

Summary of 09.11.13 PAC Strategic Planning Forum

Participants: Donna Berry, Sandra Caldwell, Linda Carvalho Cooley, Jim Chin, David Clark, Jan Dekker, John Fitzer, Emilie Gerety, Michelle Johnson, Vikki Piper, Lucy Ruiz, Gary Sakaguchi

Ground Rules:

- Everyone participates; no one dominates
- Be comfortable, but be respectful of time
- Focus on the task at hand (cells off!)
- Use questions to network, share, learn
- Listen with an open mind; be receptive
- Trust the process
- Have fun – laugh, enjoy, learn

Difference between Strategy and Tactics: Strategy is overarching, long term. Tactics are to get it done, short term.

When urgency and importance clash, urgency wins.

Strategic Plan is a four year plan. Where do we start?

SMART Goals

- Specific
- Measurable
- Attainable
- Realistic
- Timely

Significant Impacts (Pressures/Dynamics)

- Accreditation
- Funding
- Laws
- Changing Demographics
- Declining Population
- Changing Student Demand
- Technology
- Competition
- Internal Dynamics
- Culture
- Staffing
- Programs
- Relevance/Public Value
- Student Preparedness

Additional Significant Impacts Combined List

- Public perception of Higher Education (fact and attitude) - duplicate
- Success Rates vs Open Access (fact and attitude) - duplicate
- Rural Environment (fact)
- Migrant Population (fact)
- Socio-economic factors (fact)
- Unfunded mandates (fact)
- Facilities (fact)
- Cultural difference between faculty & administration vs students (fact and attitude)

- Resistance to change (attitude)
 - Employee resistance to adopt new technologies (attitude) – duplicate
- Funding (fact)
- Accreditation (fact)
- Lack of faculty/staff participation in college (attitude)
- Students lack of motivation
- Economy (fact)
- “Open Enrollment” – “Everything to Everybody” (fact and attitude)
- Student Preparation – Matriculation (fact and attitude)
- Defining college level (fact and attitude)
- Pre-requisites & advisory – setting up for failure
- Declining High School Enrollment (fact)
- Stigma of Community College (fact and attitude)
- Consistency of courses across the district and state (fact and attitude)
- Little sister in the district (attitude)
- Aging facilities (fact)
- Old, outdated technology (fact)
- Generational attitude toward education= Quicker Degrees (fact and attitude)
- Stability in Administration (fact)
- Transportation (fact)
- Security (fact)
- Lack of classroom spaces (fact)
- Scheduling issues – degree completion (attitude)
- Primetime – afternoon classes vs morning, faculty driven vs student driven (attitude)
- Staffing (FACT and attitude)
 - Hiring Process
 - Interims
 - Ability to use incumbents to train new hires
- Collective Bargaining Agreements
 - Restrictions (fact)
 - Interpretations (Attitude)
- Technology
 - Ever-changing (fact)
 - Limited funds (fact)
 - Datatel – move away from baseline/don’t use to fullest capacity (attitude)
- Competition is Faster (fact and attitude)
 - More targeted
 - Faster processes
- Measuring Success (fact and attitude)
 - Different for all students
 - Hard to define
 - How to measure to without definition?
 - How to measure quality of instruction?
- Finding focus within Community College System (duplicate)
 - Balance with access
- Public Contract Code (fact)
 - Over regulation (attitude)

The six Strategic Directions were reviewed:

1. Student Success
2. Student Access and Services
3. Teaching and Learning
4. Economic and Workforce Development
5. Organizational Development and Effectiveness
6. Communication

Within the six directions, there are **25 objectives**

PAC went through an exercise and identified the top 6 objectives as:

- 1.3 – Increase student engagement to facilitate retention & completion rates
- 2.1 – Evaluate offerings to ensure sequencing that will allow completion in timelier manner
- 3.1 – Align curriculum to increase certificate and degree completion
- 3.2 – Improve courses/programs through multiple measure analysis
- 5.2 – Ensure instruction and services are equitable and consistent across RC locations
- 5.3 – HR Staffing Plan aligned with district

Three drivers were identified and will be the first points of focus:

- Improve course/programs through multiple measure analysis
- Ensure instruction and services are equitable and consistent across RC locations
- HR Staffing Plan aligned with district

Three of the objects were identified as outcomes of the drivers:

- Increased student engagement to facilitate retention & completion rates
- Evaluation of offerings to ensure sequence that allows completion in timelier manner
- Alignment of curriculum to increase certificate and degree completion

