Planning Retreat – Nov. 2012

# *Prioritizing Strategic Goals and Resource Requests

ALLAN
HANCOCK
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Kelly Underwood, Presenter

| | | |
|---|---|---|
| Mission | | •Allan Hancock College provides quality educational opportunities that enhance student learning and the creative, intellectual, cultural, and economic vitality of our diverse community. |
| Stategic Priorities FY2013-2014 | | •Top Three (general - day 1) •Top Three (refined - day 2) |
| Goals | | •Division •Department |
| Resource Requests | | •Program Review •Other |
| Program Review | | •6-year •Annual Update |

# *Sphere of Planning

*Accreditation Standards

*Ed Code

*Student Success Taskforce Recommendations

*Collective Bargaining Unit Agreements

*Etc...

*What else?

*View/review Goals per Division/Dept.

*Sticker Voting: Prioritize Strategic Goals

*Select Top 3 Strategic Goals

# *Day 1: First Steps
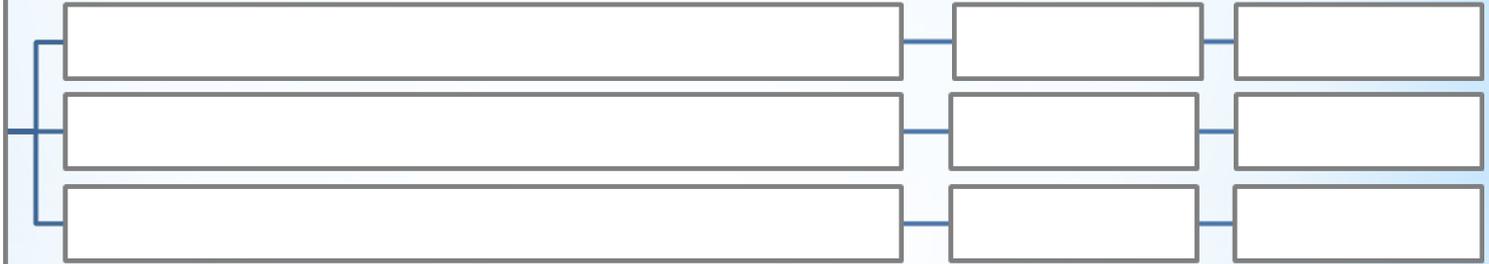
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FY2013-2014 Institutional Focus

Top 3 Strategic Goals

Div/Dept Goals

Program Review

*Mapping

*Review Top 3 Strategic Goals

*Refine Goals by Theme/Focus

# *Day 2: Refining Goals

* Mission Areas: Transfer, Basic Skills, Vocational
* Accreditation
* Divisions/Areas: Support Services, Community Ed, Testing, etc...
* Student Success Taskforce Recommendations
* Student Success/Retention/Growth
* Student Populations: LAP, Hispanic, etc...
* other

# * Focus

- Provide support for transfer students and transfer center. table #1
- Review/implement recommendations of the Basic Skills Summit with input from the disciplines affected. Establish a Basic Skills Center and a social environment to support/peer mentor Basic Skills students. Link credit and noncredit. table #7.
- Successfully implement the Student Success Task Force Initiative; use this focus to clarify our activities toward student success. table #4
- Develop support services that promote student success in goal achievement. table #6
- Use Student Success Task Force recommendations to promote success, including informed decision making about college participation and attendance. table #2
- SB1456 with data table #8
- Implement requirements and applicable recommendations from the Student Success Act of 2012 (SB 1456) and the Student Success Task Force recommendations . table #3
- Starfish Initiative: table #5
    1. Identification of a cohort of 30 new students;
    2. Required assessment, orientation, and an Educational Plan for each student in the cohort;
    3. The cohort takes the same Math and English class as well as the same Personal Development class;
    4. A counselor is assigned to the cohort to meet with the students individually and together throughout the semester;
    5. Student assistants are assigned to the common classes class taken by the cohort who tutor and hold study group meetings;
    6. The cohort's success, as measured by grades and persistence will be compared each semester to a control group.

# *Priority Goal: 2.2

* Implement total cost of ownership model. table #8
* Secure new funding sources and reallocate existing resources (Resource Review Task Force) table #3
* Align community, state, federal resources with the Student Success Task Force recommendations. table #2
* Agrees with goal 3.2. table #6
* Boost fee-based not-for-credit education, pursue dual enrollment, establish endowed chairs through the foundation, bring Contract Ed., Grants, and the Foundation under one Institutional Advancement Office. table #5
* (Lens of Accreditation Standard) Align Program Review with resource allocation. Work out, clarify, and implement the Task Force's recommendations. table #4
* Establish Institutional Advancement Model, starting with reactivating the committee and reviewing functions and membership. Tasked with reviewing program review resource needs. table #7
* Develop additional alternative resources; Invest resources in Grant's Office and Foundation. table #1

# * Priority Goal: 3.2

* Rebuild our faculty ranks: recruit and hire faculty to fill vacancies resulting from retirements. Hire 2-3 faculty positions per academic year. Institute a replacement plan for vacant positions. table #5

* Implement the process to re-instate the lost prioritized positions. table #3

* Replace and fill Ft employee vacancies (due to retirements/resignations). table #1

* Faculty retiree replacement and programs with no Ft faculty. Ensure adequate personnel for information management infrastructure. table #6

* Rhetorical Question: Should we focus on retention of our excellent faculty, staff, admin/managers by enhancing/prioritizing external professional development opportunities? table #4

* Fill retirements and resignations (in prioritized areas?); single person disciplines/programs/departments without Ft faculty; positions to support Basic Skills and Student Success Act. Table #7

* Allocate resources and recruit quality employees to align course offerings to meet student needs. Reallocate underutilized and misallocated resources to reduce inefficiency. table #2

* Hire permanent VPSS. table #8

# *Priority Goal: 3.1

| SB1456 | Basic Skills | Other |
|---|---|---|
| Table #4 | Table #7 | (Transfer) Table #1 |
| Table #2 | | (Support Services) Table #6 |
| Table #8 | | |
| Table #3 | | |
| (Starfish)Table #5 | | |

*Priority Goal: 2.2

| SSTF | Taskforce/IA model | Other |
|------|--------------------|-------|
| Table #2 | Table #7 | Table #5** |
| Table #6 | Table #5** | (TCO) Table #8 |
| | Table #3 | Table #4 |
| | | (Program Review alignment)Table #4 |
| | | (Invest in Grant's Office and Foundation) Table #1 |

*Priority Goal: 3.2

| Lost Faculty | Lost Support Positions | All Lost Positions | Other |
|---|---|---|---|
| Table #5 | Table #7** | Table #3 | (Info Management) Table #6** |
| Table #6** | | Table #1 | (Prof. Dev.) Table #4 |
| Table #7** | | | (Allocate/Reallocate) Table #2 |
| | | | (VPSS) Table #8 |

*Priority Goal: 3.1

*2.2: To support student access, achievement, and success.

1) SB1456: Develop and execute a multiphase, cohesive plan for SB 1456 implementation with emphasis on student orientation review/refinement, ensure counselor/support staff, and Basic Skills students.

2) Basic Skills Summit recommendations regarding student success and basic skills center; campaign to expand awareness of basic skills initiative projects.

3) Transfer students support through transfer counselor and Transfer Center.

# *Refined Priority Goals & Areas of Focus

*3.2: To develop district financial resources adequate to support quality programs and services.

1) Recommend adoption of Total Cost of Ownership Board policy.

2) Assess the need for and viability of the Institutional Advancement model

3) Vet the Planning and Budget Development process.

4) Explore  avenues to boost revenue through dual enrollment, fee-based education, contract Ed., endowed chairs, and other....

# *Refined Priority Goals & Areas of Focus

*3.1: To recruit and retain quality employees.

    1) Institutional commitment to hire full-time faculty, with a focus on filling vacancies in ways such as:

        ex. single faculty disciplines lacking a full-timer

        ex. of service needs and course offerings

        ex. building faculty ranks by 2 *new* positions/year

    2) Create plan for all vacant positions and reinstate "classified" prioritization process (managers, supervisory/confidential, part-time faculty...).

        Positions that were previously prioritized but never filled (FY2012/2013) should be filled first.

        Ensure adequate support personnel.

    3) Hire VPSS

# *Refined Priority Goals & Areas of Focus

Top 5 Resource Requests (as prioritized by the attendees):

1. Math full-time faculty
2. Advising/Counseling (see list on pg. 5 of condensed resource requests list)
3. Welding full-time faculty
4. VPSS
5. Writing Center lab assistant

# *Prioritized Resource Requests

*Next 3…

6. ECS full-time faculty

7. Noncredit Coordinator

8. Math Center summer session

# *Prioritized Resource Requests

* Taskforces for each sub-goal (area of focus) will convene in Feb. and report with update/recommendations in March to College Council.

* Top resource priorities will also move forward from Planning Retreat to College Council.

* **Implementation of Planning Retreat Recommendations**

Board

*President

*Councils

VP

Deans/Director

Departments
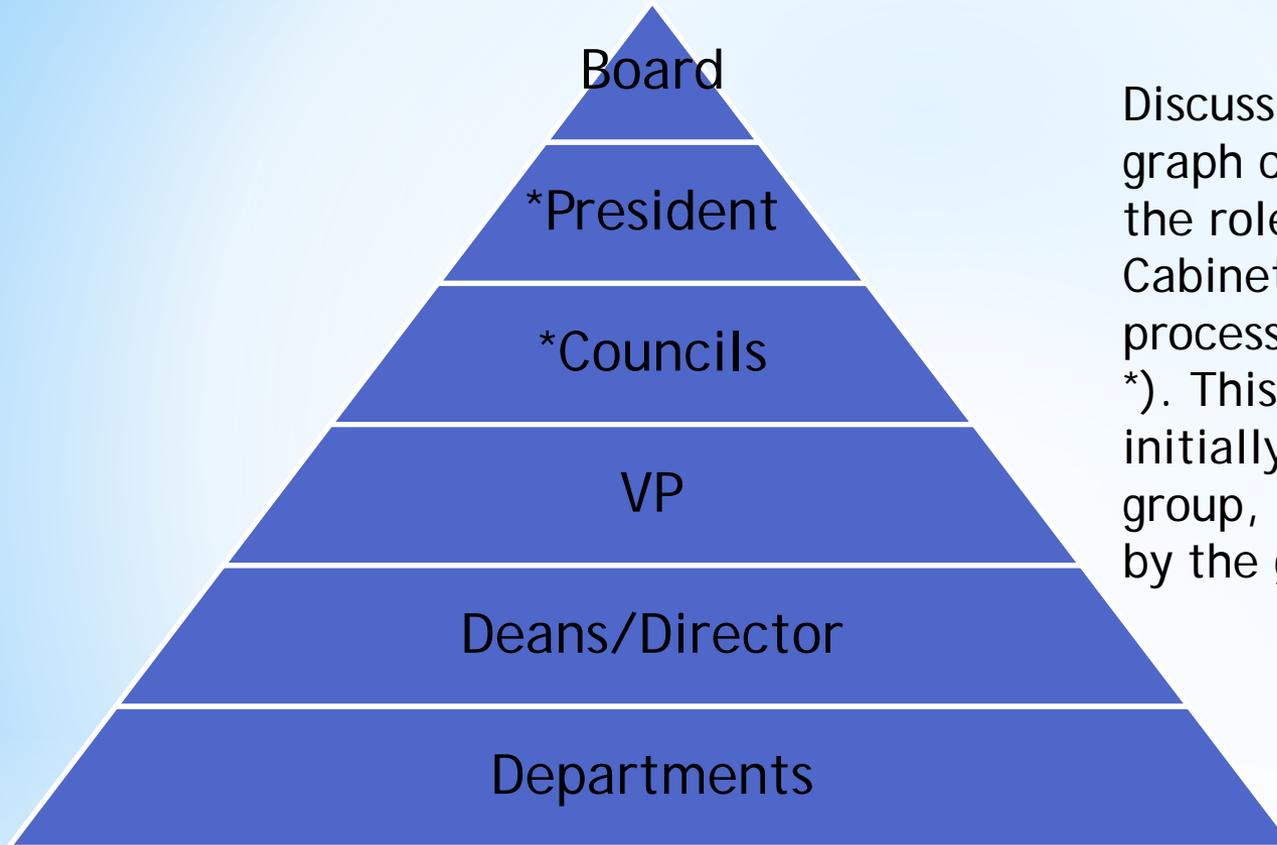
Discussion about this graph centered around the role of Councils and Cabinet in the planning process (marked with an *). This slide was not initially created by the group, but was discussed by the group.

# *Implementation of Resource Allocation

* Goal 2.2
  * SB 1456 sub-goal: Will Bruce, Rebecca Alarcio, Adela Esquivel-Swinson, Sandra Kramer
  * Basic Skills sub-goal: Nancy Meddings, Ardis Neilsen, Bill Hockensmith, Kelly Underwood, Suzanne Valery, Marla Allegre, Rob Senior
  * Transfer sub-goal: Adela Esquivel-Swinson, Helen Talkin, Rebecca Alarcio, Charles Osiris, Paul Murphy

* **Taskforce Assignments**

* Goal 3.2
  * Total Cost of Ownership sub-goal: Rex Vandenberg, Felix Hernandez, Richard Carmody
  * Institutional Advancement sub-goal: Jeff Cotter, Suzanne Valery, Betty Miller
  * Planning/Budget Dev. sub-goal: Glenn Owen, Shelly Allen, Roanna Bennie, Gordon Rivera, Betty Miller, Annette Chapman, Richard Carmody
  * Revenue Boost sub-goal: Luis Sanchez, Rick Rantz, Margaret Lau, Ardis Neilsen, Helen Talkin, Bob Mabry

# *Taskforce Assignments

*Goal 3.1
    *College Council

*Taskforce
Assignments

* Kelly's role

* The concept of "retreat": getting together to share and talk

* Lots of good discussion

* Pre-planning was better this year

* Set "hairy and audacious" goals

* Strong link between Strategic Plan and priorities

* Helped to reinvigorate us

* Removed "must do" priorities, which allowed us to hone in.

# *Retreat Assessment: What Worked

* Timing – the retreat is scheduled too close to final exams, the 1st week of registration, and Board agenda preparation deadlines
* Need more vegetarian food options
* Yellow resource request document needs to be grouped differently (ex. by type of request rather than Division) and needs to be honed down.
* Need the opportunity to develop new resource requests from our conversations/priority planning

   -Need an "other" category
* Need an option for exceptions (those things that are not tied to program review)
* Use fake money to prioritize resources (spend your monopoly money)
* Use technology (clickers, SurveyMonkey, etc.) to gather feedback (so that it may be anonymous and people will not feel pressured)
* We did not have the opportunity to look at other sources of funding/funding trends
* Initiate prioritization sooner (allow departments and VPs more time)
* Provide handouts in advance (don't duplicate information)

# *Retreat Assessment: What Needs Improvement