



Pima County Community College District Administrative Procedure

<i>AP Title:</i>	Strategic Planning
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<i>Sponsoring Unit/Department:</i>	Office of the Chancellor
<i>Policy Title(s) & No(s).</i>	Institutional Effectiveness, BP 1.16
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	

PURPOSE

The Chancellor will develop, for review and approval by the Governing Board, a multi-year, comprehensive Strategic Plan that supports success for all students and the diverse community the College serves. The plan will address the needs of the entire College through systematic and integrated planning, including, but not limited to: academic programs, workforce development, student services, technology, facilities, staffing and financial planning. The goal of the plan is to lead the College toward the achievement of its vision to be a premier community college, through the identification of clear, measurable strategic priorities that are transformative and strongly informed by community needs.

The Chancellor will provide to the Governing Board regular progress reports related to student success and institutional effectiveness, as achieved through the priorities within the plan.

SECTION 1: Strategic Planning

The Strategic Plan, and the process used to develop it, will observe the following planning principles:

- The mission fulfillment framework will be used as the foundation for the College's strategic planning.
- The College will provide quality instruction and programs that meet community needs and support student progress towards goal achievement.
- As an evidence-based institution, institutional research will be an integral part of the College's planning and evaluation processes and there will be a clear linkage between planning, budgeting, evaluation and assessment.
- The strategic plan will incorporate key performance indicators through which improvement can be monitored.
- The planning process will include input from faculty, staff and administrators.
- The planning process will be open to public input, with forums for community involvement, throughout the planning cycle.

SECTION 2: Strategic Planning Process

2.1 The strategic planning process is led by the Vice Chancellor of Strategy, Analytics and Research (VC of STAR) and the co-chair of the Strategic Planning Team (SPT). The SPT will include representatives from:

- Faculty Senate
- Staff Council
- Administration
- Current students
- Adult Basic Education for College and Career
- Workforce Development
- Pima Online
- External relations
- Facilities
- Finance
- Human Resources

- Information Technology
- 2.2 Each member of the SPT will have a defined role and associated responsibilities regarding the stakeholder group they represent. Throughout the planning process, SPT members will communicate with their constituents and serve as a conduit reporting back input to the full SPT.
- 2.3 The VC of STAR and the SPT co-chair will coordinate the planning process and provide objective guidance to the SPT as the group progresses through the stages of plan development, which includes:
- Assessment of the institution’s readiness for planning and change
 - Review of the mission fulfillment framework and associated key performance indicators
 - Assessment of the external environment
 - Evaluation of the institutional context relevant to planning
 - Strengths, weaknesses, opportunities and threats analysis
 - Foresight discussions on the future of the College
 - Open discussion forums for employees and community members
 - Development of strategic priorities
- 2.4 During each comprehensive planning cycle, the VC of STAR and the SPT co-chair will provide periodic updates at the public Governing Board meeting and report any comments back to the SPT.
- 2.5 The SPT will develop a draft Strategic Plan which will be informed by input from stakeholder groups. The draft plan will be subject to the following approval process:
1. The draft will be posted to the public website and comments will be gathered through a survey and/or open forums
 2. Revision by the SPT, per input received
 3. Review and revision of the final draft plan by the Chancellor and senior administrators
 4. Final review, revision and approval by the Governing Board

SECTION 3: Community Engagement

Community member/s from Pima County are engaged in the Strategic Planning process through forums, community events and/or surveys. Community members

may be invited to participate directly in the Strategic Planning process at the discretion of the VC of STAR.