

Peralta Community College District

STRATEGIC PLAN STEERING COMMITTEE MEETING

MONDAY, JUNE 27, 2005, 3:00-5:00PM

I. Introduction

The Peralta Community College District Strategic Plan Steering Committee met on June 27, 2005. The purpose of the meeting was to review and refine an outline of draft strategic priorities. Paul Downs of MIG facilitated the meeting and Beth Altshuler of MIG took notes.

The Meeting was attended by:

- Maurice Jones
- Evelyn Lord
- Tom Branca
- Joseph Bielanski, Jr.
- Linda Sanford
- Anita Black
- PJ Santos
- Wandra Williams
- Nancy Clayton
- Sheryl Queen
- Carmen Jordan-Cox
- Kerry Compton
- Linda Berry Camara
- Cecilia Cervantes
- Connie Willis (for Shirley Slaughter)
- Lisa Watkins-Tanner
- Rashad Andrews
- Elihu Harris
- Judy Walters
- Odell Johnson
- Evelyn Wesley
- Elnora Webb
- Carlos McLean
- Connie Portero
- Greg Golebieski
- Alton Jelks
- Sadiq Ikharo
- Trudy Largent
- Andy Di Girolamo
- Jeff Heyman
- Chuen Chan
- Thuy Thi Nguyen
- Craig Hadden
- John Al-Amin

Purpose

The Peralta Community College District Strategic Plan Steering Committee is to work parallel to the Peralta Board of Trustees in evaluating the colleges' and district's practices and making plans to improve effectiveness. This process will result in a final District Strategic Plan with a shared vision and action plans for the functions of the colleges.

The weekend prior to this meeting, the Board of Trustees had a retreat at which they developed Strategic Plan priorities. The Steering Committee spent the bulk of this meeting discussing strategies that fall under each priority area. There are twelve priorities and the group thoroughly discussed the first eight. The group also addressed any gaps they saw in the priority list and the planning process.

Chancellor Harris' Address

Chancellor Harris addressed the group, stressing the need for a shared vision and strategic plan. The goal is to have the planning process in place by October. This process will be bottom up and top down with a system view. The left hand needs to know what the right is doing. We have to “sing in the key of we”. We want to create a living document. We need to constantly challenge our perspective. The accreditation process makes this effort extremely important.

II. Review and Discussion of Board Strategic Plan Priorities

General Notes on Topic Areas:

Steering committee members identified some gaps in the list of priority area. ‘Staff Development’ or ‘Human Resource Development’ is missing. In addition, the more global topic of ‘Resource Development’ is not represented. The group can decide if they want one all encompassing ‘Resource Development’ topic or if the ‘Human Resource’ topic is big enough for its own heading. Members were also unclear as to where ‘Information Technology’ fits in. One participant suggested it should go under ‘I. Facilities and Infrastructure’, but again, the group needs to decide emphasis, how much emphasis and attention they would like to give it.

A. Integrated Strategic Plan

- Ensure vertical alignment: District is driven in part by college goals. At the same time, the District Wide Plan should also provide a shared District direction for the colleges.
- Ensure that key priorities developed are in line with our roles in the district and that appropriate district units are integrated to support college goals.
- Preserve and enhance horizontal integration from District functions to colleges and among the functions.
- Define the word “integrated” – integration between educational services, facilities, financial, human resources, marketing, and information technology. They are all woven into the plan. The vision will drive use of resources.
- Address, recognize and evaluate the role of the elected Board in the strategic planning process.
- Incorporate elected officials perspective who represent the 6 cities in the process.
- Conduct formative and summative evaluation of the strategic planning process results (i.e. use research to identify improvements).

B. Student Success

- Develop methods to sustain and retain students and enhance student effectiveness. Provide guidance on how to use the educational opportunities to their advantage. Support student persistence. Provide effective instructional support services.
- Assess student learning outcomes and teaching and learning methodologies. Use accurate data to evaluate student success.
- Conduct periodic studies of the processes and systems that enable student success (e.g., student education planning, matriculation, etc.).
- Provide training to staff to develop changes and improvements based on evaluation findings.

- Develop compelling understandings of student success. Remember that quantitative information is just an indicator of student success.
- Teach material and skills that are relevant in today's world.
- Teach methods, skills and information beyond "basic skills".

C. Increased Enrollment

- Identify specific educational needs such as translation.
- Clarify enrollment target and implications for college and district systems (i.e. is the target to have 19-20,000 students enrolled in two years?).
- Prioritize funding for instruction.
- Conduct research driven "product" development. Answer the question "What do people who don't attend Peralta Community Colleges want?"
- Increase training and workforce development to address high unemployment.
- Ensure attention to optimal class size when growing.
- Address our capacity to grow with a facilities and classroom design inventory.
- Build attractive (high quality, relevant) programs that will lead to increased transfers.
- Plan for Vista Community College growth and its implications for the district and the other campuses.
- Ensure that growth discussions are focused on increasing access for the community.

D. Student Support Services

- Remember that student support services do not stand alone.
- Evaluate which services support other services.
- Ensure that services are designed to support end goals and access.
- Create a comprehensive district wide enrollment management process that seamlessly assists the student from first enrollment to program completion.
- Work with the legislature to move student services to the other side of the 50% rule to ensure adequate resources.
- Develop and implement creative programs/curriculum such as a student development/skills class.
- Consider mandating services to acclimate students. EOPS can be mandated.
- Ensure that evening, weekend and distance education students have the same support services as M-F, 9-5 students.
- Remember that student support services include more than counseling (i.e. pens, tutors, instruction).
- Organize a student orientation day for students to become familiar with services at the college, meet department heads/instructors and see the facilities. This orientation should be lead and organized by peer leaders or student ambassadors and should not be on line or a video. Consider making this a robust, celebratory event to encourage enthusiasm and attendance.
- Contra Costa Community College students earn 0.5 hrs for orientation.
- Integrate services and instruction.

E. Fiscal Stability and Sustainability

- Create a process to evaluate program effectiveness linked to decision-making.

- Consider the need to eliminate or consolidate some classes/programs to one college if they have low enrollment overall.
- Develop clear methods for ensuring effective use of resources (i.e. curtail expenditure of resources on “floundering” programs).
- Develop criteria and a process to discuss consolidation or elimination of programs.
 - There is more duplication across colleges in academic programs than vocational programs, (CIS and business are the only ones where there is duplication).
- High degree of group agreement to develop a process to link evaluation to decision making, including criteria would be beneficial.
- Include process to ensure rapid response to community need for new or enhanced programs.
- District and Colleges utilize data driven program development
- Colleges and District should practice research driven program development based in balanced data that provide a more global view of the CC experience.
- Ensure sufficient class sessions for students to complete programs in a timely manner. Look at sequencing and program course requirements, not just enrollment numbers. Student representative is concerned about course offerings, especially during the summer.
- Use the Foundation’s status to implement flexible solutions. Recruit and fund an experienced leader to run the foundation.
- Create a financial accountability system for the Foundation.
- Consider creating a district wide contract and workforce development position.
- Consider creating a district level position to navigate, track and suggest different grants and funding sources for each program to apply for.
- Improve implementation and response time for grants.

F. Accountability Systems

- Investigate other accountability models (e.g., AQUIP, Malcolm Baldrige)
- Decide more fundamental educational and strategic goals before discussing detailed accountability decisions. Base accountability systems on fundamental outcomes.
 - Use accountability systems to improve upon what we are already doing.
 - Assess our current accountability systems.
- Use accountability measures formatively not punitively. “Sing in the key of we” (District unified voice). Implement the results of the strategic planning process.
- Reflect on our values, goals and visions throughout the process so the plan reflects our core principles and commitments.
- Construct a community college system that is accountable to its employees. This system should allow employees to advance and provide quality employee development and improved employee mentoring. System success regarding employees is achieved if employees feel valued in the system.
- Emphasize that student success is the foundation of the accountability system. Explicitly focus on our community/students regarding student effectiveness/success.

G. Access

- Examine the definition of “access” used in the SCO Student Equity Plan our students should represent the people in our communities and reflect Alameda County’s demographics.
- Monitor, understand and respond to rapid demographics changes in our communities.

- Create developmental education programs that support students.
- Officially partner with community based organizations, K-12 and Churches since they already send Peralta a lot of students.
- Infuse the marketing plan with flexibility to reach more and different people.

H. Quality Programs

- Institutionalize a system that sets aside funds for innovative programs and services. Educational program design should drive the realignment of facilities and resources.
- Create measures/standards of what type of quality we want that include student learning outcomes.
- Establish a development plan for replacing of equipment (e.g., computers).
- Provide support services to make a program successful. Plan for and provide adequate and reliable funding for the library system and tutors.
- Consider a standardized faculty evaluation process that more openly includes student input (this will have collective bargaining implications).
- Provide continuing education for instructors.
- Hire more full time contract faculty to increase program quality.

The last four topics (I. Physical Facilities and Infrastructure, J. Partnerships, K. Board Development, and L. District Image and Identity) will be addressed at the next steering committee meeting.

III. Ongoing Strategic Planning Process

Participants reviewed a potential strategic planning process developed by MIG.

- Each college will conduct a community needs assessment and some communities will overlap.
- Set overall district wide priorities.
- Shared district wide directions will inform the college level plans.
- Action plans developed for separate service centers (functions) to support college and district wide priorities.
- Ongoing evaluation (every year or two)

IV. Next Steps

- Next Meeting: Monday, July 18, 2005, 3:00-5:00pm
 - More detailed action planning
 - Who do we need to consult with?

Peralta Community College District

STRATEGIC PLAN

To: Strategic Plan Steering Committee
From: Daniel Iacofano, Principal, Moore Iacofano Goltsman (MIG), Inc.
Subject: Revised Board of Trustees Strategic Plan Priorities
Date: July 28, 2005

Introduction

This memo summarizes the discussion of the Peralta Community College District Board of Trustees on the development of a set of overall District directions and priorities for guiding the Peralta Community College District Strategic Plan.

This draft summary is based on the Peralta Board Retreat discussion of June 25, 2005, the Strategic Plan Steering Committee sessions of June 27 and July 18, 2005, and the subsequent Board discussion that occurred at the regular meeting of the Board on July 26, 2005.

This document will guide subsequent discussion on the Peralta District Strategic Plan throughout the District, including discussions that will take place with the leadership group at each College, College Councils, the Strategic Plan Steering Committee meetings, and College campus "town meetings."

Overall District directions and priorities have been grouped into thirteen (13) major themes:

- A. Integrated Strategic Planning
- B. Student Success
- C. Increased Enrollment
- D. Student Support Services
- E. Fiscal Stability and Sustainability
- F. Accountability Systems
- G. Human Resource Development
- H. Access
- I. Quality Programs
- J. Physical Facilities and Infrastructure
- K. Partnerships
- L. Board Development
- M. District and College Image and Identity

Theme A: Integrated Strategic Planning

Develop a strategic plan for the District that integrates the strategic plans of the four Colleges and provides direction for the preparation of action plans for each of the major District service centers.

- Link planning and budgeting processes and update the plan on an annual basis
- Ensure follow-through and commitment to plan implementation

Theme B: Student Success

Improve student success as defined by graduation rates, persistence and retention, etc.

- Show students how they can be successful
- Expand communication with students
- Incorporate results of program review in future course offerings and design
- Track Peralta alumni – document success beyond Peralta

Theme C: Increased Enrollment

Use a variety of methods to increase enrollment including curriculum development, optional course formats and delivery modes.

- Respond to community needs
- Work with area businesses

Theme D: Student Support Services

Ensure that sufficient student support services are in place to ensure student success

- Expand services including child care, counseling, loans for books and equipment – whatever it takes!

Theme E: Fiscal Stability and Sustainability

Improve the District's fiscal condition and long term stability.

- Increase revenue by x% every year for five years
- Track long term financial commitments and liabilities such as unfunded health liabilities, cost of retiree benefit programs, etc.
- Ensure financial transparency in all accounting and reporting
- Develop a long term financial plan addressing both capital and operating needs of the District; include facility commitments in the long term financial plan
- Develop alternative revenue sources including grants, the Peralta District

- Foundation, use of “angels,” etc.
- Develop scholarship fund sources
- Create an alumni and friends development fund
- Identify benchmark institutions and compare our progress

Theme F: Accountability Systems

Implement a system of accountability for all staff with decision making authority for \$1 million or above, specifically the chancellor, the College Presidents, the Vice-Presidents, the Deans, and District Managers; establish clear objectives and performance measures and identify individuals responsible for each objective and action item.

- Measure success and report results on a regular basis
- Use results to guide future investments and personnel evaluations

Theme G: Human Resource Development

Work toward making the District an “employer of choice.”

- Continue faculty and staff development programs
- Promote the value of mutual respect among all District personnel
- Adhere to the District civility policy at all times

Theme H: Access

Increase efforts to reach out to students and potential students through assessment and placement programs; use community facilities in neighborhoods to provide course opportunities on a less centralized basis.

- Reduce barriers to access both real and perceived
- Work with K-12 to expose students to community college opportunities

Theme I: Quality Programs

Ensure excellence and quality programming

- Sharpen course offerings – make every course great!
- Use program review on an on-going basis
- Provide resources for faculty and staff development and training
- Create methods to encourage innovation

Theme J: Physical Facilities and Infrastructure

Continue to improve physical facilities at all four Colleges

- Identify priority needs, link to funding capacity and availability and establish a timeline for improvements
- Improve safety and security
- Increase shared ownership and responsibility for the care of facilities!

Theme K: Partnerships

Strengthen existing partnerships with the business sector, city departments (such as police, fire, public works, etc.), community organizations and K-12 schools (including pre-K)

- Use these partnerships to create learning and employment opportunities for students
- Promote the “feeder concept” – use partnerships with local organizations and businesses result in employment opportunities for Peralta students
- Make partnership creation an on-going, concerted effort!

Theme L: Board Development

Improve and strengthen Board of Trustees policies, procedures and interpersonal communications

- Build a collegial atmosphere and positive demeanor
- Adhere to agreed upon Board policies and procedures for communication with administrators, faculty and staff and with the media
- Adopt a set of ground rules to guide Board member behavior and communications
- View Board members as ambassadors of the District to build community confidence and political support for the Colleges and District as a whole
- Maintain positive energy!

Theme M: District and College Image and Identity

Strengthen the image and identity of the District and Colleges by adopting a set of “signature or brand elements” and communicating these to our constituencies on a consistent basis.

- Include elements such as excellence in education, social justice, equity, diversity, civic engagement and environmental sustainability
- Make Peralta a “first choice” for students seeking a quality education

Table 1. Strategic Integration of the Planning Direction

Board of Trustee's Strategic Planning Directions & Board Priorities		Laney College Strategic Priorities	College-wide Body/s Developing & Informing Institutional Priorities	District-wide Body/s Informing & Improving the Planning Process	What should the District provide Laney college? How is the direction strategic? (Does the priority systematically integrate Laney College's support requirements? If not, what's required?)
Planning Directions	Board Priorities	College Priorities	Name of Body/s	Name of Body/s	
A. Enhance Access & Student Success	Access Increased enrollment Quality Programs Student Success Student Support Services	<ul style="list-style-type: none"> Academic & Student Support Programs Electronic Technologies <p>Emphases: instructional support services (i.e., tutoring, instructional learning labs)</p>	<ul style="list-style-type: none"> Educational Master Planning and Coordinating Committee Faculty Senate: Curriculum Committee; Instructional Support Committee Basic Skills Learning Collaborative College matriculation committee Laney College Outreach Committee Graduation Committee Vocational Advisory Committee 	<ul style="list-style-type: none"> Council on Instruction, Planning and Development (CIPD) Matriculation Committee <p>Service Centers: Educational Services—Institutional Development, Research, and Workforce Development</p>	<ul style="list-style-type: none"> Provide additional financial support for instructional and student support services Disseminate class schedules earlier Provide marketing dollars to ensure the college can conduct marketing/outreach Ensure sufficient allocation of server space for all aspects of educational effort especially student enrollment Devise a student user-friendly (grid) formatting of class scheduling within the class schedules
B. Develop our Human Resources	Human Resource Development	<ul style="list-style-type: none"> Human Resources and Professional Development <p>Emphases:</p>	<ul style="list-style-type: none"> Professional Development Committee Faculty Prioritization Committee 	<ul style="list-style-type: none"> Professional development officer & team of college chairs of professional development committees <p>Service Centers: Human Resources; General Counsel; Educational Services</p>	<ul style="list-style-type: none"> Devise a district-wide coordinated professional development plans especially in terms of measuring faculty and staff effectiveness and efficiency particularly as technology changes Allow colleges increased participation in selection of College President and campus interviews of finalist Engage best practices in human resources including use of a sound feedback form
C. Create Effective Learning Environment	Physical Facilities and Infrastructure	<ul style="list-style-type: none"> Physical Facilities <p>Emphases: creating a vibrant college context, stimulating life of the college for on- and off-campus communities</p>	<ul style="list-style-type: none"> College Council Facilities Planning Committee Faculty Senate Associated Students of Laney College Council Classified Senate Speaker's Bureau Health, Safety, and Security committee Vocational Advisory Committee ASLC: Inter-club Council Instructional lab taskforce 	<ul style="list-style-type: none"> District Committee on Facilities Council on Instruction, Planning and Development (CIPD) <p>Service Centers: Facilities/purchasing; Educational Services</p>	<ul style="list-style-type: none"> Provide efficient, clean housekeeping—dust, sweep, paint, make bathrooms clean, Provide sound ADA compliance Put ceilings in rooms that do not have them Ensure that pre-reqs are enforced Provide sound ergonomic seating Ensure OSHA standard lighting Implement work order feedback mechanism