PVC STRATEGIC PLAN:

INNOVATION DIVERSITY

KNOWLEDGE

OPPORTUNITY

RESPECT

STUDENT

SUCCESS

2

2

VISION

**2020 VISION**

**PALO VERDE COMMUNITY COLLEGE DISTRICT**

**Mission**

**(Approved by the Board of Trustees: January 19, 2016)**

Palo Verde College provides opportunities for personal and professional growth to a diverse community of learners in an academic environment committed to student success and equity by supporting student achievement of basic skills, certificate, degree, university transfer, and career goals.

**Institutional Goals**

**(Approved by the Board of Trustees: June 13, 2017)**

**GOAL 1:** Provide exemplary services and instructional programs in recognized and emerging fields that lead to successful attainment of degrees, certificates, employment, and transfer.

**GOAL 2:** Implement strategies to increase access and success for underrepresented and disproportionately impacted students and to advance diversity and equity across the district.

**GOAL 3:** Implement a strategic enrollment management plan that diversifies FTES populations, ensures achievement of FTES targets, and promotes meaningful improvement in student completion data.

**GOAL 4:** Maintain fully affirmed Accreditation status, and continue to use Accreditation Standards to guide integrated strategic planning, program review, student learning outcomes assessment, and college operations.

**GOAL 5:** Maximize existing resources and improve processes to ensure short and long-range fiscal stability and to maintain instructional, student support, and operational integrity.

**GOAL 6:** Make continuous quality improvements in all programs and services through an ongoing and systematic cycle of integrated planning, assessment, and refinement of the college mission and all programs and services.

**GOAL 7:** Maximize state-of-the-art technology to ensure instructional, student support, and operational effectiveness and to provide for data informed decision-making across the institution.

**GOAL 8:** Stimulate innovation by encouraging and supporting participation in professional development and by fostering a blame-free environment where risk-taking is encouraged and rewarded.

**GOAL 9:** Promote and sustain an institutional environment of collegiality, transparency, participation, communication, and professionalism among all district constituents.

**GOAL 10:** Ensure a qualified faculty, staff, and management team by providing a deliberate model of human resource management.

**PVC STRATEGIC PLAN 2017-20**

* A **goal** is a broad primary outcome.
* A **strategy** is the approach you take to achieve a goal.
* An **objective** is a measurable step you take to achieve a strategy.
* A **task** is a tool you use in pursuing an objective associated with a strategy.

*(Source: Reggie Bradford, Forbes)*

**GOAL 1:** Provide exemplary services and instructional programs in recognized and emerging fields that lead to successful attainment of degrees, certificates, employment, and transfer.

# Strategy 1.1

Ensure that all programs are aligned with the labor market

# Objective 1.1.1

Establish advisory groups for all applicable programs and ensure their continued use and viability.

# Progress 1.1.1

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| CTE programs have ongoing advisory groups that inform the decision making of new programs at PVC. Some of the recent examples include a solar technician training that will train the students in installing, maintaining and repairing solar panels. These decisions are supportedby Labor Market Information studies. |
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# Objective 1.1.2

Implement workforce development programs that identify and address current and future labor market needs.

Progress 1.1.2

While the teaching of CTE program is restricted only to community and non-CDCR locations, through the use of the Strong Workforce Program and other funding, PVC is continually trying to enhance the local offerings.

# Strategy 1.2

Design and/or augment programs provided to incarcerated students that lead to gainful employment or transfer to four-year colleges or universities.

# Objective 1.2.1

Offer transfer degree programs to incarcerated students.

# Progress 1.2.1

PVC has expanded the number of Associate Degrees for Transfer from five to twelve. Though not all of these are eligible for the inmate students, through the Guided Pathways initiative PVC plans to increase the number of options for transfer to this population.

# Objective 1.2.2

Research and develop educational programs for incarcerated students with high potential for employment upon release.

Progress 1.2.2

PVC is engaging in the education and training of the incarcerated population that will support their being employable after release. Some existing certificates and programs like the Alcohol and Drug Studies Counselor and Business Management are popular options. An Entrepreneurship program is being developed for the inmate population that would help overcome barriers to gainful employment

by starting their own venture.

# Strategy 1.3

Design and implement Guided Pathways.

# Objective 1.3.1

Design Guided Pathways model.

 Progress 1.3.1

The implementation of Guided Pathways is under the purview of the Guided Pathways committee. A recent development is the initiation of the Student Success Task Force that is charged with the creation of the Pirate Pathways Team which in turn will monitor the recruitment, orientation, and progress of the students in the various pathways. Version 1.0 is under development now and will establish a cohort based tracking model for the students.

# Objective 1.3.2

Develop Guided Pathways for ADTs.

Progress 1.3.2

As the number of Guided Pathways have increased in the past year to twelve, PVC has developed two-year models for the student pathway. The college plans to develop three year models that will serve the needs

of multiple entry points, part-time students and for different modalities of education.

**GOAL 2:** Implement strategies to increase access and success for underrepresented and disproportionately impacted students and to advance diversity and equity across the district.

# Strategy 2.1

Implement programs to improve access and success for underrepresented and disproportionately impacted students.

# Objective 2.1.1

Explore national models for student success (e.g., Puente, Umoja, A2MEND, HACU) and implement as appropriate.

Progress 2.1.1

Umoja has been established on campus and Puente is the process of being explored

# Objective 2.1.2

Strengthen Student Success services.

 Progress 2.1.2

Numerous activities including establishing a student success center, study hall, deployment of three new education advisors, the housing of the tutoring services at the library and its associated resources on the college website.

# Objective 2.1.3

Provide an enriched and equitable college experience for all students.

Progress 2.1.3

Collaborated with DSPS to expand peer and professional tutoring offerings

Including one-on-one sessions and/or provided tape recorders for

students who need note-takers. Opened a Veterans Resource Center

where student veterans can receive services and/or have a quiet place to

study or convene. Launched the PVC Athletics programs to encourage

student-athletes an opportunity to advance. Provide bus transportation

(vouchers) to students who do not qualify for financial aid or other

categorical programs. Increased the number of student workers to

enhance their college experience and provide financial assistance.

Food pantry has been established to meet the goal of a hunger free campus.

# Strategy 2.2

Explore and implement events, activities, and programs to advance diversity and equity across the district.

# Objective 2.2.1

Form a Diversity Committee focused on the promotion of diversity on campus and throughout the district.

Progress 2.2.1

An Equal Employment Opportunity Committee has been formed with representation from various constituent groups to promote the diversity on campus and district

# Objective 2.2.2

Provide professional development opportunities for all employees addressing diversity needs for student success at least once per semester.

Progress 2.2.2

FLEX day presentations have been conducted to provide training and this effort has been enhanced by the offering of online webinars through EOPS and the office Director of Student Success and Equity

**GOAL 3:** Implement a strategic enrollment management plan that diversifies FTES populations, ensures achievement of FTES targets, and promotes meaningful improvement in student completion data.

# Strategy 3.1

Identify the populations served, FTES targets, FTEF calculations, and any associated bottlenecks throughout the matriculation process.

# Objective 3.1.1

Perform an enrollment management analysis.

Progress 3.1.1

Enrollment management tasks have subsumed within the Guided Pathways Committee and this effort will be aligned with the rollout of the Associate Degrees for transfer and the cohort model of student management and scheduling

# Objective 3.1.2

Working through the Enrollment Management Committee, develop strategies based on findings.

Progress 3.1.2

A student success task force has been created that reports to both the Guided Pathways and Student Equity and Achievement that is in process of creating the first version of a pirate pathways team which will recruit, orient, guide and follow-up on students on the various pathways. As the number of ADT's have increased to twelve, mapping will be done

to guide the full time and part time students in their academic journey at PVC.

# Strategy 3.2

Develop a comprehensive and holistic Enrollment Management Plan.

# Objective 3.2.1

Develop a marketing plan focused on outreach and promotional materials related to program offerings.

Progress 3.2.1

The roll out of the first version of the pirate pathways is expected to outreach to a select students, so once the model has been established the offerings and promotional materials will be themed to coordinate and synchronize with all college wide programs.

# Objective 3.2.2

Develop industry and high school pathways.

Progress 3.2.2

Future program include culinary arts and a business academy. An RN program is progressing through the approval process to provide health care

opportunities for the community.

# Objective 3.2.3

Analyze Student Success and Support Goals for core services (orientation, assessment, educational planning, and follow-up) to identify areas of improvements leading to increased student success.

Progress 3.2.3

Increased face-to-face orientations on campus and at the two prisons within the district. With the elimination of assessments (AB 705), placement recommendations have been implemented for math and English courses. Implementing Student Planning module to have an electronic record of student individualized SEPs. Designed and implemented Fresh Start Workshops, held the third Friday of the month for students

# Objective 3.2.4

In partnership with the Palo Verde Unified School District, and the Needles Unified School District, develop and/or expand upon dual enrollment offerings.

Progress 3.2.4

The California Adult Education River Consortium continues to coordinate with the Palo Verde and Needles Unified and is working to strengthen dual/concurrent enrollment at both Blythe

Campus and Needles center.

# Objective 3.2.5

Ensure reasonable time to completion for students seeking certificates and degrees.

Progress 3.2.5

The Counselors have created two year maps and will initiate three year maps for the part time students. The pirate pathways team will work on version one to recruit, orient and guide students on their academic journey at PVC.

# Objective 3.2.6

Develop and implement a First Year Experience Program for all new students.

Progress 3.2.6

The Summer Bridge program at both Blythe and Needles and its offering of GES 101 as an orientation of first time College students is working to create this experience.

**GOAL 4:** Maintain fully affirmed Accreditation status, and continue to use Accreditation Standards to guide integrated strategic planning, program review, student learning outcomes assessment, and college operations.

**Strategy 4.1**

Using analysis of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements, and improves the quality of its educational programs and services.

# Objective 4.1.1

Demonstrate a sustained collegial dialog about student outcomes, student equity, academic quality, institutional effectiveness, and continuous improvement of student learning and achievement.

Progress 4.1.1

The college has had mixed success in completing and memorializing SLOs at the course, program and institutional levels, as noted in the most recent comprehensive accreditation report of March 2020. In addressing this problem, the college is making a concerted effort to have all SLO assessments completed in accordance with the agreed-upon SLO matrix and to utilize the SLO component of eLumen for data input and analysis. A Flex Day training for faculty will be conducted January 21, 2021 in the use of eLumen, and it is expected that required assessments will be completed and up to date by then.

Student equity status is being addressed in annual Snapshot reports that began Fall semester 2019. Snapshots are addenda to the regular program review reports completed every four years, are produced by each instructional division and are published on the college web site.

# Objective 4.2.2

Regularly evaluate the quality of student support services and demonstrate that these services support student learning and enhance accomplishment of the mission of the institution.

Progress 4.2.2

In Fall semester 2019, the college implemented a revised, annual program review report template focusing exclusively on student support services. The report includes a section on Service Area Outcomes (with emphasis on student achievement and success through ongoing improvement in support services), goal-setting, and future planning. The annual report from Fall 2019 is posted to the college website. The new report will provide a regular evaluation of the quality and effectiveness of the college’s support services.

**GOAL 5:** Maximize existing resources and improve processes to ensure short and long- range fiscal stability and to maintain instructional, student support, and operational integrity.

# Strategy 5.1

Maximize existing resources and improve processes.

# Objective 5.1.1

Update procedures and processes.

 Progress 5.1.1

PVC synchronizes its review of BP's in Progress to CCLC updates and has a five year review cycle for all its AP's and BP's.

# Objective 5.1.2

Review contracts for best value.

Progress 5.1.2

As examples, BP 6340 Contracts and AP 6340 Bids and Contracts provide for specific standards and protections in all contractual agreements designed to maintain the integrity and quality of the College's programs and services

# Strategy 5.2

Ensure short and long range planning for fiscal stability

# Objective 5.2.1

The college will transparently address any budget issues to preserve instructional, student support and operational integrity.

Progress 5.2.1

During the last several years, PVC has afforded access to its accounting system to all its internal customers through GALAXY.

# Objective 5.2.2

Develop and implement comprehensive facility maintenance, sustainability and replacement plans.

Progress 5.2.2

This study has been completed along with the comprehensive master plan

Develop a replacement plan for critical district operations such as chiller plant, elevators, roofing, etc. To be completed by June 30, 2018.

# Strategy 5.3

Maintain instructional, student support, and operational integrity.

# Objective 5.3.1

Promote college-wide participation in the review of ACCJC Standard IIID to ensure a transparent planning process and integrated budgeting.

Progress 5.3.1

Budget committee has been meeting regularly and has asked for input from all constituent groups. We have update the Integrated planning module regarding the distribution of resources.

# Objective 5.3.2

Develop and implement training for the board, budget committee, and institutional constituencies in the areas of budgeting, purchasing, and financial management.

Progress 5.3.2

This effort is ongoing and study sessions are used to complete this training. Budget committee meetings also provide a source of information to the college community.

**GOAL 6:** Make continuous quality improvements in all programs and services through an ongoing and systematic cycle of integrated planning, assessment, and refinement of the college mission and all programs and services.

# Strategy 6.1

Execute processes and timelines related to governance and integrated planning.

# Objective 6.1.1

Ensure that planning and allocation of resources are integrated amongst programs and services.

 Progress 6.1.1

Program review process uses the SLO data and the BERF process to inform the

 resources allocation. The Updating of the Integrated planning module has helped

in this process.

# Objective 6.1.2

Develop and implement a decision-making handbook which outlines specific governance processes and constituency involvement.

Progress 6.1.2

This handbook is now planned to be included with the Integrated Planning Manual

# Strategy 6.2

Identify and publish assessment data for use in decision-making and action planning.

# Objective 6.2.1

Disseminate assessment data used to track progress of institutional goals and objectives.

Progress 6.2.1

The framework for tracking and reporting progress toward goals was updated as reflected in the strategic planning documents revised in 2019. PVC has created an institutional effectiveness website and the creation of the ISER has been helpful.

# Objective 6.2.2

Plan and allocate resources based on assessment data.

Progress 6.2.2

Program review process involves the utilization of this data. The annual

snapshots/addendums have been included to highlight this process.

# Strategy 6.3

Ensure that all programs and services are aligned with the mission statement.

Ensure that the mission statement describes the institution’s broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and student achievement.

 Progress 6.3.1

The mission statement was revised to include the unique and diverse population

that PVC serves.

**GOAL 7:** Maximize state-of-the-art technology to ensure instructional, student support, and operational effectiveness and to provide for data informed decision-making across the institution.

# Strategy 7.1

Maximize state-of-the-art technology.

# Objective 7.1.1

Review Technology Plan and form appropriate governance structures.

 Progress 7.1.1

 Merging the ERP/Instructional Technology issues into the Technology

Committee has been accomplished.

# Strategy 7.2

Increase operational effectiveness through technology

# Objective 7.2.1

Provide training for all technology users**.**

**Progress 7.2.1**

**Training is being provided by in - house and Keenan resources**

# Strategy 7.3

Provide for data informed decision-making across the institution.

# Objective 7.3.1

Identify and implement technological platforms aimed at providing timely access to available student metrics.

Progress 7.3.1

The Business Objects system is routinely kept up to date and instrumental

in generating needed operational and planning reporting data. needed for The School Gauge vendor was unable to develop the promised dashboard capability. Instead existing Business Objects reports were enhanced and new reports were developed to provide the data both the ISER report and initial set of KPls posted on the website.

# Objective 7.3.2

Develop plans for training and integration of available data resources.

Progress 7.3.2

Curriculum management is currently being performed utilizing elumen.

The organization and academic program structures needed to support SLO

assessment have been built. Configuration/Training for SLO Assessment

 and use in strategic planning is occurring 2019SP with intention of being

operational 2021SP.

COE data is utilized for research in support of grant applications.

 However there are limitation with the depth and availability of COE data

 in the Inland Empire region and college service area.

**GOAL 8:** Stimulate innovation by encouraging and supporting participation in professional development and by fostering a blame-free environment where risk-taking is encouraged and rewarded.

# Strategy 8.1

Provide professional development opportunities for all employees that are designed to stimulate innovation.

# Objective 8.1.1

Provide training opportunities specifically designed for stimulating innovation and make those opportunities available to employee groups as appropriate.

Progress 8.1.1

Efforts are underway to provide this type of training for all staff and faculty during FLEX days and Institute Day.

# Objective 8.1.2

Provide training opportunities for faculty in academic discipline areas with regard to innovations in teaching.

Progress 8.1.2

Every division has $2500 to use as needed for this purpose. The administration actively solicits faculty specific training opportunities related to teaching.

# Strategy 8.2

Foster a blame free environment where risk taking is encouraged and rewarded.

# Objective 8.2.1

Establish a mutually agreed upon code of civility and collegiality that renounces blame as a part of acceptable discourse.

Progress 8.2.1

This work has been completed and is published throughout the campus.

# Objective 8.2.2

Encourage risk taking as a way to stimulate innovation.

Progress 8.2.2

Every faculty and staff is encouraged to use the professional development

 opportunities afforded by the college.

**GOAL 9:** Promote and sustain an institutional environment of collegiality, transparency, participation, communication, and professionalism among all district constituents.

# Strategy 9.1

Expand the continuum of professional development opportunities for all faculty, staff, and administrators to be well prepared to respond to the evolving needs of all constituents.

# Objective 9.1.1

Provide faculty opportunities to participate in professional development activities that will result in enhanced student learning outcomes and greater student success.

Progress 9.1.1

Every division has about $2500 for its professional development. PVC has also opportunities to attend the FLEX day, Institute Day, conferences, workshops

# Objective 9.1.2

Develop a leadership team that uses best management practices through training, communication, and feedback.

Progress 9.1.2

Through the office of the President/Superintendent there has been a new team in place

# Objective 9.1.3

Bring qualified experts to the campus who will recognize our diverse needs and share creative and innovative techniques.

Progress 9.1.3

Under the auspices of the FLEX days/ Institute Days various discipline experts have been invited to campus to share their expertise.

# Strategy 9.2

Improve internal and external communications that foster prompt and broad feedback and engage in dialogue with stakeholders.

# Objective 9.2.1

Expand and utilize resources to disseminate appropriate information to all district constituents in a timely manner.

Progress 9.2.1

Various methods of distribution are utilized including the websites

 (Institutional Effectiveness page) and email.

# Strategy 9.3

Enhance the college’s public image and prominence in the educational community through the cultivation of effective partnerships and collaboration with business, industry, education, governmental, and service organizations.

# Objective 9.3.1

Increase our involvement in community activities by encouraging community groups to visit the college and utilize the facilities.

Progress 9.3.1

The various advisories groups have been reorganized to include interested

parties from the community. PVC has concerts, athletic events, graduation for attendance by the community.

# Objective 9.3.2

Increase dialogue and interactions with area K-12 superintendents, high school principals, counselors, and teachers.

Progress 9.3.2

PVC has a concurrent enrollment in place for CTE classes with the PV unified and efforts are underway to develop a dual enrollment for academic areas. The college and the unified are in continuous dialog about how to improve the student outcomes in these areas.

**GOAL 10:** Ensure a qualified faculty, staff, and management team by providing a deliberate model of human resource management.

# Strategy 10.1

Identify current and future human resources that are needed to achieve the Institutional Goals and the overall Strategic Plan of the District.

# Objective 10.1.1

Develop an integrated human resources management plan for faculty, staff, and management.

Progress 10.1.1

Human Resources provides ongoing training for all staff- they are up to

date on any changes regarding Human Resources and use new technology

to accomplish institutional goals.

# Objective 10.1.2

Ensure that recruitment, selection, hiring, and orientation processes attract, acquire, and retain a highly qualified and diverse faculty, staff, and management team.

Progress 10.1.2

Human Resources has essential steps and guidelines to have a fair

 competitive hiring process.

# Strategy 10.2

Provide employees with a wide range of training and development opportunities to foster professional growth.

# Objective 10.2.1

Develop and implement a professional development program that supports best practices, stimulates innovation, and advances the knowledge, skills, and professional interests of our employees.

Progress 10.2.1

PVC has created ongoing training for faculty and staff:

KEENAN TRAININGS, FLEX DAY, STUDENT WORKER ORIENTATIONS, STAFF MEETINGS, INSTITUTE DAY, RETIREMENT WORKSHOPS, HEALTH FAIR, EOPS MENTAL HEALTH WORKSHOPS, FULL ADMIN MEEETINS. AEBG RETREAT, CURRICULUM INSTITUTE, CIVIL RIGHTS WORKSHOPS, PRISON TRAINING/RCOE,

REEP, OSHA, ETC.