

SOME BASIC CONSIDERATIONS IN THE  
OPERATION OF FOOTHILL COLLEGE

1/9/58

The proper functioning of a junior college necessitates (1) a clear understanding of basic administrative procedures, and (2) an acceptance of broad tenets of operation. Foremost of all considerations is the working relationship between the Board and Superintendent.

I. Administrative Procedures

A. Duties and Responsibilities of the Board:

1. Select the executive head of the college. (Dist. Supt. and President)
2. Have a thorough understanding of the community which the college serves.
3. Determine the broad general policies which will govern the operation of the college, leaving the executive function of the college to the District Superintendent.
4. Act on recommendations of the Superintendent.
5. Provide ways and means for adequate financial support, approval of the annual budget, and approval of expenditure of all funds.
6. Serve in an evaluative capacity over all operations of the college.
7. Function as a body of the whole at all times. (No individual member of the Board to act as spokesman for the Board unless such authority is assigned by the Board.)
8. Refer all matters concerning the college directly to the Superintendent for study by him and his staff before such matters will be considered by the Board and/or individual members. In those instances requiring Board action, pertinent data will be submitted and recommendations made.
9. Channel of communication between staff members and the Board will be through the Superintendent.

B. Duties and Responsibilities of the District Superintendent:

1. To serve as chief administrative officer of the college with all employees of the Board responsible to him.
2. To recommend for employment all employees of the Board which should employ only those who have been so nominated.
3. To recommend to the Board personnel policies.
4. To assign, transfer, and promote all employees--with approval of the Board.
5. To represent officially the Board except when the Board is meeting as a body or when a member of the Board has been officially designated to represent the total body.
6. To prepare and submit an annual budget for Board approval and to recommend all purchases and expenditures.
7. To have authority to make rules and regulations to govern routine matters (within the framework established by the Board).

8. To act as judge in matters of controversy involving school employees, students, parents of students, and/or patrons when the controversies relate to school affairs. The Board should act only as a court of appeal from administrative decisions in such matters. (It is incumbent upon the Superintendent to inform the Board of any controversy which might be injurious to the College.)
9. To be responsible for supervision over all instruction, formation of curricula, and in-service training; for the counselling program; and for the proper maintenance of the college plant and equipment.
10. To have direct responsibility for the public information program.
11. To serve as secretary to the Board and to be privileged to attend all meetings of the Board, except in those instances when the terms of his employment are under consideration.

II. Broad Tenets of Operation -- i. e. Objectives

- A. The college should be operated within the framework of the triumvirate principle (university, state college, junior college) now existent in California. This involves not attempting to copy the functions of the four-year institutions; but, to the contrary, obligates the Foothill College to operate within its sphere to the best of its ability. Full consideration will be given to the various curricula which are normally a part of the community college of California:
  1. A lower division program for transfer students.
  2. Vocational and technical training for terminal students.
  3. General education (in its broadest concept).
  4. Remedial education.
  5. Extended day education, including community services, to extent that it may be required in the area.
- B. There should be acceptance of the principle that a strong counselling program is an integral part of the offerings of a community college. (Properly conducted such a program will appear expensive.)
- C. Extra-curricular (co-curricular) activities in a college located as is that of Foothill will require Board assistance and financial support. (Athletics, school publications, drama, etc.)
- D. Intercollegiate athletics will be conducted in exact conformity (spirit and letter) with the State and Conference junior college athletic codes.
- E. In the belief that young people develop when they are held accountable for their actions, there should be a policy that all requirements will be enforced. This applies in all college relationships and particularly in academic areas.
- F. In the belief that young people mature more rapidly and assume greater responsibility when placed on their own, there should be a minimum of authoritarian or paternalistic direction in all phases of the college program, including the chaperoning at student affairs. (This is not intended to preclude helpful assistance, direction and leadership on the part of all faculty members.)

- G. In the belief that there is great importance in the social development of a young person, a student union center is considered to be an important unit in campus construction. (Social hall, student store, cafeteria, should be a part of this unit.)
- H. The library should be the center of the academic program and therefore should have a prominent place on the campus and in the annual budget.
- I. Because the staff is the core of the college and because a high quality staff is essential, and because there is an increasing competition for staff members, the salary schedule for Foothill College should be competitive with those which are highest in the junior colleges of California. Because the original staff should be recruited primarily from existing staffs, the limit of granting a few years' experience should be temporarily lifted. The salary schedule should have a "merit" plan to encourage initiative.
- J. Excellence in teaching and working with students--not research--should be the prime function of Foothill. All evaluative procedures should be in this direction.
- K. The staff will be of such a size that the entire college program can be carried on under optimum conditions, recognizing the value of staff participation and communication in all phases of Foothill's development.
- L. There will be adequate administrative staff to direct a program expected in a college such as Foothill.
- M. Because community and professional responsibilities on the part of instructors and administrators are important, the budget should contain funds for the purpose of encouraging such participation.