STRATEGIC PLANNING
STATUS AND DIRECTION

Report to the PPPC
September 16, 2013

Michael Berman
VP for Technology & Communication
Initiatives (from Spring draft)

• Access
• Retention
• Graduate High Quality Students
• Sustainability
• Hire and Retain Excellent Faculty
Current Organization

- Initiatives, Goals, Strategies, Metrics

<table>
<thead>
<tr>
<th>ACCESS</th>
<th>GOALS</th>
<th>STRATEGIES</th>
<th>METRICS</th>
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<tbody>
<tr>
<td></td>
<td>Goal 1: Assure CI students continue to reflect the diverse community in which it operates, Goal 2: Seek students to provide a diverse learning community, Goal 3: Prepare students for transition to CI, Goal 4: Simplify admissions, Goal 5: Improve Financial Aid Processes.</td>
<td>Strategy 1a: Collect current/projected demographic data, Strategy 2a: Maintain access: recruit first generation, veterans and their dependents, Strategy 2b: Increase the number of international and out-of-state students by 5% within 5 years, Strategy 3a: P-14 partnerships to prepare for transition to university life, Strategy 4a: Streamline the admissions communication process so students are aware of deadlines and important steps related to enrollment, Strategy 4b: Develop recruitment programming, materials, and usage of technology for students to consider CI as their number one choice, Strategy 4c: Improve the process for evaluation of transcripts (transfers), Strategy 5: Add staff to Financial Aid Office, provide training to staff.</td>
<td>Metric 1a: Develop, maintain and monitor a longitudinal dataset for five years,</td>
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Observations

• Naming needs clarification
• Relationship among the 4 elements unclear
• The “strategies” are a mix strategic and tactical
• Not clear how the metrics support the goals
• Some supporting elements are missing
Proposed Strategic Themes

Theme 1: Improve Student Success

Theme 2: Strengthen the Academic Enterprise

Theme 3: Promote Environmental Sustainability
Theme 1: Improve Student Success

Goal 1.1:
Assure that CI continues to provide access to a wide range of students, consistent with our mission and our location in Ventura County, California, and the World.
Theme 1: Improve Student Success

Goal 1.2:
Improve CI’s retention to graduation rate, assuring that a large percentage of the students enrolling in and transferring to CI leave with degrees and credentials.
Theme 1: Improve Student Success

Goal 1.3:
Graduate students well-equipped to achieve their personal and professional goals, ready and able to contribute economically and socially to their communities.
Theme II: Strengthen the Academic Enterprise

Goal 2.1:
Attract and retain an excellent and diverse faculty

Goal 2.2:
Increase the ratio of full-time, tenure-track faculty to lecturers
Theme II: Strengthen the Academic Enterprise

Goal 2.3:
Engage in multi-year budget planning aligned with strategic and academic master plans

Goal 2.4:
Develop economic and organizational capacity
Theme II: Strengthen the Academic Enterprise

Goal 2.5:
Enhance the operations and effectiveness of campus processes using technology

Goal 2.6:
Provide tools and support to enable faculty to enhance instructional quality through the thoughtful and effective use of technology
Theme III: Promote Environmental Sustainability

Goal 3.1: Engage in sustainable practices

Goal 3.2: Develop STEM programs and career paths
Theme III: Promote Environmental Sustainability

Goal 3.3
Secure grants and contracts in the STEM fields

Goal 3.4
Establish research and development partnerships with community, industry, and non-profits
For each goal…

Create strategies that are SMART: (Specific, Measurable, Attainable, Relevant, Time-bound)

• This will enable us to
  • Develop specific tactics to achieve the goals
  • Monitor our success (or not) in implementing the plan
Goal: Assure that CI continues to provide access to a wide range of students, consistent with our mission and our location in Ventura County, California, and the World.

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<thead>
<tr>
<th>Strategy</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>Improve CI’s record-keeping of student</td>
<td>Core campus systems have correct information for student ethnicity for XX% of students enrolled</td>
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<td>characteristics</td>
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<tr>
<td>Increase number of international students</td>
<td>Percentage of international students enrolled increases annually, to XX% by the end of the planning period.</td>
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<tr>
<td>Improve communications in admissions and</td>
<td>By end of planning period, XX% of students and their parents report that the communication and information received was excellent or good.</td>
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<td>financial aid processes</td>
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<tr>
<td>Increase number of veterans enrolled</td>
<td>Percentage of veterans on campus increases annually, to XX% by the end of the planning period.</td>
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Next steps

• Map the strategies created in the Spring to the “SMART” Strategies and Outcomes
• Present a draft to the campus for comments
• President approves final strategic plan documents
Governance

- PPPC responsible for overall plan governance
- Individual goals will be distributed among the Cabinet members
- New Institutional Effectiveness Office will compile data to assist in monitoring
- Existing campus committees + task forces (where needed) will implement