

Date: September 30, 2014  
To: Board of Trustees  
From: Michael L. Burke  
Re: Chancellor Goals for 2014-16

In the brief time I have been here at RCCD, I have been impressed by the commitment to our mission that is expressed daily by faculty, staff, and administrators. Everyone is fully cognizant of the dire need in our community for the hope and the opportunity that higher education provides.

To build upon that commitment, I would like to focus my efforts as Chancellor on **four major thematic areas**. I want to treat them as themes which have nuances that will evolve as my leadership team and I act collectively to achieve them. The **thematic areas** are as follows:

#### **A. Creating a Climate of Stewardship**

Stewardship is about protecting something worthy of caring for and preserving. In our work, I believe fundamentally that we need to establish a standard of care for our students, our employees, our facilities, and our resources. To achieve this standard, I will act to ensure that:

- our colleges and other facilities are **ADA compliant**;
- we comply with all **safety codes and standards**;  
we set and meet **lighting standards** that ensure our students and employees feel safe while on our campuses and while at work, particularly in the evening;
- we set and follow **architectural standards** that ensure the architectural integrity of our colleges over time and independent of leadership;
- we assess our **police staffing levels** and policing protocols that ensure our colleges are safeguarded and our communication and training systems are comprehensive;
- we safeguard our assets through routine **audits and inventories** of our physical and fiscal assets.

#### **B. Creating a Climate for Participatory Decision-Making**

Given our recent transition from a multi-campus district to a multi-college district, it should not be surprising that our architecture for decision-making is reflective more of our past state than our current reality. It is apparent to me that we successfully navigated the transition to three separately accredited colleges. I believe it is now

my responsibility to ensure that our governance structures and our architecture for decision-making evolve to a more *college-centric model*. To that end, I will act to create a climate within the RCCD for such that includes:

- the **mapping of all our committees, councils, and taskforces** to fully delineate what happens where and where decisions are made;
- the **mapping of the functional areas** within the RCCD so that there is no confusion as to who owns which function (college vs. district office);
- the re-visioning of our **architecture of decision-making** to create a more **college-centric model**;
- the creation of a shared governance/participatory decision-making **handbook** for use by all employees;
- the creation of processes that formally charters all committees within specific timeframes;
- the creation of a process to **memorialize all decisions** and record them for the college community to review.

### C. Creating a Culture of Intentionality

Despite our very successful accreditation efforts, I believe that we, as colleges comprising a district, can act with increased **intentionality**; that is, I think all our actions can and should be taken **on purpose**. We should act in ways that drive our planning efforts to the ultimate achievement of our goals. To that end, I plan to begin the work it will take to ensure that:

- we have a strategic planning effort that focuses on **access, success, and equity**.
- we **integrate our college strategic planning efforts** with our Student Success Initiative plans, our CTE/Perkins plans, and our Equity plans;
- we create consistent **metrics** for analyzing and our outcomes and our progress to goals;
- we link our strategic planning efforts and our budget development and budget allocation processes;
- we create protocols for our communications to the State Chancellor's office to ensure that all our state reporting is accurate and has been monitored by the college leadership;
- we have a coherent and strategic **legislative agenda** at both the federal level that seeks both funding and legislative support for those programs and issues that will benefit the District;
- we strategically seek **philanthropic and grant resources** to provide the extra margin of excellence need to ensure student access, success, and equity.

#### **D. Creating a Culture of Care**

As the Chancellor, I see valuing the work of others to be integral to the mission of the RCCD. In a similar vein, I see caring for all the assets of the District, both physical and human, as my responsibility. To that end, I plan to ensure that:

- we successfully complete our **negotiations** with CTA and CSEA;
- we complete the **hiring** of staff for key leadership positions and for other leadership positions now filled by interim appointments;
- we successfully complete the **Measure C** facilities projects;
- we complete the **Accreditation cycle** by submitting all progress reports;
- we initiate a **sustainability agenda** to reduce the RCCD carbon footprint.

In conclusion, these four thematic areas are critically important for RCCD. I believe their completion will lead to the full evolution of the District to a college-centric model while also creating standards of care for our students and employees. Ultimately, this will be a team effort, but it is my intent to lead the work needed to accomplish the work embedded in these themes.

I welcome your thoughts and ideas.