

## Board of Trustees and President/Superintendent Goals

The goals below are intended to be achieved in alignment with the Educational Master Plan. The goals will be reviewed and adjusted each year.

1. Lead and monitor the Accreditation process to ensure the College's self-evaluation is completed and approved by college constituencies.

- a. Prepare and organize for the Institutional Self-Evaluation Report, due to the Commission in January 2020.

*Connection to the Educational Master Plan: This goal links to all components of the Educational Master Plan.*

2. Develop and complete the new Facilities Master Plan align it with the Educational Master Plan.

- a. Engage college community in the development of the new Facilities Master Plan
- b. Establish a steering committee to lead the development of the Facilities Master Plan according to the college's shared governance structure
- c. Communicate progress to the Board of Trustees as needed
- d. Gather and include campus feedback in the development of the Facilities Master Plan

*Connection to the Educational Master Plan: Goal E Upgrading Educational Infrastructure*

3. Highlight clear educational and career pathways for ALL students and provide the programs, guidance and support they need to achieve their educational goals in a timely manner.

- a. Develop an internal campaign to increase student awareness of the importance of meeting with counselors and having an updated educational plan
- b. Work with faculty, staff and administrators to continue to reduce time to degree/certificate completion
- c. Evaluate and revise current policy and procedures to ensure the college is not creating artificial barriers for students
- d. Promote the development and implementation of Guided Pathways, including the framework to create a highly structured approach to student success by utilizing the 4 Pillars model of Clarifying the Path, Entering the Path, Staying on the Path and Ensuring Learning
- e. Increase focus and commitment on Cerritos College OER efforts
- f. Ensure an effective implementation of the English, ESL, Reading and math placement provisions of AB705 to support assessment and placement strategies proven to increase student completion rates and close the achievement gap
- g. Implement, evaluate, and adjust accelerated course models that provide evidence-based paths that culminate in our students completing transfer-level English and math not only more often, but also in less time

*Connection to Educational Master Plan: Goal A Strengthening the Culture of Completion*

4. Strengthen the online presence of Cerritos College to extend the reach of its programs and services.
  - a. Provide support to the Cerritos College Online Initiative

*Connection to Educational Master Plan: Goal A Strengthening the Culture of Completion*

5. Continue to build and maintain community relations.
  - a. Maintain involvement with local, regional, state and national organizations to ensure Cerritos College is represented and visible
  - b. Expand dual and concurrent enrollment initiatives with K-12 partners
  - c. Continue to host local community events on campus grounds
  - d. Continue to host two K-12 Partners in Education breakfast events annually
  - e. Initiate new and strengthen current College and Career Access Pathways Partnership (CCAP) agreements with local K-12 partners to develop seamless pathways from high school to community college for career technical education or preparation for transfer, improving high school graduation rates, or helping high school pupils achieve college and career readiness
  - f. Expand partnerships with four-year institutions

*Connection to Educational Master Plan: Goal A: Strengthening the Culture of Completion, Goal B: Ensuring Program Alignment by Strengthening Partnerships*

6. Foster institutional advancement.
  - a. Carry out the quiet phase of the Cerritos College capital campaign
  - b. Develop of the President's Circle and explore other interest groups
  - c. Increase internal giving
  - d. Continue to build the structure of the Cerritos College Alumni Association
  - e. Host a minimum of four alumni events annually
  - f. Host a minimum of two events for President's Circle donors annually
  - g. In collaboration with the executive director of the foundation, develop a comprehensive strategic plan for the Cerritos College Foundation that aligns with the district's Educational Master Plan

*Connection to Educational Master Plan: Goal F Enhancing Organizational Effectiveness*

7. Foster and invest in employee professional development and stability in leadership
  - a. Increase awareness of professional development opportunities for **all** constituent groups
  - b. Continue to offer the Falcon Leadership Academy series to all employees
  - c. Partner with staff and alumni to offer Personal Development Workshops to all employees
  - d. Expand the implementation of leadership development to all groups and implement cross training to enhance organizational resilience
  - e. Model and practice a culture of respect to increase employee satisfaction and minimize turnover in all leadership positions

*Connection to Educational Master Plan: Goal A: Strengthening the Culture of Completion, Goal C: Promoting Leadership and Staff Development*

8. Maintain a systematic communication strategy
  - a. Continue to raise awareness about the college's importance in the community.
  - b. Convey district information effectively, both internally and externally.
  - c. Improve information transfer between all on-campus constituent groups as well as with the external community

*Connection to the Educational Master Plan: Goal D Improving Internal and External Communication*

9. Evaluate organizational effectiveness
  - a. Explore alternatives to diversify college revenues
  - b. Continue to review operational policies and procedures
  - c. Continue to update any policies and operational procedures that do not align with the current needs of the institution

*Connection to Educational Master Plan: Goal F Enhancing Organizational Effectiveness*

10. Continue to advance the diversity plan and report pertinent information accordingly

The Board of Trustees and CEO will continue to develop and foster a campus community that is reflective of its student body and communities served. Such a community will meet the current and future social, economic, and workforce needs of a highly diverse state.

- a. Fill vacancies according to current district needs.
- b. Continue to provide opportunities for ALL employees to participate in diversity-related activities and training.
- c. Expand the understanding of diversity across campus
- d. Produce yearly reports as to the progress made advancing the diversity program

*Connection to Educational Master Plan: Goal A: Strengthening the Culture of Completion, Goal C: Promoting Leadership and Staff Development*

11. Build and promote a culture of respect and collaboration.
  - a. The Board of Trustees and the CEO will continue to work together to build a culture of trust and collaboration across Cerritos College by modeling the expected behaviors and leading by example
  - b. The Board and the CEO will continue to work collaboratively to make decisions in the best interest of the institution
  - c. The CEO will continue to provide weekly/biweekly updates to the Board of Trustees
  - d. The Board and CEO will continue to engage in meaningful professional development

*Connection to Educational Master Plan: Goal C: Promoting Leadership and Staff Development*

12. Prepare annual budget that integrates with and supports all institutional planning.
  - a. Annually review planning calendar
  - b. Annual college plan aligns with the strategic plan
  - c. Evaluate strategic planning goals annually and report results
  - d. Provide budget workshops/updates to the Board of Trustees that demonstrate alignment
  - e. Ensure financial resources are sufficient to support and sustain student learning programs and services.

*Connection to the Educational Master Plan: Goal E: Upgrading Educational Infrastructure, Goal F: Enhancing Organizational Effectiveness*