

Saddleback College Process for Developing an Interim Strategic Plan for 2006-2007

This process for developing an interim strategic plan was proposed by the Strategic Planning Task Force for the following reasons:

- It asserts our authority as a college in developing a planning process for ourselves, with the participation of all constituent groups, which will be recognized by the district.
- It will ensure that all remaining budgeting decisions for 2006-2007, or changes that take place during the year, will be based on prior planning, as recommended in our 2004 Accreditation Team Evaluation Report and 2005 Progress Report Visit Findings.
- It can serve as a practice exercise and model for the full-blown 2007-2010 Strategic Plan.
- It will provide a planning framework so that our capable college committees will be able to bring recommendations forward for consideration during 2006-2007.
- Although seemingly complicated and rushed, this streamlined process will enable us to have a working plan for 2006-2007 to guide the work of the college while still allowing us to spend the next year developing a complete strategic plan for 2007-2010 with the participation of the entire college community.

It is understood that this process will result in a simplified strategic plan that is not being completed in a full or optimal manner, but it will meet our immediate needs of tying resources to planning for 2006-2007. Moreover, while this interim plan is being developed in part over the summer, no significant changes in resource allocation will be considered until fall (if at all) when all constituent groups are in place and can have input.

The following measures will be taken to develop an Interim Strategic Plan for 2006-2007 and to ensure that the process for the 2007-2010 Strategic Plan gets underway. The steps in this proposal are based on the steps contained in the Strategic Planning Process document and should be considered along with that document.

I. Mission Statement, Vision Statement, and Values

PBC should continue the current process of rewriting the college's mission and vision statements. In addition, PBC should create the college's values using the same process. All of these statements should be approved for the interim plan by May 2006, and will be used for continued discussions with the college community at the beginning of fall 2006 so that they can be finalized for the 2007-2010 plan.

II. External Scan

For the 2006-2007 plan, we should only use documents that currently exist for the development of directions, goals and strategies. However, the college Research and Planning Office should begin an external scan for the 2007-2010 plan.

III. Internal Scan

For the 2006-2007 plan, we should only use documents that currently exist for the development of directions, goals and strategies. However, the college Research and Planning Office should begin an internal scan for the 2007-2010 plan.

IV. Strategic Directions

For the 2006-2007 plan, the Strategic Planning Task Force proposes the following Strategic Directions:

1. To develop strategies for increasing enrollment.
2. To have safe, clean, and well-maintained facilities.
3. To increase student retention and persistence.
4. To create a culture of institutional effectiveness based on assessment of outcomes.

For the 2007-2010 plan, the PBC should begin developing new Strategic Directions at the beginning of fall 2006.

V. Development of Goals and Strategies

The PBC needs to immediately revise the college committee structure to include the following committees, which will also serve as Strategic Planning Groups (see Appendix A for the proposed composition of these committees):

1. Enrollment Management (already exists)
2. Campus Environment (an umbrella committee for Facilities and Maintenance, Beautification and Safety)
3. Student Success (remove from the Enrollment management umbrella)
4. Institutional Effectiveness (remove from the Enrollment Management umbrella)

For the 2006-2007 plan, these strategic planning groups will then be given the task of immediately developing goals and strategies for the above Strategic Directions (of the corresponding number) based upon the following planning documents, among others, as well as the college's mission statement, vision statement and values:

- Employee Voice 2003
- Student Satisfaction Survey 2003
- Accreditation Self-Study 2004 and Progress Reports
- Equity Plan 2005

- Educational and Facilities Master Plan 2006
- Enrollment Management Plan
- Transfer Plan
- Matriculation Plan
- VATEA Plan
- EOPS Plan
- DSPS Plan
- Program Reviews (those currently available)

The strategic planning groups should also solicit feedback from as wide a representation of the college community as possible. This can be accomplished by getting recommendations from other college committees and from groups and/or individuals with specific information relating to the specific Strategic Direction.

Goals and Strategies should be completed on the Strategic Planning Goals and Strategies Form (Appendix B). This work must be completed and submitted to the PBC by May 23.

For the 2007-2010 plan, once the PBC develops new Strategic Directions, the strategic planning groups should begin work on developing new goals and strategies during fall 2006.

VI. Evaluation of Goals and Strategies

The PBC will review and revise the goals and strategies presented to them by the four strategic planning groups and distribute to the college community for feedback.

The goals and strategies for 2006-2007 should be disseminated to all shared governance groups by May 30, with an understanding that feedback must be given back to the PBC within two weeks.

For the 2007-2010 plan, the PBC will evaluate and disseminate the goals and strategies in spring 2007.

VII. Approval of Strategic Plan

The PBC will consider the 2006-2007 Strategic Plan by June 13 prior to approving or not.

Approval of the 2007-2010 plan will be in spring 2007.

VIII. Implementation and Review of Strategic Plan

PBC will use the 2006-2007 Strategic Plan to recommend budget allocations that arise during the year.

The 2007-2010 Strategic Plan will be used in the development of subsequent year budgets.

Approved by the PBC on 4/25/06
Approved by the Academic Senate on 4/26/06

Created: 4/3/06
Revised: 4/26/06

Appendix A: Strategic Planning Groups

The Strategic Planning Groups are based on already existing or proposed college committees. While these committees will also have other functions, they will serve as core strategic planning bodies in the creation of goals and strategies. Below is the proposed composition of these committees. Given the importance of this work and the need for as much representation as possible, an individual can only serve on one of these committees. The chairs of each committee are indicated below. When the committees meet, they can also select a co-chair from its membership.

Enrollment Management

- VPI (Chair)
- 3 Deans (preferably one of which is from Student Services)
- At least 2 Academic Senate Representatives (preferably one of which is from Instruction and one of which is from Student Services, perhaps the Coordinator of Counseling)
- 2 Classified Senate/CSEA Representatives
- 1 or 2 ASG Representatives
- Director of Marketing
- College Research Analyst
- Director of A&R or designee

Campus Environment

- Director of Maintenance and Operations
- Chief of Police or designee
- 2 Deans
- At least 2 Academic Senate Representatives
- 2 Classified Senate/CSEA Representatives
- 1 DSPP Representative
- 1 or 2 ASG Representatives
- Director of Student Development (Interim Chair)
- 1 additional Classified Management Representative

Student Success

- VPSS (Chair)
- 2 Deans (preferably one of which is from Student Services)
- At least 2 Academic Senate Representatives (preferably one of which is from Student Services and one of which is from Instruction, perhaps the Chair of Cross-Cultural Studies)
- 2 Classified Senate/CSEA Representatives
- 1 or 2 Students
- Matriculation Coordinator (faculty)
- LAP Director

- 1 additional Classified Management Representative (preferably from Student Services)

Institutional Effectiveness

- SLO/AUO Coordinator or Academic Senate President or designee (Chair)
- Program Review Chair (faculty)
- Curriculum Chair (faculty)
- 1 Dean
- 2 Classified Senate/CSEA Representatives
- 1 Classified Manager
- Research Specialist
- At least 1 additional Academic Senate Representative

**Appendix B:
Strategic Planning Goals and Strategies Form**

GOALS AND STRATEGIES

STRATEGIC DIRECTION:

GOAL 1:

STRATEGIES <small>(Please include the target date in chronological order and identify the responsible person/group for each activity)</small>	TARGET DATE	RESPONSIBLE PERSON/GROUP	ESTIMATED BUDGET	EXPECTED OUTCOME	METHOD OF ASSESSMENT