plans.

  - ✓ GCCD Strategic Plan Priorities – 2011 – 15 were discussed at the October 2013 special board meeting
  - ✓ The Faculty Coordinator for Accreditation, Planning, and Program Review has begun this process

- Complete a master plan for the Garfield campus.

  - ✓ The Garfield Master Plan was presented to the Board at the November 2013 meeting.

Goal B: Fiscal Stability

Ensure the fiscal stability of GCC through appropriate planning, staying well-informed of the current fiscal challenges facing the State which impact GCC.

To achieve this goal the Board will:

- Work to eliminate the structural deficit before the expiration of the Proposition 30 tax increases.
  - ✓ Beginning with the 2014 – 15 budget, three-year budget forecasts will be included
  - ✓ A salary reserve was established in the budget for 2013 – 14
  - ✓ Collective bargaining agreements with the Guild and CSEA included agreements to address the reduction in health care costs and to start future salary increase negotiations at half of the COLA revenue provided through state appropriations.
  - ✓ A plan has been developed and is being implemented to reduce costs and increase revenues of providing food services to students, faculty and staff.

Board Approved Goals – 01/14/13   Page 2
Revised based on discussion at 5/10/13 Board Retreat
Goals/Accomplishments to date reviewed at 10/28/13 Board Retreat
Goals/Accomplishments reviewed at 5/28/14 Board Retreat

- Pursue opportunities for additional funding to support the college mission.

  - ✓ Foundation has started a $2 million endowment campaign for the Baja Field Studies Program
  - ✓ A fourth Title V grant has been submitted

- Lead and participate in the District's advocacy efforts at the local, state and federal levels.
  - ✓ District leadership is serving as chair of the SanFACC coalition
  - ✓ Board member Ransford is a member of the CCCT Board
  - ✓ Superintendent/President Viar participated in the Joint Higher Education Advocacy Day event in Sacramento
  - ✓ Board members met with Senator Liu at the Garfield Campus on adult higher education issues
  - ✓ Assembly member Gatto spoke to students and staff on campus

- Integrate Foundation funding and other resource development activities in the annual budget.
  - ✓ Foundation grants totaling $60,000 were provided to projects as identified through the college's program review process
  - ✓ $23,000 was obtained by the Foundation to support the GCC student veterans' center

Goal C: CEO Hiring

- Plan for the orientation and ongoing support of the new permanent Superintendent/President.

  - ✓ Board members assured Interim Superintendent/President Riggs prepared a transition plan for Dr. Viar and was available to consult with him as needed
  - ✓ Board members provided names of community and education leaders and organizations for Dr. Viar to meet with and assisted in arranging the meetings
  - ✓ Board members individually meet monthly by phone or in-person with Dr. Viar

Goal D: Accreditation

Ensure that meaningful and long-term changes related to the accreditation recommendations are maintained.

To achieve this goal the Board will:

- Require staff to provide monthly reports so that the Board stays informed of the progress made towards Accreditation recommendations (improvements, integration of plans, timelines, responsibilities, etc.)

  - ✓ Monthly reports were provided

Board Approved Goals – 01/14/13   Page 3
Revised based on discussion at 5/10/13 Board Retreat
Goals/Accomplishments to date reviewed at 10/28/13 Board Retreat
Goals/Accomplishments reviewed at 5/28/14 Board Retreat

- ✓ July 15, 2013 memo from Superintendent/President outlined necessary responses to Accrediting Commission's response to the GCC Midterm Report

- Begin the planning process for re-accreditation in 2016.

  - ✓ An 80% faculty coordinator for accreditation, planning, and program review has been established
  - ✓ The Institutional Planning Coordinating Committee has been set as a college governance committee
  - ✓ A data base has been established to house and monitor all aspects of learning outcomes and assessment
  - ✓ A plan has been developed for the 2016 Accreditation visit with a timeline and standards committees, chairs, writers, and members appointed and meeting regularly

- Continue trustee education of the accreditation process.

  - ✓ Board education and discussion items were included on the agendas of the October 2013 and May 2014 board meetings

Goal E: Communication

Continue to be transparent in communication with internal and external constituencies.

To achieve this goal the Board will:

- Review and analyze the annual external scan and work towards implementing and incorporating pertinent recommendations.
- Expand the annual external scan efforts to capture a wider array of community feedback.
- Report the results of the external scan back to the external and internal communities through Board reports, publications, forums and posting information on GCC's website.
- Share Board goals and the final self-evaluation results with internal and external communities on annual basis, and seek feedback from appropriate constituencies.
- Ensure that new board members are provided orientation and opportunities for professional development activities.
- Improve communication with GCC Foundation. Share the college's unfunded priorities with the Foundation. Conduct an annual joint Board of Trustees/Glendale College Foundation meeting to communicate the District's priorities and needs on a yearly basis.

  - ✓ Board members attended the annual meeting of the Foundation
  - ✓ Board President Ransford attends the meetings of the Executive Board and the Foundation Board

- Ensure that the leadership survey is shared in a timely manner with the Board.

Board Approved Goals – 01/14/13   Page 4
Revised based on discussion at 5/10/13 Board Retreat
Goals/Accomplishments to date reviewed at 10/28/13 Board Retreat
Goals/Accomplishments reviewed at 5/28/14 Board Retreat

✓ The leadership survey was shared and discussed as part of the Board's self-evaluation at its May special board meeting retreat in May 2013

- Establish a Board Legislative Subcommittee.
- Meet with the new Superintendent/President to share communication styles.

  ✓ Communication and team work were part of the discussion at the October 2013 special board meeting retreat
  ✓ Board members meet individually with the Superintendent/President in person or on the phone on a monthly basis

Goal F: Shared Governance

Demonstrate mutual respect for all constituency groups, make empirically-based decisions, and publicly (during Board Meetings) communicate board member(s)' rationale for approving, disapproving and/or modifying a recommendation that has gone through the shared governance process.

To achieve this goal the Board will:

- Solicit feedback and re-align the process from constituent groups on implementation of board goals prior to the completion of its annual self-evaluation.

  ✓ Board will consider a new approach to identify Board goals and focus areas related more directly to its functioning

- Establish annual goals for the Superintendent/President.

  ✓ Goals/focus areas were discussed at the October 2013 and May 2014 special board meeting retreats

- Communicate its self-evaluation and the annual board goals through various methods.
- Stay informed of shared governance mandates and protocols and further expand the Board's knowledge in this area.

Goal G: Capital Improvement

Provide facilities and on-going maintenance that support the educational mission of GCC.

To achieve this goal the Board will:

- Approve and maintain policies ensuring that the Measure G Bond commitments are carried out as prescribed and as needed in the Measure G Bond campaign literature.

  ✓ A Five Year Construction Plan is presented to and approved annually by the Board at its June meeting

Board Approved Goals – 01/14/13   Page 5
Revised based on discussion at 5/10/13 Board Retreat
Goals/Accomplishments to date reviewed at 10/28/13 Board Retreat
Goals/Accomplishments reviewed at 5/28/14 Board Retreat

- Require regular reporting by the Measure G Citizens' Oversight Committee as to the progress toward accurate expenditure of the Measure G fund.

  - ✓ Measure G Citizens' Oversight Committee annual report will be presented at the June 2014 board meeting

- Receive monthly project reports detailing projects completed, in progress and projected along with funding requirements.

  - ✓ Monthly reports are provided in the agenda materials at each board meeting

- Visit project sites and publicize capital improvements and progress of these projects to the public via various methods.

  - ✓ A formal ground breaking ceremony was held October 2013 for the Lab/College Services Building with community leaders and covered by the Glendale News Press

- Ensure that new construction projects follow LEED certification requirements.

  - ✓ The Lab/College Services building under construction is to be LEED certified
  - ✓ In other related energy savings efforts, a GCC Energy Conservation and Modernization Plan was presented in July 2013, facilities Improvement Measures were identified and $2.3 million provided for Phase I, and GCC is participating in the Southern California Edison Zero Percent Financing plan.

- Establish a facilities index for the Glendale Community College District before any new construction begins.

  - ✓ A facilities index for GCCD was adopted by the Board in September 2013 meeting and is being followed

- Ensure that new construction is budgeted to include total cost of ownership.

  - ✓ Three year budget has been implemented that includes additional operational costs for Lab/College Services project serving as a model for future new construction.

Goal H: Diversity

- Monitor the implementation of policies that will ensure that the college has a diverse student, faculty, and staff population.
- Monitor the recruitment process to assure that community organizations, boards and committees associated with the college reflect the diversity of the general population.

Board Approved Goals – 01/14/13   Page 6
Revised based on discussion at 5/10/13 Board Retreat
Goals/Accomplishments to date reviewed at 10/28/13 Board Retreat
Goals/Accomplishments reviewed at 5/28/14 Board Retreat

Goal I: Education and Training

- Enhance in-house education and training for the Board of Trustees.

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