

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**SAN JOAQUIN DELTA COMMUNITY COLLEGE  
GOALS & OBJECTIVES**

**Committee Name:** Management Senate

**Date (m/dd/yyyy):** 8/11/2009

**Reporting Year:** 2009/10

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Update Board Policy 2490 regarding Management Senate.</u>	<u>Governance Committee will propose changes to general membership. Approved recommendations submitted to Shared Governance Policy and Procedures committee.</u>	<u>Management Senate Governance Committee. Management Senate general membership.</u>	<u>3 months</u>	<u>Updated Board Policy regarding Management Senate.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Update Management Senate Constitution.</u>	<u>Governance Committee will propose changes to general membership.</u>	<u>Management Senate Governance Committee. Management Senate general membership.</u>	<u>6 months</u>	<u>Updated Management Senate Constitution</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

### **District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

---

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**Strategic Goal 1: Communications** – Develop and implement a communication plan that provides easy access to information to and from all internal and external groups.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Update the Shared Governance website to recognize and link to the Management Senate Website</u>	<u>Request an update of the Organizational Structure narrative on the Shared Governance website.</u>	<u>Mangement Senate Coordinating Council (MSCC) Dean of Institutional Planning and Research</u>	<u>3 months</u>	<u>Shared Governance and Manage Senate Websites updated and connected</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Update committee appointments and provide that information for the Committee Book.</u>	<u>Solicit managers to represent Manage Senate on Shared Governance committees.</u>	<u>MSCC MS general membership</u>	<u>2 months</u>	<u>All appropriate Shared Governance committees have Management Senate representation</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Ensure MS fully participates in the Board and Superintendent evaluation process.</u>	<u>Disseminate evaluation form. Tabulate and summarize responses. Submit results to the evaluation facilitator.</u>	<u>MSCC MS general membership</u>	<u>April - June, annually</u>	<u>Completed evaluation submitted to facilitator.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Establish a Management Senate email address to include all members of the general membership</u>	<u>Provide a MS list and request an email adress from Information Services.</u>	<u>MSCC</u>	<u>1 week Completed 7/28/09</u>	<u>Email address established.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Prepare and submit an end of year report to the President's Council.</u>	<u>Complete an annual survey of managers. Utilize the template for submission.</u>	<u>MSCC</u>	<u>1 year</u>	<u>Year End report completed and submitted in June 2010</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Deliver an annual presentation to the Board of Trustees</u>	<u>Request a presentation date from the President.</u> <u>Seek input from managers on MS accomplishments.</u> <u>Review Goals, Objectives and ALO's.</u>	<u>MSCC</u>	<u>1 month</u>	<u>Presentation to BOT</u> <u>Feedback to MS</u> <u>general membership</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**Strategic Goal 2: Staff Development** – Develop a college-wide staff development program to improve faculty, administrator, and classified staff skills to promote access, student success, and positive student learning outcomes.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Provide suggestions and expertise regarding staff development training and activities</u>	<u>Form a Leadership Academy Committee</u> <u>Seek input from MS general membership.</u>	<u>Leadership Academy Committee</u>	<u>1 year</u>	<u>Finalize Academy</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Finalize and publish the Management Handbook on the Management Senate website.</u>	<u>Personnel Committee will review and update the handbook.</u> <u>Seek input from MS general membership.</u>	<u>Personnel Committee</u> <u>MS general membership</u>	<u>1 year</u>	<u>Management Handbook is updated and published to the website.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Provide speakers at our meetings who will provide staff development for managers.</u>	<u>Seek input from MS general membership.</u> <u>Create a list of topics and speakers.</u> <u>Invite speakers.</u>	<u>MSCC</u> <u>MS general membership</u>	<u>1 year</u>	<u>Presentations occurred.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____		_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
		_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**Strategic Goal 3: Access, Success & Learning Outcomes** – Increase access, student equity, student success, and positive student learning outcomes.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
Define Administrative Learning Outcomes and assessments for Management Senate.	Review rubric provided by Assistant Superintendent/Vice President of Instruction.	MSCC Standing Committees MS general membership	3 months	Creation of annual Administrative Learning Outcomes.	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input checked="" type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**Strategic Goal 4: Budget Priorities** – Assess resources to accomplish goals, set income and spending targets, and adjust college budget priorities to support and ensure access and successful student outcomes.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Invite appropriate business managers and staff to make presentations at our meetings to help to keep managers informed about budget constraints and requirements.</u>	<u>Agendize budget updates.</u>	<u>MSCC Budget team MS general membership</u>	<u>1 year</u>	<u>Managers are up to date and informed on budget issues.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<u>Develop a mentoring program for KUALI Financial Systems to improve implementation and to support managers in using enhancements for better budget management.</u>	<u>Establish a liaison with KUALI implementation team. Identify managers who want KUALI help. Identify managers who can mentor others.</u>	<u>MSCC KUALI Implementation team MS general membership</u>	<u>1 year</u>	<u>Managers are fully trained and comfortable with KUALI Financial Systems.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**Strategic Goal 5: Rebuilding & Growth** – Facilitate the completion of Measure L Bond Projects and the revitalization of the Stockton campus.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Invite appropriate managers and staff to make presentations at our meetings to help to keep all managers informed about bond projects and how we can facilitate their progress and completion.</u>	<u>Agendize Bond updates</u>	<u>MSCC Bond team MS general membership</u>	<u>1 year</u>	<u>Managers are up to date and informed on bond issues.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

**Strategic Goal 6: Innovation** – In light of regional and global trends, examine operational procedures and launch new vocational and educational programs that meet the challenges of wise resource management, new energy technology, transportation logistics, health care, viticulture, and information technology.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
<u>Provide opportunities for appropriate managers and guest speakers to make presentations at our meetings that support the development of new career technical and educational programs that meet the challenges of wise resource management.</u>	<u>Create a hot topic agenda item for appropriate presentations.</u>	<u>MSCC MS general membership</u>	<u>1 year</u>	<u>Managers will be informed on hot topics.</u>	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input checked="" type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

**District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

Objectives	Strategies/Tools	Responsible Party w/Stakeholders Involved	Time Frame Completion	Planned Outcomes	Accreditation Standard	Objective Borne from Program Review
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Institutional Mission <input type="checkbox"/> Student Learning Programs/Resources <input type="checkbox"/> Resources <input type="checkbox"/> Leadership and Governance	<input type="checkbox"/> Yes <input type="checkbox"/> No

This is an electronic form. Ten text rows are provided. Each line (\_\_\_\_) field is open to unlimited text (except Time Frame/Completion) – the Accreditation Standards boxes are click sensitive. In the event enough space is not provided, please include additional information on a separate Word Document.

### **District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

### **Accreditation Standards**

#### **STANDARD I: INSTITUTIONAL MISSION AND EFFECTIVENESS**

The institution demonstrates strong commitment to a mission that emphasizes achievement of student learning and to communicating the mission internally and externally. The institution uses analyses of quantitative and qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished.

**A. Mission** - The institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning.

**B. Improving Institutional Effectiveness** - The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

#### **STANDARD II: STUDENT LEARNING AND PROGRAMS SERVICES**

The institution offers high-quality instructional programs, student support services, and library and learning support services that facilitate and demonstrate the achievement of stated student learning outcomes. The institution provides an environment that supports learning, enhances student understanding and appreciation of diversity, and encourages personal and civic responsibility as well as intellectual, aesthetic, and personal development for all of its students.

**A. Instructional Programs** - The institution offers high-quality instructional programs in recognized and emerging fields of study that culminate in identified student outcomes leading to degrees, certificates, employment, or transfer to other higher education institutions or programs consistent with its mission. Instructional programs are systematically assessed in order to assure currency, improve teaching and learning strategies, and achieve stated student learning outcomes. The provisions of this standard are broadly applicable to all instructional activities offered in the name of the institution.

**B. Student Support Services** - The institution recruits and admits diverse students who are able to benefit from its programs, consistent with its mission. Student support services address the identified needs of students and enhance a supportive learning environment. The entire student pathway through the institutional experience is characterized by a concern for student access, progress, learning, and success. The institution systematically assesses student support services using student learning outcomes, faculty and staff input, and other appropriate measures in order to improve the effectiveness of these services.

**C. Library and Learning Support Services** - Library and other learning support services for students are sufficient to support the institution's instructional programs and intellectual, aesthetic, and cultural activities in whatever format and wherever they are offered. Such services include library services and collections, tutoring, learning centers, computer laboratories, and learning technology development and training. The institution provides access and training to students so that library and other learning support services may be used effectively and efficiently. The institution systematically assesses these services using student learning outcomes, faculty input, and other appropriate measures in order to improve the effectiveness of the services.

### **District Mission Statement**

The mission of San Joaquin Delta College is providing excellent post-secondary education that serves the needs of students, the College District and the community through continuing, transfer, and career education. To achieve this objective, the faculty and staff commit themselves to providing comprehensive instructional programs, students services and public services that are high quality.

In fulfilling its mission, San Joaquin Delta College acts upon the following principles:

- Commitment to excellence requires effective collaboration, respect for cultural diversity, appreciation of historical perspective, open communication, high academic standards, and competitive athletics.
- Educational resources are available to all students regardless of age, disability, gender, or ethnicity.
- Institutional renewal must include continuous improvements through new and revised curricula; the use of student learning outcomes to enhance student performance; new and effective technology, and a vital connection to the arts and cultures of the community the College serves.
- All aspects of the College encourage good citizenship, responsible leadership, ethical behavior, and the appreciation of lifelong learning.

### **STANDARD III: RESOURCES**

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.

**A. Human Resources** - The institution employs qualified personnel to support student learning programs and services wherever offered and by whatever means delivered, and to improve institutional effectiveness. Personnel are treated equitably, are evaluated regularly and systematically, and are provided opportunities for professional development. Consistent with its mission, the institution demonstrates its commitment to the significant educational role played by persons of diverse backgrounds by making positive efforts to encourage such diversity. Human resource planning is integrated with institutional planning.

**B. Physical Resources** - Physical resources, which include facilities, equipment, land, and other assets, support student learning programs and services and improve institutional effectiveness. Physical resource planning is integrated with institutional planning.

**C. Technology Resources** - Technology resources are used to support student learning programs and services and to improve institutional effectiveness. Technology planning is integrated with institutional planning.

**D. Financial Resources** - Financial resources are sufficient to support student learning programs and services and to improve institutional effectiveness. The distribution of resources supports the development, maintenance, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. The level of financial resources provides a reasonable expectation of both short-term and long-term financial solvency. Financial resources planning is integrated with institutional planning.

### **STANDARD IV: LEADERSHIP AND GOVERNANCE**

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief administrator.

**A. Decision-Making Roles and Processes** - The institution recognizes that ethical and effective leadership throughout the organization enables the institution to identify institutional values, set and achieve goals, learn, and improve.

**B. Board and Administrative Organization** - In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/systems clearly define the organizational roles of the district/system and the colleges.