Strategic Plan

Board Study Session

November 12, 2022

Kelly Fowler, Vice President of Instruction

Patricia Quiñones, PhD, Director of Research and Institutional Effectiveness

Overview of Strategic Plan

Strategic Plan contains six sections:

- Introduction
- Planning for Institutional Effectiveness (PIE) and Integrated Planning
- Development of Strategic Plan
- Alignment of Educational and Facilities Master Plan and Strategic Plan
- College Priorities, Goals, Objectives, Strategies, and Actions
- Implementation Plan

I. Introduction

This section provides an overview of the college's planning process and a brief overview of the plan's contents. The following topics are addressed in this section:

- Description of Board Policy 3250 on Institutional Planning
- Role of Presidents Advisory Council (PAC)— assure the effectiveness of ongoing planning processes are periodically reviewed and to make recommendations on institutional plans, including Strategic Plan.
- Role of Institutional Effectiveness Committee (IEC) *Evaluates the PIE process* and gathers information on the status of the College's Strategic Plan.

II. Planning for Institutional Effectiveness and Integrated Planning

This section provides a description of how PIE and the Strategic Plan are integrated and how both processes are used to evaluate accomplishment of the College's Mission. The following topics are addressed in this section:

- Description of the PIE process
- IEC's role in evaluating and assessing the PIE process
- Integration of PIE with the College's Strategic Plan and Mission.
- College's revised Mission, Vision, and Core Values

III. Development of the Strategic Plan

This section details the steps taken to develop the current Strategic Plan. The section provides an account of the work done by IEC, Expanded PAC, and PAC, dating back to Fall 2020, to get this Strategic Plan done. The following topics are addressed in this section:

- Development of the Strategic Planning Priorities
- Campus-wide data collection: Listening sessions and campus survey
- Development of Goals, Objectives, Strategies, and Actions
- Timeline of Strategic Plan Development

IV. Alignment of Educational and Facilities Master Plan and Strategic Plan

- This section demonstrates the alignment between the Education and Facilities Master Plan (EFMP) and the Strategic Plan.
- Given that the EFMP is the College's long-term plan and serves as the foundation for other components of the College's integrated planning process, it was important to highlight the alignment between the EFMP and the Strategic Plan.
- This section includes a crosswalk between the EFMP Themes from PAC and Strategic Plan Priorities.

V. College Priorities, Goals, Objectives, Strategies, and Actions

The main section of the Strategic Plan is devoted to the College goals, objectives, strategies, and actions. The goals, strategies, and actions were developed using campus-wide feedback collected during the listening sessions and campus survey. This section includes the following:

- Goal, objectives, strategies, and actions for each College priority
- Each College priority has a table of goals, objectives, strategies, and actions.

IV. Implementation of Strategic Plan

This section contains a description of how the Strategic Plan will be implemented. The implementation process described in previous Strategic Plans has been carried forward to this plan.

- The implementation plan includes:
- The role of PAC in prioritizing and identifying goals annually
- PAC assigning actions to departments and committees
- Integration of Strategic Plan actions into PIE
- IEC's role in evaluating progress on actions, the efficacy of planning practices, and recommendations to PAC.

Next Steps

- PAC Review and Feedback
- Cabinet Review and Feedback
- Implementation Plan:
- · Alignment of Goals, Strategies, Objections, and Action Items
- Timeline

