



FOOTHILL COLLEGE: Vision and Core Ideology

Foothill College should be driven by its commitment to excellence, excellence defined by quality and not just quantity. It is not so important just how *much* our students know, but how *well* they know it; not just how *many* students we serve, but how *well* we do it; not just how *high* our transfer rate is, but *which* colleges and universities accept our students; not just how *many* career education students get jobs, but what *types* of jobs they get. Our emphasis belongs on the *quality* of all we do in our life at Foothill College.

Vision

- Vision is the overarching framework and guiding philosophy within which we operate.
 - Core values and beliefs are the guiding principles and philosophy which should guide us. They are the principles we hold as inviolate.
 - Purpose is the perpetual guiding star which provides direction and focus
 - Mission is set in context of our purpose and are the major goals of the College for the next five years
- Strategies are our annual objectives calibrated to attain our mission
- Actions are the specific tasks undertaken to achieve a strategy.

Core Ideology

Foothill College is best understood as a classroom in which all the members of the Foothill community can learn from one another. Foothill encourages dialogue and conversation as a primary teaching and learning tool, whether it be in classrooms, in meetings, or in Board rooms. As a *learning organization*, effective leadership is as valued as effective teaching.

- The College's values are honesty, integrity, trust, openness, and forgiveness.
- The College's purpose is to provide educational opportunity for all with innovation and distinction.
- The College's mission is to exceed our students' expectations in providing lower division academic instruction, career programs, and workforce development

This core ideology is best learned through examples that *consistently* demonstrate the high standards, commitment to excellence and innovation, and extra effort that captures the distinctiveness and essence of Foothill. Administrators, students, staff, and faculty leaders are expected to model core ideology through their interactions with others, their decision-making, and their actions.

Preserve the core and stimulate progress

Foothill's core ideology is defined in its values and in its purpose. Yet Foothill must be responsive to change. Thus, its commitment to innovation and distinctiveness stimulates progress of the organization without losing sight of its ideology.

Ideological control and operational autonomy

When the college community is familiar with the core ideology, then each member can make decisions, create distinctive programs, seek innovation and operate autonomously but within the ideological framework.

FOOTHILL COLLEGE

BASIC OPERATING PRINCIPLES

1. Practice the values of the college.
2. Encourage others.
3. Be a "can do" person and model problem solving behavior.
4. Communicate directly and discourage rumors.
5. Ask why.
6. Ask if any action is central to our primary mission.
7. Work to exceed our students' expectations.
8. Enhance teacher and student dialogue.
9. Preserve our core ideology.
10. Make incentive-based changes when possible.
11. Distinguish between administrative decision and a shared governance decision.
12. Reduce workload, paperwork, and redundancy whenever possible.
13. Save resources wherever possible.
14. Acknowledge the opinions of others.
15. Be patient.
16. Openly admit mistakes and apologize.

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