

**Strategic Planning Work Group - Strategic Planning Update
Session One – Pacific Room, District Office
February 2, 2011, 1:00-5:00 p.m.**

AGENDA

Welcome and Introductions (1:00 p.m.)

Overview of the Update Process

Review of Survey

- Mission and Vision
Site team members will review the overall, combined results as well as the results for their site. Review, discuss, analyze: what are the responders telling us? What are the underlying messages, if any?
- Teams report on mission
Discussion
- Teams report on vision
Discussion
- Values
Small groups will review the responses on each of the values. Review, discuss, analyze: what are the responders telling us? What are the underlying messages, if any?

BREAK (3:00 p.m.)

- Groups report on values
Discussion
- Review Initiatives
Different small groups will review the responses on each of the initiatives. Review, discuss, analyze: what are the responders telling us? What are the underlying messages, if any?
- Groups report on initiatives
Discussion

Question: What are the main things we've learned here today?

Next Steps

Adjourn (5 p.m.)

Next Meeting: Wednesday, February 16, 2011 @ District Office, Pacific Room, 9 a.m. -5 p.m.

**Strategic Planning Work Group – Strategic Planning Update
Session Two – Pacific Room, District Office
February 16, 2011, 9:00 – 5:00**

AGENDA

Welcome (9:00 a.m.)

Review of previous session's outcomes

Strategic Planning Glossary, inc. PP Presentation

Do we still want to develop a glossary?

If so, how shall we do it?

Review and critique of other colleges' Strategic Plans

Based on what we've learned from other colleges,
do we keep the model and structure we developed
in Session One?

10:30 Break

Review new draft of Values

Shall we accept this revision?

If not, how shall we proceed?

Greg Chamberlain and

James Thompson

Review S.W.O.T. Analysis

Strengths – College Team

Weaknesses – District Office Team

12:00 Lunch

12:45 Opportunities – College Team

Threats – College Team

What are the most important things we have learned from the S.W.O.T.?

Review of External Scan

2:30 Break

Review of Internal Scan

What are the implications of various parts of these scans? What are the most important things we have learned from the Environmental Scans?

Question: What are the main things we have learned here today?

Next Steps

Adjourn (5:00 pm or before)

Next Meeting: Wednesday, March 2, 2011 @ District Office, Pacific Room, 9:00 am

Strategic Plan Update
Report on Session Two
February 16, 2011
9:00 – 4:30

On February 16, 2011, the Strategic Planning Work Group (SPWG) met at the KCCD District Office to continue the work begun in Session One. The meeting started with a review of the previous session's outcomes, followed by discussion of carry-over items "Glossary," "Review of Other Strategic Plans" and "Values."

Dr. Pat Caldwell, strategic planning facilitator, presented sample strategic planning glossaries from other colleges for the group to review. Instructions were for small groups to look at format and the actual definitions and make recommendations as to what should be included in the KCCD glossary. Each group wrote the words to be defined on flip chart pages for Pat to take with her to develop the glossary. Pat will bring the draft glossary to the next session for review.

Next, small groups reviewed sample strategic plans from other colleges. Groups critiqued the plans, and reported on what they liked and didn't like. The SPWG decided to keep the plan format discussed in the first session. That format includes goals or initiatives with measurable objectives, but does not include strategies, as the colleges, district office or appropriate groups will be assigned responsibility for developing strategies for the goals. Once the colleges, district office or groups have developed their strategies, those can be included as appendices to the plan. Their inclusion will demonstrate that the District plan is linked to the college plans.

The strategies decided upon by the groups will be included in their strategic plans. This may necessitate an update to current site strategic plans. Action plans will be written and responsibilities assigned for each strategy. The strategies and action plans make the strategic plan operational. The strategies and action plans will represent strategic priorities and should drive the allocation of resources.

Regular updates of progress on the strategies will be made to the Chancellor and her Cabinet. Regular updates on progress on the overall plan will be made to the Board of Trustees.

Following the discussion of the elements and format of the strategic plan, Greg Chamberlain and James Thompson presented their draft of "values." James explained that he consolidated the previous values into three primary values, and turned them into "value pledges." He explained that when teaching Debate classes, he emphasizes that there should be three primary points in the argument. The same is true here. If we want people to remember the values, we

should only have three to five values. The “pledge” makes them more real and personal.

In the discussion that followed, members of the work group expressed the following: (1) they liked that the number of values were reduced, but felt that some very important ones such as “communication” needed to be singled out, rather than included in one of the consolidated values; (2) they liked the “pledge” format, but felt that the name of the value should precede the pledge statement; and (3) they agreed that there should be no more than five values. James and Tom Burke agreed to work together to revise the draft for consideration at the next session.

Next, the SPWG reviewed the results of Survey #2 – the S.W.O.T. Two hundred and one (201) responses were received. Many comments were offered in each of the four categories – strengths, weaknesses, opportunities, and threats. Members of the work group divided into four groups (by site) and each took one of the four categories to review and categorize. Some groups developed more categories than others depending on how often certain types of comments were made. Some included the number of comments; others didn’t; but the categories, and the sample comments in each, presented a format for meaningful discussion.

Strengths

The top four strengths were (1) commitment to student success and accessibility, (2) responsive to community needs, (3) dedicated employees, and (4) quality programs and services, and (5) fiscal stability and planning.

Weaknesses

The areas for improvement were (1) communication – 69 comments, (2) facilities/maintenance of buildings – 26 comments, (3) allocation of fiscal resources/funding – 27 comments, (4) trust/morale – 12 comments, (5) enrollment management/student success, and (6) training and processes.

Opportunities

Opportunities included (1) explore/pursue outside funding – 34 comments, (2) establish partnerships for innovation – 30 comments, (3) establish more articulation and transfer agreements – 12 comments, (4) work with business community to expand CTE programs, and (5) conduct more outreach to area high schools.

Threats

Threats included (1) Acts of God, (2) budget/ declining revenues, (3) lack of community support/ community perception, (4) competition, (5) lack of qualified candidates, shortage of personnel, (6) legislation/ regulations, and (7) changing student population.

Following the discussion of the S.W.O.T., the external and internal scans were reviewed, first by the small groups, then by the larger group. Discussion at the tables was lively, and group members expressed their realization of how important it is to review this kind of data on a regular basis. Some errors in addition/ subtraction were found in the external scan, probably in transcribing. John Means said he would work with Veronica VanRy to correct those, as we will want to include the data in an appendix of the final document. Appreciation was expressed to Veronica and Lisa Fitzgerald for pulling the scans together so quickly.

Pat reminded the participants of how important the information learned from the S.W.O.T. and scans is, and to make notes of anything that seemed especially important for the discussion of critical issues at the next session.

Sally Errea then presented a draft of Survey #3 on critical issues. Suggestions were made for the survey and the letter that will accompany it. Because of the two holidays in the middle of the time for the survey, it was decided to extend the return deadline.

Next steps: (1) Sally will work with IT and get Survey out to the employees.
(2) John will work with Veronica to correct the data errors in the external scan.
(3) Pat will draft the glossary and bring it to the next session.
(4) Tom and James will prepare a second draft of values and bring it to the next session.

Next session: March 2, 2011 – 9:00 a.m. – District Office – Pacific Room

The agenda for the next session will be to discuss the results of Survey #3 on critical issues; determine the most significant critical issues based not only on the results of #3, but also on the discussions of Surveys #1 and #2, the S.W.O.T., and the environmental scans. Compare the critical issues to the initiatives in the current plan. Decide what stays and what goes. Decide whether we will use “goals” or “initiatives” in the updated plan and write them.

**Strategic Planning Work Group – Strategic Plan Update
Session Three – Pacific Room – District Office
March 2, 2011 – 9:00 a.m.**

AGENDA

Note: There will be morning and afternoon breaks, and lunch will be at 12:00

Welcome

Review of previous session's outcomes

Review draft of strategic planning glossary

Review draft of values

James Thompson and Tom Burke

Review results of Survey #3

- Discuss
- Do these match with what we learned from the S.W.O.T., environmental scans, our review of the previous survey results, etc.?
- Do we keep all of the critical issues suggested by the respondents?
- Do we need to add an issue or issues that aren't represented in the survey results?

Determine current significant critical issues

Compare to initiatives in the current strategic plan

- Do any of the initiatives stay in the updated plan?

Turn critical issues into goals or initiatives

Develop measurable objectives (and/or KPIs) for each goal or initiative (if time)

Compare to the California Community Colleges System-wide Plan (if time)

Next Steps: Pat will develop draft document for review at Session Four

Develop communication plan during Session Four

- How and when do we roll out this plan?
- Where does it go first, next, etc.?
- How do we communicate to the Colleges, the District Office staff, and (possibly) the Consultation Council their responsibilities for strategies and action plans?
- When does the Board review and adopt it?

Next Session: March 16, 2011 – Pacific Room – KCCD District Office

Strategic Plan Update
Report on Session Three

March 2, 2011
9:00 a.m. – 4:00 p.m.

On March 2, 2011, the Strategic Plan Work Group (SPWG) met at the KCCD to continue the work begun in Sessions One and Two. The meeting started with a review of the previous session's outcomes, followed by discussion of carry-over items "Glossary" and "Values." Also, John Means reported that the calculation (or transcription) errors in the External Scan had been corrected. Copies of the revised scan were distributed.

Dr. Pat Caldwell distributed copies of the glossary she had prepared based on the discussion at the last session. The SPWG reviewed the format and definitions, and made several suggestions. Pat was reminded that the group had previously suggested that a flow chart demonstrating how a strategic plan is developed should accompany the glossary. Pat will work with Sally Errea before the fourth session to develop the flow chart. Pat will also bring a revised copy of the glossary to the next session.

James Thompson presented his revision of the values document based on suggestions from the last session. Further suggestions were made, and James agreed to bring his revisions to the next session.

Next, small groups reviewed the results of Survey #3 where respondents were asked "What do you believe are the top three issues that the Kern Community College District must address in the next three (3) to five (5) years?" Responses had been tabulated and grouped into categories where the most responses fell.

The categories were:

1. Student Success [156 responses fell into this category]
2. Internal Allocation of Resources [153 responses]
3. Facility Maintenance and Infrastructure [81 responses]
4. Enrollment Management [79 responses]
5. External Funding/Budget Concerns [73 responses]
6. Trust/Morale [51 responses]
7. Communication [51 responses]
8. Internal Alignment/Focus on Mission [36 responses]
9. Students' Cost/Tuition [22 responses]
10. Seek New Funding/Partnerships [10 responses]

After reviewing the survey report, Pat asked the four groups to compare the critical issues that had been identified with three other documents to see if these same issues were cited elsewhere. The thinking was that if some of the same issues had been previously identified and were mentioned again, that knowledge might help us identify and *prioritize* the most critical issues. The three comparison documents were: (1) the Initiatives in the previous Strategic Plan; (2) the Environmental Scan done for this update, and (3) the Board's Priorities for 2011.

The groups reported the following as their assessment of the most critical issues:

- Group One:
1. CTE/ Workforce needs – develop programs according to job availability – relates to Board Priority 1: Core Mission, Initiative A, and “T”
 2. Student Success, especially Basic Skills and Transfer – relates to Board Priority 1: Core Mission and Priority 2, Initiatives A and B, new Value Pledge, and “T”
 3. Financial Resources – create efficiencies; allocation of resources; enrollment management – relates to Board Priorities 3 and 4, Initiative C, and “T”
 4. Trust, Communication and Morale – relates to Initiative D and E, new Value Pledge, and “T”
 5. Recruit and Retain “Best and Brightest” Employees – relates to Board Priority 6, Initiative F and new Value Pledge
 6. Infrastructure – facilities; IT; grounds
- Group Two:
1. Student Success – including responsive programs (transfer, CTE, Basic Skills); and sufficient student support services – relates to previous Initiatives A and B, Board Priorities 1 and 2, and new Value Pledge
 2. Enrollment Management – best use of funds; alignment of courses/prereqs/coreqs; Basic Skills evaluation – relates to Initiatives B and C, Board Priority 4
 3. Culture and Climate – communication; safety [facilities]; academic support; recruit and retain “best and brightest” – relates to Initiatives D, E and F and Board Priority 6
 4. Funding – relates to Initiative C and Board Priority 4)
- Group Three:
1. Student Success – relates to 1, 3, 4, Board Priority 2, and to Initiative B
 2. Responsiveness to Community – relates to 4 and 10 and Initiative A
 3. KCCCD Funding – relates to 2, 5, 9, 10, Board Priority 4, and Initiative C
 4. Internal Climate – relates to 6, 7, 8 and Initiatives D, E, F

Group Four: Wants all goals matched to Value Pledges – interrelated

1. Student Success – needs to be defined – relates to Initiative B, Board Priority 2, and new Value Pledge
2. Trust/Morale/Communication/ “Them-Us”/ Collaboration – relates to Initiatives D, E, and F and new Value Pledge
3. Learning Environment – staffing, facilities, alignment of programs, courses, enrollment management – relates to Initiatives C and F
4. Personnel effectiveness – giving people what they need to do an excellent job, valuing all, recognizing the importance of all to the District – relates to Initiative F and Board Priority 6
5. Budget/Funding/\$ - interwoven through everything – relates to Initiative C and Board Priority 4

The next step was to see what similarities existed among the four group reports. It was determined that several issues were repeated multiple times and therefore, “rose to the top.” The following is the tally of the numbers of times items were mentioned:

- Student Success – all four groups (4)
- Culture/Climate – all four groups (4)
- Financial Resources – all four groups (4)
- Infrastructure (facilities, IT, grounds, etc.) – three groups (3)
- Personnel Effectiveness – three groups (3)
- Learning Environment – two groups (2)
- CTE/Workforce/Respond to Community Needs – two groups (2)

Comment [PC1]:

After discussion, it was decided to combine Learning Environment and Infrastructure, resulting in six critical issues to be turned into goals. There was then discussion about whether or not six issues/goals were too many to work on in a three year period. Would we be spreading ourselves too thin? It was decided that the answer would depend on how many objectives were written for the goals. Each objective would require a strategy (or could have multiple strategies) and an action plan for each strategy. We will wait to see how many objectives are written by the end of the next session.

The group then turned to the task of developing the wording for the goals. The following are the goals as written, in no order of priority:

- Goal One: Become an exemplary model of Student Success
Goal Two: Create a collaborative culture and a positive climate
Goal Three: Foster a comprehensive and rich learning environment

- Goal Four: Strengthen personnel effectiveness
- Goal Five: Manage financial resources efficiently and effectively.
- Goal Six: Respond to community needs

Perhaps the hardest of tasks – writing measurable objectives came next. Only a few were written before running out of time (and energy). They are as follows:

Note: All objectives have a due date of June 30, 2014

Goal One: Become an exemplary model of Student Success

Objective 1.1: Accomplish significant improvements on all seven measures in the Accountability Report for Community Colleges (ARCC report). (Percentage or some other numerical measure for improvements to be decided in each college's Student Success plan and then inserted in this objective.)

Goal Two: Create a collaborative culture and a positive climate

Objective 2.1: The number of District-wide collaboratives and the level of participation will have increased by ____ over baseline 2010-2011.

Objective 2.2: Trust, morale and communication will be improved over baseline 2010-2011 by ____ as measured by an employee survey.

In the interest of trying to complete the strategic plan at our next session, the following groups volunteered to draft objectives for the remaining goals. The SPWG will consider them in Session Four on March 16th. The assignments were:

- Goal Three: Foster a comprehensive and rich learning environment
Assigned to all college teams and the District Office team.
- Goal Four: Strengthen personnel effectiveness
Assigned to all college teams and the District Office team.
- Goal Five: Manage financial resources efficiently and effectively
Assigned to Tom and Gale
- Goal Six: Respond to community needs
Assigned to District Office team

Lastly, the SPWG developed three recommendations to the District administration as a result of Session Three discussions. They are:

- (1) That a District-wide planning process and cycle be developed that includes strategic planning, educational and facilities master planning and accreditation.
- (2) That a District-wide definition of student success and how it will be measured be developed.
- (3) That a District-wide process is developed for regular reporting on progress on planning goals, objectives, recommendations, and so forth.

Next Steps:

- (1) Pat will draft instructions for writing objectives and get them out to all the teams.
- (2) Pat will revise the glossary.
- (3) Pat will draft a copy of the Strategic Plan as developed thus far.
- (4) Pat will bring copies of planning processes and cycles, as well as formats for final plan presentation, from other colleges.
- (5) Sally and Pat will work together to develop a flow chart for the development of a strategic plan.
- (6) James will further revise the values.

Next session: March 16, 2011, District Office, Pacific Room, 9:00 a.m.

**Strategic Planning Work Group – Strategic Plan Update
Session Four – Pacific Room – District Office
March 16, 2011 – 9:00 a.m.**

AGENDA

Note: There will be morning and afternoon breaks, and lunch will be served at 12:00.

Welcome

Review of previous session's outcomes

Review draft of strategic planning glossary

Review draft of values

James Thompson

Review objectives drafted by the work groups

Finalize objectives

Compare to California Community Colleges System-wide Plan

Review draft strategic plan format

Develop communication plan

- Sharing of draft plan with the SPWG – Week of March 21, 2011
- Sharing of draft plan with the Chancellor – Week of March 28, 2011
- Sharing of draft plan with employees – Week of March 28, 2011 (after meeting with Chancellor)
- Sharing of the draft plan with the Board of Trustees – April 21, 2011 – Who will present?
- How and when do we communicate to the Colleges, the District Office staff, and (possibly) the Consultation Council their responsibilities for strategies and action plans? Deadlines?
- Training sessions at Colleges and District Office? When?

Kern Community College District
Office of Educational Services
September 1, 2011

Strategic Planning Working Group
Tuesday, September 6, 2011
Pacific/Atlantic Rooms @ Weill Institute

Agenda

1. Welcome -- Sandra Serrano
2. Review Work From 8/9/11 and 8/10/11
3. Goal 1: Become an Exemplary Model of Student Success
4. Metric for Goal 1 Objectives
5. Next Steps