INTEGRATED STRATEGIC PLAN 2013-2016

MISSION: *Palo Verde College is a California community college that supports an exemplary learning environment with high quality educational programs and services. The College promotes student success and lifelong learning for a diverse community of learners.*

INITIATIVE 1: INSTRUCTIONAL PROGRAMS and STUDENT SUCCESS

Goal: **Deliver and continuously improve upon quality educational programs, emphasizing student learning leading to certification, conferral of associate degrees, transfer to four-year institutions, and personal growth and career enhancement.**

Objective 1.1 Identify, measure and assess student learning outcomes at the course, program and degree levels, and institutional SLOs and provide adequate support services to ensure the effectiveness of learning programs.

Objective 1.2 Develop two-year course planning and scheduling procedures to minimize conflicts that delay students' progress toward program completion.

Objective 1.3 Continuously assess the quality and availability of courses and programs offered in the various modes of delivery—face-to-face, online, correspondence, ITV and hybrid forms, through program review and other processes, to maintain their academic rigor and currency and to ensure they provide the means to achieve identified student learning outcomes.

Objective 1.4 Support student learning by expanding tutorial resources and other supportive educational services for all students needing these services.

Objective 1.5 Continuously assess student learning and support needs, as well as community needs, and make improvements to College educational and support services as necessary.

Objective 1.6 To meet student needs and FTES targets, assess the need for course offerings taking into consideration multiple modalities of instruction including face-face, online and correspondence.

Objective 1.7 Identify program opportunities for Blythe and Needles and continuously assess to ensure financial and programmatic stability.

Objective 1.8 Continuously monitor enrollment patterns and trends in order offer optimally scheduled combinations of courses as to semester rotation, days of the week, number and type of sections, day vs. evening and mode of delivery.

INITIATIVE 2: STUDENT SUPPORT SERVICES

Goal: **Provide quality student support services to a diverse student population, providing opportunities for student success.**

Objective 2.1 Consistent with the Student Success Task Force recommendations, increase student participation in orientation, assessment, counseling and advising, and development of education plans.

Objective 2.2 Increase college visibility and community involvement by publicizing the College's educational programs and services, ASG activities, and cultural events in the Fine and Performing Arts Center.

Objective 2.3 Increase college readiness by identifying and minimizing barriers to educational programs and opportunities.

Objective 2.4 Provide counseling and guidance to ensure students declare a program of study and are informed of career and continuing education opportunities.

Objective 2.5 Assess and evaluate enrollment, retention, and completion data to determine strategies for promoting student success.

Objective 2.6 Develop and disseminate an institutional Enrollment Management Plan which includes the components of data review, recruitment and outreach, retention, and student success.

INITIATIVE 3: ORGANIZATIONAL EFFECTIVENESS

Goal: Create and sustain an institutional environment of transparent collegiality in which College personnel have an understanding of the functions, roles and responsibilities of their colleagues and College organizations and committees which support the Mission of the institution.

Objective 3.1 Review and update the collegial governance chart annually.

Objective 3.2 Provide all new employees with a College orientation program and information specific to their role.

Objective 3.3 Invite participatory governance in planning and decision-making by encouraging constituent representation on committees, and promoting effective dialog among constituencies and the Board of Trustees.

Objective 3.4 Publicize all College reports, by having them available for examination in the College library or College website.

Objective 3.5 Develop and disseminate an institutional faculty, management, and classified staffing plan that takes into consideration planning for areas of demonstrated need or deficiencies, 50% Law compliance, and administrative leadership capacities.

Objective 3.6 Employ qualified faculty and staff and provide opportunities for continued professional and staff development, consistent with the mission and based on identified teaching, learning, and operational needs.

INITIATIVE 4: TECHNOLOGY AND SUPPORT

Goal: **Ensure that state-of-the-art information technology and media are available and used by a highly-skilled college community.**

Objective 4.1 Ensure that there is training for faculty and staff that is cost-effective and directly applicable to immediate needs and long range needs.

Objective 4.2 Update and disseminate the 2004-07 Technology Master Plan which includes ensuring a state-of-the-art learning, teaching, and operational environment, and incorporate the goals into the College's Integrated Strategic Plan.

Objective 4.3 Continue maintenance and needed expansion of Student, ERP and other reporting systems, as well as associated staff training.

Objective 4.4 Provide technical support for the on-going acquisition of data required for effective data-driven decision-making.

Objective 4.5 Develop a cycle for the annual replacement of obsolete software and equipment.

INITIATIVE 5: FINANCIAL AND OPERATIONAL STABILITY

GOAL: **Enhance district fiscal and physical resources with strategic and transparent stewardship.**

Objective 5.1 Consistent with Accreditation Standards and Chancellor's Office financial directives, address budget issues in a manner that preserves instructional, student support, and operational integrity.

Objective 5.2 Develop a plan for the identification and generation of new sources of revenue.

Objective 5.3: Develop and review an integrated budgeting and planning process that increases employee participation, and preserves institutional integrity and compliance with the ACCJC Standard III.

Objective 5.4 Enhance the transparency of the budgeting and planning process by providing training to the board, budget committee, and institutional constituencies.

Objective 5.5 Develop a plan for the identification and generation of non-traditional sources of revenue.

Objective 5.6 Update the Educational and Facility Master Plan through a collegial consultation process.

Objective 5.7: Develop and implement comprehensive facility maintenance, sustainability and replacement plans.

Objective 5.8: Develop and implement plans to increase the involvement of the Palo Verde College Foundation.

INITIATIVE 6: INSTITUTIONAL EFFECTIVENESS and ACCOUNTABILITY

Goal: Use the analysis of quantitative and qualitative data in an on-going and systematic cycle of evaluation, integrated planning, and re-evaluation for accountability and continuous quality improvement of the College Mission, programs and services.

Objective 6.1 Consistent with Accreditation Standards, develop and implement a process for the overall delivery, monitoring, and oversight of the Integrated Strategic Planning process.

Objective 6.2 Establish a process for the coordination and oversight of Accreditation, including but not limited to, report submittals as required, data collection, compliance, and general integration of Accreditation Standards in college operations.

Objective 6.3 Demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning.

Objective 6.4 Demonstrate institutional effectiveness by providing evidence of the achievement of student learning outcomes.

Objective 6.5 Demonstrate institutional effectiveness by providing evidence of institution and program performance.

Objective 6.6 Use ongoing and systematic evaluation and planning to refine college processes and improve student learning.

Objective 6.7 Maintains ongoing, collegial, self-reflective dialog about the continuous improvement of student learning and institutional processes.

Objective 6.8 Documents ongoing process for evaluating itself in all areas of operation, analyzing and publishing the results and planning and implementing improvements.

Objective 6.9 Provides for an integrated comprehensive planning process to achieve broad educational goals and improve institutional effectiveness.

Objective 6.10 Consistent with Accreditation Standards, identify a mechanism for the on-going collection, analysis, and reporting of information to support informed decision-making.

Objective 6.11 Consistent with Accreditation Standards, develop and implement a process for the overall delivery, monitoring, and oversight of Student Learning Outcome assessment and evaluation.

Objective 6.12 Consistent with Accreditation Standards, develop and implement a process for the overall delivery, monitoring, and oversight of the Program Review process.