Agenda Item (IV-C-0)

Meeting 12/4/2012 - Committee/Regular Board

Agenda Item Committee - Planning and Operations (IV-C-0)

Subject Strategic Planning Process Update

College/District District

Information Only

Background Narrative:

Riverside Community College’s District Strategic Plan, 2008-2012, was approved by the Board of Trustees on October 21, 2008. This plan was developed when RCCD was a single-college, multi-campus district, prior to the approval of independent college status for Moreno Valley and Norco. The plan was intended to be resilient and flexible enough to adjust to and address future issues. Recognizing the significant changes that have taken place in the District during the last three years, the District Strategic Planning Committee is engaged in the process of updating the plan based on an assessment of the existing plan and a new environmental scan. This report provides an overview of the process as of early December 2012. A full report will be presented to the Board in January 2013 and presentation of the updated District Strategic Plan will be presented in April 2013.

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Attachments:

District Strategic Planning Process Updated Attachment.pdf
District Strategic Planning Process Update

Beginning in April 2001, Riverside Community College District undertook the task of identifying, evaluating and implementing a strategic planning model for the District. Since then, the district strategic plan (and its associated planning process) has gone through changes and evaluation, both in response to the evolving planning process as well as in direct response to the structural changes associated with the conversion of a one-college, multi-campus district to a three-college structure.

The District’s current strategic plan was approved by the Board of Trustees on October 21, 2008. This plan was developed prior the independent college status of Moreno Valley and Norco. The plan was intended to facilitate the transition to a multi-college structure and yet be flexible enough to address the issues that were not anticipated in 2008.

Recognizing the importance of the strategic planning process, the associate vice chancellor for institutional effectiveness was given the responsibility for providing leadership for the strategic planning process. She provided updates to the Board in October 2009 and again in October 2010. A report covering two years (2011 and 2012) will be presented to the Board in January 2013.

The District’s strategic plan adopted in 2008 included 6 themes. These were:

- Student Access
- Student Success
- Service to the Community
- System Effectiveness
- Financial Resource Development
- Organizational and Professional Development

In fall 2009, at the request of District’s new chancellor, the Strategic Planning Committee approved an additional theme: Green Initiatives. Thus, the last strategic planning update to the Board included updates regarding seven themes.

The District’s Norco and Moreno Valley colleges became independently accredited colleges on July 1, 2009. As part of their accreditation process each of these colleges developed its own strategic plans.

Given the above changes and evolution, Chancellor Gray requested that the District engage in a substantive and comprehensive process to review and update its Strategic Plan, which would be a plan that is specific to the District’s new structure. Based upon this directive from the Chancellor, the Strategic Planning Committee requested that the District commission a comprehensive external environmental scan which would then guide the development of the new strategic plan for the District.
In July 2012, the District asked Dr. Esteban Soriano, a leading strategic planning consultant to prepare an external environmental scan for the District. Furthermore, he facilitated the process for examining and updating the District’s strategic plan. Dr. Soriano’s External Scan was presented to the District Strategic Planning Committee in September. He will present the Board with summary of his finding in April 2013. In addition to the external scan report, the Board will be presented with report regarding District’s new strategic plan which has been designated as the Centennial Plan, which will cover 2013-2016.

As of the last week, the preparation of Centennial Plan has gone through the following processes:

**The Making of Centennial Strategic Plan**

**Wednesday, April 4, 2012.** In a memo to DSPC members, Chancellor Gray wrote: “In 2007, the District and Board approved the RCCD Strategic Plan (2008-12). It is now time to revisit the District plan in preparation for the issuance of an RCCD Centennial Strategic Plan covering 2012-2016. Any sound and useful strategic plan is predicated on a shared understanding and commitment to the institution’s vision, mission, and values.”

**Friday, May 4, 2012.** At the monthly meeting of the DSPC, Chancellor Gray reiterated his intention to revise the District’s strategic plan. He pointed out that RCCD will be 100 years old in 2016. Thus, it is appropriate for the District to embark on preparing a new strategic plan, known as the RCCD Centennial Plan. Chancellor Gray pointed out the current DSP was developed when RCCD was beginning to make a transition from a multi-campus district to a multi-college District and thus a review of the DSP was in order. Subcommittee were formed to discuss review District’s values, vision, and mission.

**Friday, June 4, 2012.** DSPC met and discussed revisions to the District’s mission, vision and values. The committee felt that an External Environmental Scan could assist with the process. Additionally, the committee requested that the District would also conduct an SWOT (strengths, weaknesses, opportunities, threats) analysis on the external scan to support the Strategic Plan. Chancellor Gray agreed with the recommendation to hire a consultant to conduct the process and assist with the preparation of the Strategic Plan.

**Tuesday, July 8, 2012.** Vice Chancellor Maghroori invited Dr. Esteban Soriano, an expert in community college strategic planning, to serve as consultant to the District Strategic Planning Committee and prepare an external scan for the District.

**Friday, August 31, 2012.** The District’s Strategic Planning Committee’s membership includes a wide range of constituencies, including college strategic planning chairs, college presidents, college senate presidents, CSEA, students and confidential representative.

**Friday, September 14, 2012.** The District Strategic Planning Committee (DSPC) met at RCC’s Culinary Academy to hear Dr. Soriano’s External Scan.

**Friday, September 28.** District Strategic Planning Committee convened at RCC’s Culinary Academy all day to discuss the implication of RCCD’s External Scan and identify RCCD’s Strategic Plan themes. The
afternoon was devoted to a SWOTS (strengths, weaknesses, opportunities, threats, and strategies) analysis examining the impact of the external scan findings on RCCD’s Strategic Plan themes.

**Friday, October 12, 2012.** DSPC met to discuss goals related to District’s revised strategic themes. Dr. Soriano facilitated discussion and committee members decided on District’s goals.

**Tuesday, October 16, 2012,** Chancellor Gray sent copies of the draft prepared at the DSPC meeting on October 12, 2012 to the DSPC members for their comments and input.

**Wednesday, October 24, 2012,** Chancellor Gray sent a draft of the revised District Strategic Plan to DSPC members, asking them to share it with their committees and colleagues.

**Friday, October 26, 2012,** Chancellor Gray sent out copies of the District’s Strategic Plan to the entire RCCD community, inviting comments and suggestions.

**Friday, November 9, 2013.** The committee met and discussed various recommendations it had received from committees and individuals throughout the District. After considerable discussion, the committee revised the text of the strategic plan and it approved of the November 9, 2012 District Strategic Plan edition.

**Wednesday, November 14, 2012.** Chancellor Gray submitted the November 9th, edition of the District Strategic Plan to the entire RCCD community for their review and comment. In addition, the plan was also submitted specifically to the following groups:

- Moreno Valley Senate President
- Norco Senate President
- Riverside Senate President
- CSEA President
- Confidential Representative
- CTA President
- Moreno Valley Student Association President
- Norco Student Association President
- Riverside Student Association President
- Student Trustee
- Moreno Valley Academic Planning Council
- Norco Academic Planning Council
- Riverside Academic Planning Council
- Moreno Valley College President
- Norco College President
- Riverside College President
- Management Leadership Association President

Comments and responses from the above groups, along with those from the entire district will be reviewed by the District Strategic Planning Committee in March 2013. A final copy of the plan will be brought to the Board in April 2013.