

Pima Community College Strategic Planning

Framework and Process, May 12, 2016

Institutional Research, Planning and Effectiveness



PimaCommunityCollege

Pima Community College Strategic Planning: Framework and Process

Approved by the Executive Leadership Team on May 3, 2016

May 12, 2016

Value Proposition

Integrated strategic planning at the Pima County Community College District (PCCCD) serves as the blueprint through which the College will improve the way it meets the educational needs of both its internal and external stakeholders. PCCCD will achieve this by developing clear and measurable goals for the College and utilizing the planning, assessment, mission fulfillment and budgeting processes so the strategic goals of the College can be implemented, evaluated and improved upon. Integrated strategic planning is key to the PCCCD accomplishing its mission as an open-admissions institution providing affordable, comprehensive educational opportunities that support student success and meet the diverse needs of its students and community. It serves to support progress towards the College's vision of becoming a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of the College's students and diverse community. Integrated strategic planning ties the College's mission, vision, values, and core themes together into one framework so that the PCCCD can best serve its students, community and employees.

Preliminary Steps

- A. Define Leadership Structure
- B. Develop and create Strategic Planning Team
- C. Develop and implement Orientation and Onboarding Process for Leadership Team and Strategic Planning Team
- D. Develop Planning Process Draft and Timeline
- E. Develop initial Communication Plan

Leadership Structure

A. Executive Leadership Team

The Executive Leadership Team (ELT) will spearhead and direct the activities of the Strategic Planning Team (SPT) and act as the overall Strategic Plan Steering Committee.

B. Strategic Planning Team

The SPT, with the support of the ELT and the Office of Institutional, Research, Planning & Effectiveness (IRP&E), will perform the activities necessary to develop and compose the College's Strategic Plan, including, but not limited to, evaluating the College's Environmental Scan, defining institutional context, performing a competitor analysis, defining core ideas, defining strategic issues and composing Strategic Plan recommendations for the ELT and Board of Governors (BOG). The SPT will meet at least once per month to report on the previous month's activities and begin the activities for the following month as determined by the planning timeline.

Recommended Strategic Planning Team Membership for 2016-2017

Members of the SPT will be chosen by a nomination process whereby members will either be nominated or nominate themselves, with the exception of Faculty Senate, Staff Council, Inter Campus Council and All College Council. In those cases, those groups will select their representatives.

The ELT will make the final decision regarding who serves as a member on the SPT.

Team Member	Role	Responsibilities
Nic Richmond	Oversee planning process	<ul style="list-style-type: none"> • Provide objective and independent leadership for the planning process • Prepare meeting materials, information and supporting documents, such as the environmental scan • Provide monthly updates to the ELT • Provide monthly updates to the BOG (with one other SPT member at each meeting)
TBD	Faculty Senate leadership	<ul style="list-style-type: none"> • Provide academic input for the planning process • Provide monthly updates to Faculty Senate and provide feedback to the SPT • Lead the development of any district-wide academic initiatives and work with Faculty Senate to bring recommendations back to the SPT
TBD	Faculty Senate representative from the occupational fields	<ul style="list-style-type: none"> • Represent the needs of the occupational programs • Lead any occupational initiatives and work with Faculty Senate and occupational departments to bring recommendations back to the SPT
TBD	Faculty Senate representative from the transfer fields	<ul style="list-style-type: none"> • Represent the needs of the transfer programs • Lead any transfer initiatives and work with Faculty Senate and the transfer departments to bring recommendations back to the SPT
TBD	Represent adjunct faculty	<ul style="list-style-type: none"> • Represent the needs of the adjunct faculty
TBD	Staff Council leadership	<ul style="list-style-type: none"> • Provide staff input for the planning process • Provide monthly updates to Staff Council and provide feedback to the SPT
TBD	All College Council	<ul style="list-style-type: none"> • Serve as liaison to the All College Council • Provide monthly updates to All College Council and provide feedback to the SPT

TBD	Student leadership	<ul style="list-style-type: none"> • Provide student input for the planning process • Provide updates to the Inter Campus Council and provide feedback to the SPT • Lead student focus groups on topics related to planning, as identified by the SPT
TBD	Community member	<ul style="list-style-type: none"> • Provide community input for the planning process • Participate in community focus groups and discussion forums on topics related to planning, as identified by the SPT
TBD	Workforce input via the Arizona@Work	<ul style="list-style-type: none"> • Provide workforce input for the planning process • Advise the College on industries to engage with during the planning process and workforce venues through which the College can engage with industry
TBD	Community member on the Finance and Audit Committee	<ul style="list-style-type: none"> • Provide input from a financial perspective for the planning process • Communicate back to the Finance and Audit Committee on matters related to planning and budget
TBD	Representative from the Education Master Plan committee	<ul style="list-style-type: none"> • Serve as liaison to the PCC team that worked with the Education Master Plan consultants and provide feedback to the SPT
TBD	Representative from the student services area	<ul style="list-style-type: none"> • Represent the student services aspects of campus operations and provide a direct link to the operational planning process • Provide monthly updates related to student services and planning to the joint Vice President/Assistant Vice Chancellor (VP/AVC) group and provide feedback to the SPT • Lead the development of any district-wide student services initiatives and work with relevant faculty, staff and administrators to bring recommendations back to the SPT
TBD	Representative from the instructional area	<ul style="list-style-type: none"> • Represent the instructional aspects of campus operations and provide a direct link to the operational planning process • Provide monthly updates related to instruction and planning to the joint VP/AVC group and provide feedback to the SPT • Lead the development of any district-wide instructional initiatives and work with relevant faculty, staff and administrators to bring recommendations back to the SPT

TBD	Representative from Workforce Development	<ul style="list-style-type: none"> • Represent the needs of the local workforce in the planning process • Lead the development of any district-wide workforce initiatives and work with relevant faculty, staff, administrators and local employers to bring recommendations back to the SPT
TBD	Representative from Adult Basic Education for College and Career (ABECC)	<ul style="list-style-type: none"> • Represent the ABECC on the planning process • Provide regular updates to ABECC and provide feedback to the SPT • Lead the development of any district-wide ABECC initiatives and work with relevant faculty, staff and administrators to bring recommendations back to the SPT
TBD	Representative from Center for Training and Development (CTD)	<ul style="list-style-type: none"> • Represent the CTD on the planning process • Provide regular updates to the CTD and provide feedback to the SPT • Lead the development of any district-wide CTD initiatives and work with relevant faculty, staff and administrators to bring recommendations back to the SPT
TBD	Representative for temporary employees	<ul style="list-style-type: none"> • Represent the needs of temporary employees in the planning process
TBD	Representatives for District Office units	<ul style="list-style-type: none"> • Represent the needs of District Office units in the planning process and provide a direct link to the operational planning process • Convene monthly meetings of district office unit leads • Review progress on operational planning and report feedback to the SPT

C. Orientation and Onboarding Process for Leadership Team and SPT

Prior to proceeding with the Planning Strategies outlined in the *Strategic Plan Development Process Activities and Timeline* (Table 1), IRP&E will hold Orientation and Onboarding sessions with both the ELT and SPT in late summer or early fall. These sessions will be held once the SPT is formed. The rationale for these sessions is to ensure that all of those involved in the process will be familiar with the strategic planning process, associated terminology, processes and timelines.

In addition, it is recommended that PCC hosts the Society for College and University Planning's (SCUP) Planning Institute. Each session can accommodate up to 40 people and the cost is approximately \$5,000, plus travel and expenses for the SCUP faculty member. Approximate timeline is:

- August or September 2016
 - Planning Institute 1 on the planning roadmap and assessing the landscape
- January or February 2017
 - Planning Institute 2 on creating the plan and implementing the plan
- May 2017
 - Planning Institute 3 on evaluating outcomes and acculturating change

IRP&E is in contact with SCUP and developing a detailed cost estimate. A request for funding will be submitted in late spring 2016.

D: Recommended Strategic Plan Development Process Activities and Timeline

Planning Phase	Planning Strategy	Performed By	Timeline
Planning Roadmap	Readiness for Change Analysis	IRP&E	Spring 2016
	Identifying Stakeholders	IRP&E	Spring 2016
	Composing Sponsor and Value Proposition(s)	IRP&E	Spring 2016
	Choosing Planning Team	ELT, IRP&E	Spring 2016
	Developing Communication Plan	ELT, IRP&E	Spring 2016
	Performing Environmental Scan	IRP&E	Spring/Summer 2016
Assessing the Landscape	Mission, Vision, Values	SPT	September 2016
	Review draft Education Master Plan	SPT	September 2016
	Review Environmental Scan	SPT	October 2016
	Define Institutional Context	SPT	October 2016
	Perform Competitor Analysis	SPT	November 2016
	Finalize recommendations for the Education Master Plan	SPT	November 2016
	Perform SWOT Analysis	SPT	December 2016
	Open discussion sessions at each campus, District Office and Maintenance and Security (M&S)	SPT	December 2016
	Education Master Plan recommendations submitted to the Board of Governors for approval	IRP&E	December 2016
Creating the Plan	Develop Draft Core Ideas	SPT	January - February 2017
	Futures Conference to gather input on the Draft Core Ideas	Multiple	Late February 2017
	Planning Week 4 to gather input on the draft core ideas from campus and district office units	IRP&E	Late February 2017
	SPT Retreat to consolidate ideas from Futures Conference and Planning Week 4	SPT, IRP&E	Early March 2017
	Establish mandates and review input from the HLC following Board of Trustees action regarding the accreditation status of the College	IRP&E, SPT	Early March 2017
	Define Strategic Issues	SPT	March 2017
	Complete Draft of Strategic Plan (SP) Recommendations	SPT	March 2017
Review and Approval	Open discussion sessions at each campus, district office and M&S	SPT	April 2017
	Submit Draft of SP Recommendations to ELT, All College Council, Faculty Senate, Staff Council, Inter Campus Council and post for public comment	SPT	April 2017
	Review and revision of the draft SP	SPT	Late April 2017
	Final draft posted to the website	IRP&E	Early May 2017
	Submit Draft of SP Recommendations to Board of Governors	SPT	May 2017

E. Communication Plan

During the lifespan of the upcoming Strategic Planning process, a communication plan will be necessary to inform internal and external stakeholders of progress on creating the Strategic Plan. It will also provide a means to collect information and input on the specific steps and products resulting from the planning process. SPT members will communicate regularly with their stakeholder groups as described in Section B, under responsibilities. IRP&E will report on the planning progress to the ELT and Board of Governors monthly as well. IRP&E will also work in conjunction with Marketing and Communications to complete the following:

- A monthly email to All-Pima summarizing output from the SPT monthly meeting
- A monthly posting to the planning webpage and PimaNews communicating the same information as above
- Updates to the external community after each of the first three planning phases, summarizing major points of progress via email, the planning webpage and PimaNews
- During the review and approval phase, each draft plan will be posted to the College website and announced via email and PimaNews