

**Institutional Strategic Planning Council**  
**September 6, 2017**  
**ST 107 (1:00-3:00pm)**

Members Present: Kris Anderson (Faculty Accreditation Co-chair), Greg Aycock, Melissa Bader (Faculty Chair), Leona Crawford, Mark DeAsis, Monica Esparza, Monica Green, Daniel Landin, Ruth Leal (Staff Chair), Samuel Lee, Barbara Moore, Chris Poole, Bryan Reece (Admin Chair) Jim Reeves, Mitzi Sloniger, Jim Thomas

Call to order: 1:04pm

**Approval of Minutes:**

Approval of Minutes for May 17, 2017

MSC: (Thomas/Green) Approved. (5 abstentions)

Corrections: None.

**I. Action Item:**

A. None

**II. Committee Reports**

A. None

**II. Information Items:**

A. Timeline for Strategic Planning & Fall Retreat (Bryan Reece)

This year the current strategic plan ends we now need to need to refresh or revise our strategic plan for the next five years. We have a strong plan so we need to begin the discussion on how we'll begin the process of reviewing, revising, and vetting our strategic plan going forward. What does closing the plan successfully look like?

Committee Discussion Points:

- Our current plan has 44 objectives, the hope is to have less on the next plan, looking closely at what the trends are with that and not throwing the baby out with the bath water, look at the measures and data that span the five years and discuss and decide which ones are worth keeping, and letting go of the ones that we have not been able to measure
- Another SWOT analysis that might be helpful, planning has gone through a variety of transitions; this is a way to encourage strategic thinking embedded into it.
- Obtain input from committees “do you think you were tasked with goals and objectives from the SP relevant to your area.”
- SCUP – talks about the plans that we don't have, think of goals in a bigger way, not necessarily program specific, the plan will be completion, higher level goals that all of our programs and initiatives lead up to.

- The 7 goals and 44 objectives each with multiple measures. From a faculty perspective, I have been on the committee for 4 years and have no grasp on what this plan is trying to accomplish, it seems lost in language. In the development of a new plan and vision for the college, the vision needs to be fluid, and include critical thinking in the process. This does not reach faculty on a good level. Make the plan easy to understand and clear, start with a philosophical idea that everyone can buy in to.
- Linking of the committees, actions plans, etc., work to map it without creating another layer of work that was distracting.
- Education is not complicated. What are we doing and why, where is the pressure coming from?
- Strategic Planning is a good servant but a poor master, we need to be more strategic thinking.
- Some colleges really try to simplify, getting around one or two big goals, we are processing ourselves to death.
- We wrote a sincere report, keep the sincerity and streamline the process.
- Did not do build our goals around ACCJC, and maybe we can simplify it. Need a document that clearly spells out what our value system is. ACCESS, SUCCESS, AND COMMUNITY.
- Maybe what we value has changed and we need to assess that as well.
- Analysis of what we have accomplished through this plan and an acknowledgment and celebration of those accomplishments.
- The Completion Initiative and a bunch of others that need to be integrated so they are all working together. Looking ahead to where we want to land.
- The first two goals of our current plan are directed at increasing transfers and degrees. We should revisit what was written and read it again; do we agree that the primary purpose of the college is AA, transfers, certs, and basic life enrichment. Yes, and a separate core goal is to increase the college-going rate. If that is the primary function of the college, shouldn't the plans revolve around that goal? How do we get people to come to the college?
- Bettering the lives of all of our students and recognizing our diverse populations.
- Strategic Planning conversations, what are the pure outcomes and the activities we do to generate those outcomes.
  - Building a work environment that is edifying for all of us is an end goal.
  - Effect we have on our region – only IHE on the 15 corridor, we need a good college or university, that could also be a goal.
  - Uniquely positioned to tackle some national initiatives, we are positioned to offer a solution to HE in an area where other institutions are struggling.
- Faculty need to be reminded of our common goal, to revitalize buy-in and reconnect them to the goals.
  - This statement is true for every stakeholder and can be attributed to everyone's working conditions and lives and reminding each other is a collaborative effort. How does this body help facilitate that in a conversational way where that buy in is valued?
- Open Forums, how can we get out and reach more faculty and staff. Assuming that everyone knows the process. It begins with the buy in and we need to rethink what we did well.

- We need to lift our eyes and look at the horizon, and the opportunities and threats that exist. The plan is what the institutional aspires to in three and five years, looking at opportunities outside as well as building support inside the college. What we can advance and what is in our sweet spot.

### **Timeline**

Ask committees to come in this semester to talk about what they achieved. This semester complete critique from committees and final assessment. Spring semester, have a conversation about a rough draft and vet through committees, be close to final draft by the end of spring. Suggested that we identify our key values in the fall term utilizing the fall retreat time.

### **B. Strategic Planning Process Updates**

(Bryan Reece)

### **ISPC Tri-Chair**

Dr. Reece relayed that he would like to serve as one of the tri-chairs of ISPC for a couple of reasons: 1) Dr. Lee is serving us as interim VP for Academic Affairs, this being a critical year for planning it is important to have continuity during this process. 2) As the leader for the college, he wants to feel more engaged in the strategic thinking and conversations and therefore would like to be permanently in this position.

### **Committee Discussion Points:**

- It's a great idea, looking at flow chart, this committee is central to everything, President will enhance it.
- Classified staff are in support of it, loves the fact that the President is engaged.
- Strategic plan has backing on all sides, and complete context on how the decisions are made. The plan is easy to put together compared to the implementation of the plan, top down authority and representation will help.
- Let's say there is a disagreement, do we get to argue and disagree with the ideas of the College President? Not necessarily Dr. Reece, but any person in that position.
- Point well taken, there are various levels of leadership, this is when tenured faculty need to stand up and say something. Statement that says, it would be a strong thing to say come to the table, retaliation can happen in many ways; this also speaks to staff concerns.
- ISPC has all committees reporting to them, will have the opportunity of discussing and deliberating without the president being there within the committee.
- ISPC is a recommending body to the College President, will this change make it a decision making body?
  - Can continue to run that way, president has no vote.
  - Could be modified, COTW is only voting for items going to BOT.
  - Why does the structure have to change? There is still deferred decision making.

The committee concluded its deliberations with an agreement that Dr. Reece will sit in as interim tri-chair, and the decision will be formally address the composition of the committee during the revision of the strategic plan.

## **Professional Development**

We currently have a professional development committee for faculty that reports to the senate, a quasi-group for classified, a Teaching and Learning Committee, and no official dialogue for managers. Dr. Reece feels strongly that there should be one group, organizing the professional development effort to streamline the resources appropriately.

The State of California has defined Professional Development and in that approves of this approach with regard to FLEX, for example, in order for this to happen would require moving PD out from Senate and in this example the Teaching and Learning Committee would replace it however; we would need to go to Senate to propose it.

Professional Development for staff and managers, why would you want to integrate them, shouldn't they be separate? An example of the line of thinking on this proposal is our equity plan, serving under-served groups, what skills do we need to build into our community to change that? How can we have richer conversations? Through teaching and learning, through service, and leadership. How do we approach these overarching themes as an institution through professional development? The idea is that all the money and resources are available in one area, a center that is really nice and a shared use of space. Collegial consult is not just ten plus one and not a decision for faculty alone. It is a nice marriage, leadership training and mobility, we need to grow and foster leadership.

## **Next Steps**

Consult with Academic Senate.

C. Enrollment Management Update (Melissa Bader)

A meeting is being organized to revise the enrollment management guidelines. Basic skills have shifted significantly, Melissa will report back.

D. Prioritization Process Timeline (Bryan Reece)

## **Faculty/Staff Prioritization Ranking**

One goal is to get the process for new hires completed earlier in the year in order to be prepared earlier in the hiring season. The plan is to have everything done on our end before winter break. APC is scheduling winter and spring by October, ranking positions and scheduling are really large items to work on in the first few weeks of school.

Discussion of moving to a two-year cycle will needs to occur in APC.

SS – Managers /Staff by October (early as end of September)

AAPC – Academic Affairs Prioritization Sub Committee Managers, Staff (October)

BFPC – Staff and Managers (target end of October)

When do we have the best opportunity to hire the best faculty? Advertising in January (wrap it up by the end of spring). There are noted issues with faculty job descriptions holding up the hiring process, the JD needs to be written for every faculty position. A suggestion was made to initiate a JD for the top ten ranking positions so we are queued up when District announces faculty positions.

### **One-Time Money**

Dr. Reece opened the discussion of the 1.6M surprise money from the District spending some of its reserve. This is un-restricted one-time money to be spent over two years. We have a list and can start from the top and start spending it or put it towards projects underway. What are the thoughts on how we should approach using this one-time money?

#### Committee Discussion Points:

- Thinking strategically, we have big dual enrollment projects that will raise FTES and bring more students; we need to invest in the projects we have underway.
- There is a certain amount of discretion that the president has not everything goes through the process. The prioritization lists are wish-lists vs. the initiatives that serve the institution. These ideas as been vetted and agreed upon with a recommendation from Dr. Reece on how to spend.
- Looking ahead to short-term things that might be problematic, there are areas in Business Services that should be considered for the funding as well.
- We want to spend the 1.6M wisely and not go just down a list, investing in a program to bring in FTES to bring more money to the District shows a diligence in strategic planning that will ultimately bring in more students.

### **Next Steps**

Dr. Reece will work on a proposal to bring to the next ISPC meeting for discussion and approval.

### **Items Tabled for Next Meeting**

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E. Review Open Dialogue Minutes

(Ruth Leal)

G. Review Surveys of ISPC, IE, & Committees

(Greg Aycock)

### **IV. Good of the order**

Meeting adjourned at 2:57pm

Next meeting is Thursday, September 20, 2017

Minutes submitted by Denise Terrazas