

PVC STRATEGIC PLAN HORIZON 2023



Our 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. *Board approved Feb. 12, 2019*



PALO VERDE COLLEGE

WHERE KNOWLEDGE TAKES ROOT AND OPPORTUNITY GROWS

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- 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)

New Goal 1 [Student Achievement and Growth]:

Create, provide, and implement exemplary student services and instructional programs that serve the needs of our diverse and unique student population and community while increasing growth and student achievement by 1-5% per year for FTES, degree and certificate attainment, transfer, and employment.

Strategy 1.1:

Explore, develop and support new programs designed to increase degree completion, transfer and gainful employment.

Objective 1.1.1:

Increase number of ADTs and Strong Workforce initiated programs based on student need that either articulate to transfer institutions or meet industry standards.

Task 1.1.1.1:

Develop needed courses to accommodate the addition of new Associate Degrees for Transfer in support of a 35% increase in transfer to UC or CSU over a period beginning 2015-16 and ending 2022-23.

Task 1.1.1.2

Guided Pathways committee to develop and facilitate approval of new ADTs and cohort management of all existing ADTs working towards reducing the number of units accumulated by 9% as measured over a period beginning 2015-16 and ending 2022-23.

Objective 1.1.2:

Establish and maintain comprehensive advisory group structures that inform new program creation and address curriculum development.

Task 1.1.2.1:

Create and/or combine Advisory groups to include Allied Health/Nursing, CTE, STEM and Business, and one additional group to include Arts, Athletics, Outreach, and Development.

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Task 1.1.2.2:

Coordinate advisory groups with appropriate committees and publish advisory group's input and recommendation in committee minutes.

Strategy 1.2:

Use Guided Pathways principle of "clarifying the path" for all instructional programs at PVC based on student need, access and success metrics.

Objective 1.2.1:

Create, maintain, and publish program mapping for all pathways that support full and part time students and multiple entry points.

Task 1.2.1.1:

Counselors will create maps for new programs and review and update annually existing program maps and forward to Guided Pathways Committee.

Objective 1.2.2:

Create, maintain and publish labor market data for all pathways

Task 1.2.2.1:

Guided Pathways Committee will maintain and publish appropriate labor market data for all pathways

Tasks 1.2.2.2:

CTE advisory groups will create programs and pathways in support of 7% increase in CTE student employment as measured over a period beginning in 2015-16 and ending 2022-23.

Strategy 1.3:

Focus enrollment management efforts around supporting pathway-based cohort planning while maintaining the proper proportion between traditional, incarcerated, and instructional service agreement instruction and informed by the student-centered funding model.

Objectives 1.3.1:

Increase use of cohort-based enrollment management and recruitment for both traditional face to face and correspondence pathways available to students.

Task 1.3.1.1:

Recruit cohorts for mapped pathways and schedule courses to accommodate completion within two years.

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Objective 1.3.2:

Continue to increase FTES in traditional, incarcerated, and instructional service agreement instruction in line with the growth numbers determined by the Chancellor's office.

Task 1.3.2.1:

Guided Pathways Committee will collaborate with other committees as appropriate, monitor ongoing changes in the balance of instruction modalities and make appropriate enrollment management recommendations to maintain proper proportion between traditional, incarcerated and instructional service agreement students.

New GOAL 2 [Access, Student Success and Equity]:

Implement strategies to increase access and student success by 1-5% per year with an equity minded focus on underrepresented and disproportionately impacted students

Strategy 2.1

Implement instructional and student support services 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, HACU) and implement as appropriate.

Task 2.1.1.1

Provide and present information regarding additional national models for student success during FLEX days and/or Institute Day and all staff meetings.

Task 2.1.1.2.

Report status of current implementation of models for student success to all internal and external constituents including Student Equity and Achievement committee and Guided Pathways committee.

Objective 2.1.2

Strengthen Student Success and Support Services by gathering evidence to improve recruitment, access, and success of historically under-represented and disproportionately impacted population of students.

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Task 2.1.2.1

Conduct survey to periodically evaluate strength of Student Success and Support Services using instruments like Community College Survey of Student Engagement (CCSSE, SENSE)

Strategy 2.2

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

Objective 2.2.1

Provide an enriched and equitable college experience for all students.

Task 2.2.1.1

Conduct workshops, activities and events for students each semester to create enriched and equitable experiences

Task 2.2.1.2

Provide faculty and staff with training that promote inclusivity during FLEX days and Institute Day.

Task 2.2.1.3

Provide appropriate equity-based resources to students to enhance college experience that Improve student success, retention, persistence and completion and work in support of reducing equity gaps in completion, transfer and employment by 40% as measured over a period beginning 2015-16 and ending 2022-23.

Objective 2.2.2

It is the responsibility of all Committees to focus on the promotion of diversity on campus and throughout the district.

Task 2.2.2.1

Encourage discussion on diversity during Flex day activities.

Task 2.2.2.2

Provide professional development opportunities for all employees addressing equity

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and diversity needs for student success at least once per semester.

Task 2.2.2.3

Explore the creation of a diversity committee which will impact the equity and diversity on campus and throughout the district.

New Goal 3 [Accreditation and Continuous Improvement]:

Maintain Accreditation and use Accreditation Standards to guide integrated strategic planning, program review, student learning outcomes assessment to achieve demonstrated continuous improvements in all programs and services.

Strategy 3.1:

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 3.1.1:

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

Task 3.1.1.1

Document dialog regarding outcomes, equity, quality, effectiveness, and improvement in divisional meetings and standing committees.

Task 3.1.1.2

Complete program review process as scheduled including annual reviews from service areas and snapshot addendums.

Objective 3.1.2:

Utilize data to support continuous and systematic improvement.

Task 3.1.2.1

Utilize all available data sources including annual program review data to evaluate progress on existing improvement initiatives.

Task 3.1.2.2

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Utilize all available data sources including annual program review data to propose new improvement initiatives.

Strategy 3.2:

Identify and publish assessment data for use in decision-making and action planning and execute processes and timelines related to governance, integrated planning and accreditation.

Objective 3.2.1:

Ensure dissemination of assessment data used to track progress of institutional goals and objectives and that planning and allocation of resources are integrated amongst programs and services.

Task 3.2.1.1:

College Council will disseminate assessment data to standing committee and BOT. Appropriate referrals will be made to create action plans when key performance indicators do not achieve institutional set standards.

Task 3.2.1.1:

Program reviews and snapshot addendum resource planning components will be forwarded to Budget Committee for annual planning and allocation of resources.

Objective 3.2.2:

Incorporate and maintain appropriate governance, planning, and accreditation activities in the college's standing committees in a timely fashion.

Task 3.2.2.1:

Ensure standing committees include appropriate governance, planning, and accreditation activities when planning annual agenda.

Task 3.2.2.2:

Provide progress reports regarding governance, planning, and accreditation activities in committee minutes and College Council reports.

Strategy 3.3:

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

Objective 3.3.1

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Ensure that program review includes assessment of program purpose, intended student population, the types of degrees, credentials and services offered, and its commitment to student learning.

Task 3.3.1.1

Regularly update program purpose and focus in the program review process.

Task 3.3.1.2

Annually review Student Learning Outcomes and disaggregated equity data and analysis.

Objective 3.3.2:

Regularly assess college policies and bylaws for their effectiveness in fulfilling the college mission and revise them as necessary.

Task 3.3.2.1:

Review Board Policy and Administrative Procedure updates provided by the Community College League of California in appropriate standing committees.

Task 3.3.2.2:

Review Board Policy and Administrative Procedure updates scheduled in the five year matrix by the appropriate standing committees.

New Goal 4 [Resources and Effectiveness]:

Develop and optimize resources and state-of-the-art technology to ensure instructional, student support, and operational effectiveness and stability.

Strategy 4.1:

Implement planning and process improvement for fiscal resource operational integrity and stability.

Objective 4.1.1:

The college will transparently address any budget or resource issue to preserve instructional, student support and operational integrity through the integrated planning process.

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Task 4.1.1.1:

Publish the budget and all associated resources through electronic and other media to reach all constituent groups

Objective 4.1.2:

Utilize the annual program review snapshot to identify, analyze and address gaps

Task 4.1.2.1:

Develop and implement comprehensive facility maintenance, sustainability and replacement plans based on input from the annual snapshot/addendum

Strategy 4.2:

Implement planning and process improvement for physical resources to maintain instructional, student support, and operational integrity and stability.

Objective 4.2.2:

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

Task 4.2.2.1:

All PVC personnel and Board members shall have the opportunity to be trained in the areas of budgeting, purchasing and financial management

Objective 4.2.3:

Develop plans for training and integration of available data resources

Task 4.2.3.1:

Include input from Technology committee to plan and implement identified improvements

Strategy 4.3:

Implement planning and process improvement for human resources to maintain instructional, student support.

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Objective 4.3.1:

Ensure that human resources meet the needs of ongoing instruction and student services requirements

Task 4.3.1.1:

Human resources decisions to address needs of all departments through integration of the snapshot/addendum input from all academic and service areas

Task 4.3.1.2

All decisions of the human resources department to be based on advancing equity and diversity throughout the district.

Strategy 4.4:

Increase operational effectiveness through use of state-of-the-art technology.

Objective 4.4.1:

Technology improvements to address the changing faculty, staff and student needs

Task 4.4.1.1:

Technology department to include feedback from appropriate committees to determine future course of action and investment of resources

Objective 4.4.2:

Discuss and create measures for determining operational effectiveness affecting all groups of users

Task 4.4.2.1:

Discuss the parameters of operational effectiveness in the Technology committee and their measurement

Strategy 4.5:

Identify current and future human resources that are needed and ensure that recruitment, selection, hiring, and orientation processes attract, acquire, and retain a highly qualified and diverse faculty, staff, and management team.

Objective 4.5.1:

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

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Task 4.5.1.1:

Update the integrated human resource plan to ensure that it meets the needs of all constituent groups

New GOAL 5 [Collegiality and Development]:

Promote and sustain an institutional environment of collegiality, transparency, participation, communication, and professionalism among all district constituents while stimulating innovation through professional development and by fostering a blame-free environment where risk-taking is encouraged and rewarded.

Strategy 5.1:

Provide professional development opportunities for all employees that are designed to stimulate innovation, foster professional growth, and prepare to respond to the evolving needs of all constituents.

Objective 5.1.1:

Develop and implement a professional development plan that supports best practices, stimulates innovation, and advances the knowledge, skills, and professional interests of our employees including an equity and diversity focus.

Task 5.1.1.1:

Bring qualified experts to the campus who will recognize our diverse needs and share creative and innovative techniques during FLEX days, Institute Day or all staff meetings.

Task 5.1.1.2:

Provide professional development funds to divisions and their faculty members to further acquisition of subject matter expertise

Objective 5.1.2:

Provide training opportunities for faculty in academic discipline areas with regard to innovations in teaching leading to enhanced student learning outcomes and greater student success.

Task 5.1.2.1:

Arrange for outside experts to present during the two FLEX days, Institute Day

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Strategy 5.2:

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

Objective 5.2.1:

Establish a mutually agreed upon code of civility and collegiality that renounces blame as a part of acceptable discourse and encourages risk-taking as a way to stimulate innovation.

Task 5.2.1.1:

Ensure that code of civility and collegiality is visibly displayed and guides discussion and debate

Strategy 5.3:

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

Objective 5.3.1:

Develop a shared planning and decision-making structure that uses best practices through dialogue, communication, and feedback.

Task 5.3.1.1:

Create Administrative procedures and policies that represent all constituent groups

Objective 5.3.2:

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

Task 5.3.2.1:

Utilize all available tools (electronic, newspaper, radio) to reach PVC students and employees, as well as the general public

Strategy 5.4:

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.

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Objective 5.4.1:

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

Task 5.4.1.1:

Utilize the input from advisory groups, create and promote events on campus that showcase and further PVC's outreach programs

Objective 5.4.2:

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

Task 5.4.2.1:

Enhance collaboration and working partnerships with administrators, teachers and counselors of local feeder schools