

Santa Rosa Junior College

STRATEGIC PLANNING ORGANIZATION

LEADERSHIP

Co-Chairs – Dr. Frank Chong, President and Terry Shell, Faculty

Function:

Provide leadership in the development of all aspects of the structure, plans and products of the strategic planning process.

Board of Trustees – Terry Lindley, Jeff Kunde, Bob Burdo, Rick Call, Don Edgar, Onita Pellegrini, Don Zumwalt

Function:

Serve as participants and observers of the process and provide approval of the recommended strategies and plan.

PROCESS OVERSIGHT

STRATEGIC PLANNING TASK FORCE

Function:

The Strategic Planning Task Force is charged by the President with developing and recommending a set of principles, timeline, organizational structure, and projected products of the planning process, including stakeholder involvement and communication strategies; overseeing, monitoring and evaluating progress of task groups and the overall process; and recommending a final proposed plan to the President for consideration by the Board of Trustees. The SPTF will work collaboratively to develop and oversee the process; plan meetings and retreat agendas, locations and logistics; provide effective facilitation; review and comment on task group plans and work products; monitor process and timeline, and research various strategic planning models and approaches for the final written document.

Membership:

Co-Chairs - Jane Saldana-Talley (Administrative Support) and Robin Fautley (Academic Senate President)

Members by Position/Constituency – ???

Members At-Large – ???

Work Products:

- Principles, structure and timeline for the process
- Process oversight plan
- Final proposed planning document for submission to the President and Board of Trustees

Timeframe: Throughout the process; August 2012 – February 2014; meet once or twice monthly during the academic year and as needed during the summer.

TASK GROUPS

In order to carry out the planning process, the following six task groups will be formed and are guided by the following:

- 1) Each task group will have an administrative and faculty co-chair.
- 2) Each task group will include at least two Strategic Plan Task Force members, but should also solicit outside members who have the specific skills and talents needed by the group.
- 3) Each task group will define a means to keep students involved on an ongoing basis.
- 4) Task group co-chairs will present work plans to the Strategic Plan Task Force and wait for approval by the President before taking action on those work plans.
- 5) Task group co-chairs will regularly meet with the Strategic Plan Task Force to review progress, milestones, and work products.
- 6) Task groups will establish and publicize a regular meeting schedule and follow the guidelines of the SRJC Committee System Best Practices (see <https://bussharepoint.santarosa.edu/committees/SiteAssets/CommitteeSystemBestPracticesFinal%201-20-11.pdf>) including development and posting of agendas and minutes.
- 7) Where appropriate and as necessary, task group work plans will describe how they intend to connect with other task groups.
- 8) Where appropriate, task group work plans will incorporate and describe how appreciate inquiry will be used as a tool for the collaborative process.

TASK GROUP #1 – COMMUNICATIONS

Function:

The Communications Task Group is responsible for communicating with the College and external communities about the planning process, including opportunities to participate and products of the process. In collaboration with the Stakeholder Involvement/Outreach team, this group has a pivotal role in ensuring that the plan was based on the best thinking of the College and that the planning process was open, inclusive and built trust. The Communications Task Group will:

- Create and implement a communications plan that identifies effective communication strategies for the various stakeholders, both internal and external;
- Create and launch electronic or web-based communication tools;
- Write and edit communications and press releases;
- Plan and schedule strategic plan updates and forums to communicate with the College community;
- Build a sense of community in the District around strategic planning.

Membership:

Co-Chairs – Janet Parmer/Scott Conrad (Administrative Support) and Nancy Persons? (Faculty)

Members by Position/Expertise/Constituency – Julie Thompson?

College-wide Volunteers - ???

Work Products:

- Communications plan

Timeframe: Throughout process – August 2012 – February 2014

TASK GROUP #2 - STAKEHOLDER INVOLVEMENT/OUTREACH

Function:

The purpose of the Stakeholder Involvement/Outreach Task Group is to identify key stakeholders who need to be kept apprised of the process and the progress and to awaken diverse interests to this process; develop a plan to seek and encourage input from the communities we serve, by way of community listening sessions/town halls, focus groups, surveys and one-on-one in-depth interviews; outline concrete steps to include and involve new voices and historically underrepresented constituent groups (specifically people of color and the economically disadvantaged); develop the details of the *Best Practices 101* syllabus; plan and organize Spring 2013 PDA ; coordinate public hearings/presentations of the draft plan; develop a reflection on SRJC's history and traditions to honor and embrace our past .

Membership:

Co-Chairs – ??? (Administrative Support) and ??? (Faculty)

Members by Position/Expertise/Constituency – Scott Rosen, Mary Sandberg?

College-wide Volunteers - ???

Work Products:

- Stakeholder Involvement/Outreach Plan
- *Best Practices 101* Syllabus
- Spring 2013 PDA Plan
- Reflection on SRJC's Legacy of Excellence

Timeframe: September 2012 – January 2014

TASK GROUP #3 - DATA GATHERING/ENVIRONMENTAL SCAN

Function:

The purpose of the Data Gathering and Environmental Scan Team is to identify, seek out, and compile a body of data that will be shared with all participants in the strategic planning process as the 'State of the College.' The goal is to create a shared understandings of the local, regional, state, and national environment to which the District must respond. This data may include economic, social, technological, pedagogical, demographic, legal, regulatory, and/or political trends. Tasks will include:

- Propose the initial sets of data to be gathered, to create a taxonomy to categorize and study the data, and to suggest the optimum size for the task group
- Coordinate the data gathering activities, analyze and summarize the findings, including a situational/needs analysis that specifies results gaps, and an analysis of the College's situation using the SWOT model (strengths, weaknesses, opportunities, and threats);
- Develop the questions that need to be answered and the data that will be required;
- Evaluate existing data and compile a data package;
- Seek out data that the District needs that may not be currently available to us;
- Evaluate the possibility of employing a consultant for specific aspects of the environmental scan and prepare a proposal for consideration;
- Assure that raw data is interpreted in order to add value and increase usefulness to the planning process;
- As needed, present data to various stakeholder groups and governing bodies.

Membership:

Co-Chairs – KC Greaney (Administrative Support) and ??? (Faculty)

Members by Position/Expertise/Constituency - ???

College-wide Volunteers - ???

Work Products:

- Data set
- Needs assessment/situational analysis
- Environmental Scan
- SWOT Analysis

Timeframe: Data gathering – October – December 2012; Environmental Scan – October 2012; Data Analysis – December 2012 – February 2013; Data

TASK GROUP #4 - MISSION/VISION/VALUES

Function:

The purpose of the Mission/Vision/Values Task Group is to review the District's vision, mission statement and supporting values last revised and approved in June 2010 and propose a process to invite broad input into review and revision, as needed, of these statements. The process of reviewing the Mission, Vision, and Values statements will take place, in collaboration with the Institutional Planning Council and within the College's existing structures and college-wide meeting opportunities (e.g. Spring 2013 PDA). Following college-wide review and comment, the revised Mission/Vision/Values will be recommended to the President for approval by the Board of Trustees.

Membership:

Co-Chairs – ??? (Administrative Support) and ??? (Faculty)

Members by Position/Expertise/Constituency – Institutional Planning Council

College-wide Volunteers - ???

Work Products:

- Process for review
- Revised mission (the role we will play), vision, and values statements

Timeframe: October 2012 – April 2013

TASK GROUP #5 - GOALS/OBJECTIVES/STRATEGIES

Function:

The purpose of the Goals/Objectives/Strategies Task Group is to develop and coordinate a plan by which the situational/needs analysis, SWOT analysis, and other data are reviewed and utilized to develop areas of focus for strategic goals for 2014-19 that are then vetted with the College community for review and comment; propose an initial set of goals for college-wide review and comment; recommend strategic goals to the President for recommendation and approval by the Board of Trustees; once approved, organize Goal Teams to develop measurable objectives for each goal to be presented for college-wide review and comment; coordinate the preparation of essay/white papers for each goal that will address the meaning of and strategies for accomplishing the goal and be communicated to internal and external college communities.

Membership:

Co-Chairs – ??? (Administrative Support) and ??? (Faculty)

Members by Position/Expertise/Constituency - ???

College-wide Volunteers - ???

Work Products:

- A proposed process to invite broad input into decisions to be made about goals, objectives and strategies
- An initial set of College strategies/areas of focus (the ways in which we will play our role and get results)
- Goals (what results we want to accomplish within our role)
- Measurable objectives (how much will we change specific results), related activities to achieve the objectives within an agreed upon timeframe, assignment of responsibilities for objectives to shared governance bodies and committees
- Goal essay/white papers

Timeframe: January 2013 – February 2014

TASK GROUP #6 – EVALUATION

Function:

The Evaluation Task Group is responsible for evaluating the planning process, using the process/plan principles established and seeking feedback from those involved, as well as developing a plan to evaluate the results achieved throughout the implementation of the strategic plan.

Membership:

Co-Chairs – KC Greaney (Administrative Support) and ??? (Faculty)

Members by Position/Expertise/Constituency - ???

College-wide Volunteers - ???

Work Products:

- Planning process evaluation
- Strategic Plan Evaluation
 - Benchmarks and indicators/measures of institutional effectiveness
 - Schedule of annual progress evaluation
 - A means of assessing the extent to which College decisions are consistent with the strategic plan

Timeframe: September 2012 through February 2014