

SMCCCD Strategic Planning Committee Meeting
Regular Meeting
Monday, September 14, 2009
12:30-2:00PM
District Office Board Room

Meeting Minutes

In attendance – Huy Tran (attending for Diana Bennett), Vicki Morrow, Martin Partlan, Annette Perot, Rob Johnstone, Patty Dilko, Jing Luan, Greg Stoup, Ray Hernandez, Kathy Blackwood, Tom Mohr, John Sewart

1. Review Meeting Notes from May 11, 2009

The notes from the May 11, 2009 meeting were reviewed. Martin Partlan moved and Kathy Blackwood seconded the approval of the minutes from the May 11, 2009 meeting. Ray Hernandez, Annette Perot and Huy Tran abstained and the remaining members voted “aye”. The minutes were approved.

2. Clarification of and update on the role of Committee

Jing noted that the committee will continue to review the progress on the institutional priorities in the district plan. He said that next year the group will begin a mid-year review/refresh/edit of the plan. This is a six year plan, but in between we need this major milestone. He added that the Chancellor had asked the committee to expand its role in light of some of the districtwide decisions that will need to be made relative to the current financial crisis. These decisions need to be reviewed and discussed by a districtwide body that is reflective of the District constituencies and College leadership and this committee has that composition. Additionally, planning and budget are closely related. The committee will be reviewing and discussing budget reduction proposals that potentially have a districtwide impact. He noted that any proposals that are brought to the committee for review will have been vetted at the colleges through their individual processes.

A discussion ensued about what the review process would mean and how it would work. Tom Mohr asked what the various topics for discussion be reviewed against. He suggested that it will be important to know what the impact of these decisions will be on the fundamental services in the strategic plan. Rob Johnstone asked about what the group would be using as a foundation for its evaluative process and to whom the committee would be making its recommendations. He reiterated that the Colleges have already gone through their processes in making decisions about these issues. Kathy Blackwood noted that it was her understanding that the issues taken up by this committee would be districtwide initiatives, not individual college related issues as to where services or instructional programs are being consolidated. Vicki said that a good example of something that has already occurred, but that is similar to an issue that might be taken up by the committee, might be the consolidation of security. Tom reiterated that the district will need guidance as to which items on the strategic plan will be affected by the issues that are brought to the committee. Patty noted that each college will have had discussions with their individual

faculty, staff and administrators about the issues that will be brought to the committee. This committee provides the opportunity to have these conversations at a districtwide level. Kathy asked whether the colleges had considered their reductions in light of the District Strategic Plan. Patty indicated and others agreed that colleges had considered all of their planning documents which in turn communicate with the District Plan.

Another discussion took place after Martin noted that none of the plans anticipated the 10% cuts the colleges are being asked to make and that no document says how that gap will be bridged over next four years. Rob Johnstone noted that the strategic planning priorities can be used as guiding principles to help make difficult decisions but are not answers in themselves. John Sewart agreed. He indicated that CSM is considering the strategic plan as a guideline in light of their institution's decision making. Tom Mohr noted that it is not difficult to establish benchmarks around transfer, basic skills and CTE. He noted that there are two issues related to these areas –to deliver curriculum in those areas and also deliver the support systems necessary for students to proceed through curriculum. He indicated that the review of reductions should be from this frame of reference. Rob Johnstone noted that if the focus is on transfer, basic skills and CTE that lifelong learning necessarily will be put on a “different burner”. Vicki noted that it is also difficult to map lifelong learners with specific courses, especially at Skyline.

3. Revised District Planning Priorities

The group turned to the review of the District's planning priorities. Jing said that the District priorities that have been selected should be understood to be the Board priorities. A question was asked as to how the District priorities emerged and whether the priorities were formulated in light of the college priorities. Kathy Blackwood noted that the Board had identified some 30 goals at their retreat. Their goals came from issues that surfaced at board meetings and various presentations to the board, etc. District staff then aligned the goals to the strategic planning document. This alignment process was parallel to the college identification of their planning priorities.

Jing identified the District priorities on the planning priorities document to be:

2.2.3a Streamline processes and practices to allow students seamless access to educational opportunities across the District.

3.1b Identify emerging workforce development opportunities for each of the colleges and respond to changing job training needs through the colleges' Career and Technical Education programs and services.

4.1a Continue and expand initiative and services that optimize enrollment.

The group agreed that optimize is the key word in this goal.

4.1c. Pursue additional state, federal, philanthropic, and corporate funding.

4.2d Develop staffing plans that recognize existing staffing resources in all employee categories and project future resource needs.

4.3b Continue to effectively leverage the capital improvement with state and local resources.

4.5b Strengthen faculty and staff development which support the activities to meet the accreditation standards.

Patty indicated that she was disappointed that the Board had only focused on 4.5b and not on 4.5a which is a broader statement about professional and academic development opportunities not necessarily in the context of accreditation standards. A discussion ensued and the conclusion was that the accreditation standard related to resources talks about professional development in a context that is broader than 4.5b and that it says that an institution must have professional development.

Tom Mohr suggested that 4.5a and b be combined into one priority. He also suggested that any of the planning priorities that the group finds aren't clear should be re-written. It was decided that rewriting the assumptions in this budgetary environment might be an academic exercise and that it will be more important to understand with what criteria we want to carry out the work of 4.5b. John Sewart indicated that professional development also includes sabbatical support, technology support, new computers, updated equipment, maintenance and the like.

5.1a Establish policies and planning activities which are coherent, transparent, and available to all stakeholder groups.

5.2a Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

Jing and Kathy noted that most outside funding opportunities require these types of partnerships.

4. Continued discussion on plan evaluation

The group reviewed the purpose of the planning priorities list. Vicki reminded the group that the group started to focus on the priorities that had the closest alignment. Patty reiterated that at the last two meetings the group discussed those priorities where all three colleges were in alignment and then moved to those priorities where there were two colleges in alignment. Vicki suggested that the group needs a stand-alone list for those areas where two entities or more are aligned.

It was reiterated that the purpose of this matrix is not to identify budget cuts. It is a matrix of priorities for evaluation sequencing. The priorities on this list will be those where 2 or 3 or 4 entities are in alignment and will be the activities the group chooses to evaluate first. Jing will create a document that includes this information, the status of the particular item and the person/or group responsible for providing the information to the group.

The group then reviewed items 4.1a, 4.1c and 4.2b.

4.1a How do we know that we are optimizing enrollment?

Tom indicated that each college may be managing this differently. He suggested that each college should write a report about how they are managing enrollment at their institution and

how it fits the definition of optimization. The group agreed that a report would be the best way to start with the evaluation of this item. The task will be assigned to the Deans of Research and Planning and they will engage the VPI's as necessary. Enrollment data will be included when it becomes available.

4.1c How do we know that we are pursuing additional state, federal, philanthropic and corporate funding?

The group decided that initially a list should be compiled as to what applications across the district are being submitted for grants and what's been successful. The task is similar to what the group had asked the VPs to do around funding for our vocational programs. The purpose of the report is to make sure that everyone knows what funding is coming down the pipe. It was decided that the CBOs should take the lead on this task and provide a report to the committee. After the reporting, the group can decide on an appropriate evaluation method.

Regarding item 4.2d the group decided that information about the processes used in the local managed hiring and program and service reduction decisions that are currently under consideration is the information that this group will need. The information is currently being compiled in the context of the fiscal situation and will be finalized by year end.

5. Future meetings and committee membership

The group decided to continue to meet on the 2nd Monday from 12:30 until 2:00PM in the District Board Room. If there are districtwide program or service budgetary decisions to review, the group will also meet on the 4th Monday. All of the upcoming meetings will be calendared and cancelled if not needed. Colleges will assign members from constituent groups as necessary. Jing will find a student representative.

The meeting adjourned at 2:00PM.