Summary of 09.11.13 PAC Strategic Planning Forum

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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* Old, outdated technology (fact)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

5.2  
Ensure instruction and services are equitable and consistent across RC locations

5.3  
HR Staffing Plan aligned with district

3.2  
Improve courses/programs through multiple measure analysis

3.1  
Aligning curriculum to increase certificate and degree completion

2.1  
Sequencing that allows students to finish in timelier manner

1.3  
Increase Student Engagement to Facilitate Retention & Completion Rates