

STATE BOARD FOR COMMUNITY COLLEGE AND OCCUPATIONAL EDUCATION

May 11, 2022

TOPIC: Report by the Ad hoc Committee on the Next Strategic Plan

PRESENTED BY: Rollie Heath, Chairman
Diane Duffy, Executive Vice Chancellor & Chief Strategy Officer

EXPLANATION:

At the October 2021 Board retreat, the Board reviewed the Board's Top Strategic Priorities (2022-2024) and discussed the timing of the next CCCS strategic plan to follow *Bold Solutions Strategic Plan 2015-2025*. The Board decided to form an ad hoc committee charged "to recommend a plan for the development of the next comprehensive strategic plan, and to present recommendations to the Board at the May, 2022 Board meeting." The committee was comprised of Chairman Rollie Heath, Danny Villanueva, Landon Mascareñaz, Garrison Ortiz, Joe Garcia, Landon Pirius, Diane Duffy, and Angela Gramse.

The Committee held four meetings on December 8, January 12, March 16 and April 15. Committee activities included:

- Brainstormed a list of questions to be answered to inform the committee's work and recommendations.
 - What are the best approaches to strategic planning today? What aspect would best suit a higher education governing board of a multi-institution system?
 - What are the process pieces we should include?
 - How much time do we need to build a CCCS strategic plan?
 - What is the time line for the development of a strategic plan?
 - What should the approach and pattern of the stakeholder engagement process be?
 - How much time should the strategic plan cover? (eg. 3 years, 5 years, 10 years.)
 - How should the system strategic plan align with the 13 colleges' strategic plans, and vice-versa?
 - What is the strategic plan deliverable?
 - Document only
 - Interactive website
 - Both a document and interactive website
 - Other ideas?
 - What resources will be needed, e.g. an external consultant?
- Cataloged the strategic plans of the 13 colleges capturing the time periods covered and major themes.
- Met with experts from Western Interstate Commission on Higher Education (WICHE) - Demaree Michelau, President, and Patrick Lane, VP Policy Analysis and Research, to learn about best practices in governing board strategic planning processes; Dr. Linda Bowman who facilitated the development of the previous CCCS strategic plan, and Dr.

Sharon Morrissey, Senior Vice-Chancellor who co-chaired the Task Force that led to the recent strategic plan for Virginia’s Community Colleges.

RECOMMENDATION:

The Committee recommends the development of a five year CCCS strategic plan to be approved December 2024. Below is the Committee’s proposal for the components and timeline.

Estimated Time Frame	High Level Work Plan Components
Fall 2022	<p>Engage the Board in pre-work to review the mission, vision, values of the organization, and determine if any changes are warranted.</p> <p><i>(Note: Begin working draft and continue to draft the strategic plan throughout the process).</i></p>
Spring/Summer 2023	<p>Determine guiding principles for the system five-year strategic plan <u>(2025-2030)</u>.</p> <p>Conduct external scan and identify the most significant questions, challenges, and driver(s) of the plan. Consider bringing in external experts.</p> <ul style="list-style-type: none"> • If we were to have the best community college system in the country by 2030 what would that mean? • Settle on “big picture” directionality.
Fall 2023	<p>Carry out stakeholder engagement process to gather input and listen for system-wide issues. Individual colleges’ will listen for unique community and regional-specific issues for individual college strategic plans.</p> <p><i>(Note: Chancellor leads the community engagement process along with the college president and Board member liaison in their respective communities.)</i></p>
Spring 2024	<p>Determine system-wide strategic goal(s). What specifically should we aspire to achieve by 2030?”</p> <p>Determine how and what we will measure.</p>
Summer 2024	Refine draft of system strategic plan.
Fall 2024	<p>Vet the draft system strategic plan</p> <p><i>(Note: individual colleges align their respective college strategic plans throughout the process.)</i></p>
December 2024 SBCCOE Meeting	<p>Publish NEW system strategic plan</p> <p><i>(Note: Should consider a public facing interactive web site.)</i></p>
Spring, Summer, Fall 2025	Align colleges’ strategic plans with system, in addition to unique college-specific goals