

Strategic Directions 2014-2020

AHC Planning Retreat
November 2013

Summary of Day 1

- Reviewed accomplishments from 2009-2013 Strategic Plan
- AHC is in the green again!
- New laws currently and will continue to mean substantive changes for AHC (3SP, etc.)
- Lists of resource needs are long and expensive
- Data reveals room for improvement
- Began process of mission, vision and values review
- Master planning processes are underway

Resource Themes

Presented by Vice Presidents on Day I

Instruction: Support for student learning

Student Services: Meet Requirements of SSSP

Facilities: Stewardship of the physical plant

Administrative Services: Ensure proper and efficient
management of resources

President's Office: Support for college
operations that enhance the
institutional mission

Mission and Strategic Directions

From ACCJC:

Mission

“The institutional mission provides the impetus for achieving student learning and goals that the institution endeavors to accomplish.”

Institutional Planning and Evaluation

“...The institution provides evidence of planning for improvement of institutional structures and processes, student achievement of educational goals, and student learning. The institution assesses progress toward its stated goals and makes decisions regarding improvement through an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation.”

Current Strategic Directions 2009-2013

- 1) Institutional Effectiveness
- 2) Student Learning
- 3) Resources
- 4) Governance

Matched/Mapped to ACCJC Standards

ACCJC Standards

- Standard I: Institutional Effectiveness
 - Mission
 - Improving Institutional Effectiveness
- Standard II: Student Learning
 - Instructional Programs
 - Student Support Services
 - Library & Learning Support
- Standard III: Resources
 - Human
 - Physical
 - Technology
 - Financial
- Standard IV: Leadership & Governance
 - Decision-Making Roles and Processes
 - Board & Admin. Organization

And, with all of
that in mind...

Why Plan So Far Ahead?



Someone's sitting in the shade today because
someone planted a tree a long time ago.” —
Warren Buffett



Table Activity

Consider:

What “trees” would AHC like to plant and cultivate over the next six years?

1) Each table has two leaves: one existing strategic direction and one “other”

a. Does the existing strategic direction language suit AHC in 2013 and beyond? If not, work in your group to suggest changes/edits.

b. Is a strategic direction missing from the current four directions? If so, suggest a new/additional strategic direction.

Group Activity

- 1) Work with the table directly across from you to develop one cohesive recommendation for changes/edits to the existing strategic direction.
- 2) Exchange and discuss your suggestions for “other.” Ponder, question, and refine the language.
- 3) Each combined group will report out on:
 1. changes/edits to the one strategic direction
 2. “others”

Group 1

Strategic Direction 1: Institutional Effectiveness

District policies and processes ensure the effectiveness of the teaching and learning culture and emphasize collaboration and communication. These will be regularly assessed to demonstrate a commitment to the mission statement.

- Need for evaluation/assessment
- Commitment to mission statement

Goal: ensure institutional commitment to promoting/training that relate to collaboration and communication & efficiency and effectiveness

Other(s):

- Problem: less/diminished support for public education
- Need:
 - Increase outreach and community involvement
 - Improve our effectiveness in the community
 - Community relationships and collaboration
 - Tell our story

Group 2

Strategic Direction 2: Student Learning

Provide educational programs and comprehensive student support services that promote student success and respond to assessment of learning outcomes.

Other(s):

- Change mission statement language to reflect: “diverse educational opportunities”
- Include student engagement: student life/engagement is missing from strategic directions

Group 3

Strategic Direction 3: Resources

The responsible and effective development and management of resources (human, financial, technology, facility, natural, and community)

- Stress more dynamic and proactive engagement

Goal 3.5: Partnering and collaborating with the community in multiple ways to advance the mission of the college.

Goal 3.2: (reported as an “other”) Expand the pursuit of community partnerships to advance the mission of the college.

Other(s):

- To transform innovation into creative practices:
 - Goal: Establish a forum to serve as a clearinghouse for current and future trends (i.e., MOOCS, competency based skills and knowledge assessment vs. Carnegie Hour, cloud technology, etc.)
 - Goal: Partner with workforce, industry and community

Group 4

Strategic Direction 4: Governance

Informed leadership, shared governance and communication committed to meeting the needs of the college and community.

- Be Proactive rather than reactive

Informed leadership through shared governance to effectively meet District and community needs.

- We need effective governance.
- Foster mutual respect, collaboration, innovation & creativity
- Communication – transparent, open, collaborative, receptive, accessible

Other(s):

- Expand pursuit of community partnerships