



Pima County Community College District Administrative Procedure

<i>AP Title:</i>	Strategic Planning
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<i>Schedule for Review & Update:</i>	Every two years
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<i>Sponsoring Unit/Department:</i>	Office of the Chancellor
<i>Policy Title(s) & No(s).</i>	Institutional Effectiveness, BP 1.16
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	

PURPOSE

The Chancellor will develop, for review and approval by the Governing Board, a multi-year, comprehensive Strategic Plan that supports success for all students, employees and the diverse community the College serves. The plan will address the needs of the entire College through systematic and integrated planning, including, but not limited to: academic programs, workforce development, student services, technology, facilities, sustainability, staffing and financial planning. The goal of the plan is to lead the College toward the achievement of its purpose, mission and vision to be a premier community college, through the identification of clear, measurable strategic priorities that are transformative and strongly informed by community needs.

The Chancellor will provide regular progress reports to the Governing Board.

SECTION 1: Strategic Planning

The Strategic Plan, and the process used to develop it, will observe the following planning principles:

- The mission fulfillment framework, which defines the purpose, vision and mission of the College, will be used as the foundation for the College's strategic planning.
- Data and research will be an integral part of the College's planning and evaluation processes and there will be a clear linkage between planning, budgeting, evaluation and assessment.
- The strategic plan will incorporate key performance indicators through which improvement can be monitored.
- The planning process will include input from faculty, staff and administrators.
- The planning process will be open to public input, with forums for community and student involvement, throughout the planning cycle.
- Once approved, the Strategic Plan will be available on the Pima Community College website under Leadership and Policies.

SECTION 2: Strategic Planning Process

2.1 The strategic planning process is led by the Vice Chancellor of Strategy, Analytics and Research (VC of STAR) and the co-chair of the Strategic Planning Team (SPT). The SPT will, at a minimum, include representatives from:

- Faculty Senate
- Staff Council
- Administration
- Adult Basic Education for College and Career
- Workforce Development
- Pima Online
- External relations
- Facilities
- Finance
- Human Resources
- Information Technology

If possible, students will be included as members of the SPT. If student volunteers are not available, the student voice will be included through panels, surveys, attendance at community events or other similar channels.

- 2.2 Each member of the SPT will have a defined role and associated responsibilities regarding the stakeholder group they represent. Throughout the planning process, SPT members will communicate with their constituents and serve as a conduit reporting back input to the full SPT.
- 2.3 The VC of STAR and the SPT co-chair will coordinate the planning process and provide objective guidance to the SPT as the group progresses through the stages of plan development, which includes:
 - Assessment of lessons learned and feedback from previous strategic planning cycles
 - Assessment of the institution's readiness for planning and change
 - Review of the mission fulfillment framework and associated key performance indicators
 - Development of any recommended changes to the mission fulfillment framework
 - Assessment of the external environment
 - Evaluation of the institutional context relevant to planning
 - Strengths, weaknesses, opportunities and threats analysis
 - Foresight discussions on the future of the College
 - Open discussion forums for employees and community members
 - Development of strategic priorities and roadmap
- 2.4 During each comprehensive planning cycle, the VC of STAR and the SPT co-chair will provide periodic updates at the public Governing Board meeting and report any comments back to the SPT.
- 2.5 The SPT will develop a draft Strategic Plan which will be informed by input from stakeholder groups. The draft plan will be subject to the following approval process:
 1. The draft will be posted to the public website and comments will be gathered through a survey and/or open forums
 2. Revision by the SPT, per input received
 3. Review and revision of the final draft plan by the Chancellor and senior administrators
 4. Final review, revision and approval by the Governing Board

SECTION 3: Community Engagement

Community member/s from Pima County are engaged in the Strategic Planning process through forums, community events and/or surveys. Community members may be invited to participate directly in the Strategic Planning process at the discretion of the VC of STAR.