Day 1 – July 30 Discussion Questions

1. How would you describe the workings of WCC’s planning and assessment process? (i.e., Identify the features of the processes and how those features work together.

2. As WCC refines its planning and assessment process, which features have been the most outstanding that we want to maintain and build upon?

3. Which features of WCC’s planning and assessment processes need to be refined and improved?

4. How can the WCC planning and assessment process be more effective and efficient? What features would need to be added? (e.g. how are SLOs included?

5. What mechanisms are used to ensure that the WCC Strategic Plan is implemented effectively?

6. Thinking about WCC’s most recent Strategic Plan, its related processes and progress towards its goals, how helpful has that plan been to WCC, in a general, broad sense? What features will a new Strategic Plan include that will ensure its effectiveness? When a new WCC Strategic Plan is developed, how should the Plan be different in nature than the existing plan?

7. Departments have been ambitious in their program review efforts. How are those efforts directly reflected in College-wide decision making?
8. How does WCC know it’s doing a good job? How does it assess itself? E.g., Which characteristics does WCC feature in portraying its quality to the community? How do you know you do a good job?

9. How does WCC ensure that these benchmarks of quality represent intentional, goal-related practices? Is there a direct link to practice?

10. How does WCC’s planning and assessment process drive decision making? Can this be improved, made more direct? How?

Day 2- July 31 Discussion Questions – Planning to Plan

1. Considering the responses to Day 1 discussion questions, develop a “to do” list for planning and assessment.
2. For each item, identify whether this is something that needs to be addressed once, in the short term, within the next couple of months (“Plan to Plan”), or whether this is something that need to be addressed routinely within the planning and assessment structures, for the longer term.
3. For each item:
   a. What?
   b. Who?
   c. When
   d. How?
4. What are the next steps?
5. Do you have questions that you want to pose? Challenges that you anticipate? Finally, strengths to build upon?
Members of the WCC Strategic Planning Committee, Institutional Effectiveness Committee and Administration met on this day to evaluate the effectiveness and gaps of WCC’s planning structure features. Following are their decisions and refinements.

WCC College-level “Educational Master Plan” Components Include:
1. Description of planning process, calendars, and responsibilities – TBD
2. College Mission Statement
   a. Assessment of related measures, TBD in October, will be one component of institutional effectiveness assessment. The mission statement will be reviewed according to the timeline which is now in policy.
3. Values Statement – The current bulleted list of values needs to be better described, and this will be done later in the 2007-2008 academic year.
4. Strategic Plan
   a. The current Strategic Plan will be revised in October 2007. A half-day workshop will be planned for this and will include approximately 35 faculty and staff, including the Strategic Planning Committee, Institutional Effectiveness Committee, department chairs, and some newer faculty, as well
   b. Outcomes measures for each goal for the Strategic Plan will comprise the second component of WCC’s institutional effectiveness assessment. There will be benchmarks developed by which progress can be measured and evaluated.
   c. The Strategic Plan will be “strategic,” i.e. it will identify a limited number of key directions for the College. It will be augmented to include timelines, assigned responsibilities, outcomes measures, and monitoring mechanisms. (Other non-strategic goals and directions for the College will be listed in Operational Plans, such as the technology and facilities plans and department action plans.)
d. This Plan will include a visionary, overreaching vision statement (instead of the statement that is now listed with the College’s mission statement and values).

e. The use of quantitative assessment information (a list has been developed) will be used to inform the Strategic Plan development.

f. Department plans, goals, and needs will also provide critical information for the Strategic Plan.

5. Student Learning Outcomes
   a. Student Learning Outcomes assessment results will provide the third and final component of institutional effectiveness assessment measures.
   b. Currently SLOs are identified for more courses, and many courses have implemented and reported upon assessment results in their action plans.
   c. SLOs for the AA degree have been identified. However, there is a plan now to identify general education outcomes and assessments that can be implemented across the curriculum.

6. Technology Vision and Action Plan
7. 12-Year Facilities Plan
8. Financial Plan
9. Fundraising Plan
10. Achieving the Dream efforts
11. Department program reviews and annual reports are a critical component and create the mechanism by which the Educational Master Plan is implemented. These reports and action plans identify goals that are reflective of SLOs and the Strategic Plan.
12. References/bibliography – will include items such as assessment, evaluation material.

Recap of Planning Structure Needs:
   1. Strategic Plan revision will require work throughout Fall 2007.
   2. Development of Institutional Effectiveness Measures
      a. Mission Evaluation
      b. Strategic Plan Outcomes Measurement
      c. College-level SLOs Assessment
   3. Program Review and department-level plans need to be better used in order to enhance the link between College-level and Department-level
planning and effectiveness. The Strategic Planning Committee needs to focus on this component.

4. Values statement needs augmentation, and this will be done during 2007-2008.

5. Overall, assessment and the use of information/data needs to be strategically enhanced. This is an emphasis of “Achieving the Dream,” as well.
Members of the WCC Strategic Planning Committee, Institutional Effectiveness Committee and Administration continued their meeting on July 31, 2007, to refine planning structures and to plan for the revision of the Strategic Plan this Fall. The following are their decisions and the consultant’s suggestions:

**Fall Planning dates**
1. **October 9, 2007** – Consultant will meet with planning group to create the agenda and arrange last-minute details for October 10 Strategic Planning Activity. This discussion will included more focused methods to incorporate the existing Strategic Plan, the Achieving the Dream initiative into the revised Strategic Plan. Also, on this date, we will evaluate and develop how the WCC Mission Statement will be used for institutional effectiveness assessment. Time TBD.
2. **October 10, 2007** – Strategic Planning Activity – See below
3. **October 11, 2007** – Consultant will meet with planning group to develop a plan to complete the Strategic Plan, with outcome measures, assignments, and timelines. Work will continue on the Mission Statement and other planning activities as needed.

**October 10, 2007, Strategic Planning Activity**
1. Four or five-hour event, e.g. noon to 4:00, 1:00 – 5:00, location TBD
2. Attendees will include approximately 35 faculty and staff, representative of the WCC Learning Community, including members of the Strategic Planning Committee, Institutional Effectiveness Committee, department chairs, students, support staff, and new faculty. Planners will create attendee table assignments in advance so that table discussions include a variety of perspectives.
3. Planners will arrange for an approximate 30-minute “environmental scanning” presentation at the beginning of the event. Information to include:
a. Achieving the Dream initiative and data, including student success data (which will also be discussed at Convocation)
b. UH “Meeting States Needs,” where applicable
c. Job market/workforce needs
d. Enrollment trends and projections; high school graduate projections

4. Planners will invite participants soon, creatively engaging their positive attention to the high priority of this event. Some of the “environmental scanning” information can be distributed in advance and participants can be asked to study the information and prepare. Department chairs should be asked to be prepared to discuss the priorities of their departments as those needs may impact College-wide strategic planning.

Revised Strategic Plan needs to address these issues, with four or five Strategic Directions – to be discussed further on October 9

1. Overarching vision statement, in place of existing vision statement
2. Existing Strategic Directions
3. Achieving the Dream initiative
4. UH “Meeting State Needs,” where applicable
5. Department priorities that have a bearing on the College as a whole – we will work on this further
6. Workforce development
7. Recruitment
8. Use of data and assessment
9. Student success topics

Concluding Suggestions
1. The Strategic Planning Committee should consider clearly separating its role from that of the Budget Committee. The role of this Committee can be further developed to enhance the planning structure and processes. For example, the revised Strategic Plan will include benchmark outcome measures, which this Committee should monitor at specific intervals.
2. While the current Program Review and Annual Report practices are very good, ultimately stronger connections between those activities and College strategic planning need to be created, without merely incorporating department action plans and resource requests into the College Strategic
Plan. Department Action Plans need to be more closely aligned with the College’s Strategic Plan as those Action Plans are created. We will work on this in October.

3. By the end of 2007-2008, the College may want to publish an official “Educational Master Plan,” which includes other items that were discussed at this meeting.