St. Philip's College
Good to Great: Strategic Planning Session
February 15, 2024

ALAMO COLLEGES DISTRICT
St. Philip's College

Malcolm Baldrige
National Quality Award
2018 Award Recipient

GOVERNOR'S AWARD

Welcome

Dr. Adena Williams Loston

Morning Session Agenda

- **Setting the Stage**
  - Where are we?
  - Environmental Scan (PESTL)
  - SWOC (Strengths, Weaknesses, Opportunities, Challenges)

- **Value Proposition Statement**
  - What value do we bring?
  - What do we do best?

- **Ranking Strategic Planning Goals**
  - What are St. Philip's College's institutional priorities?

Setting the Stage

Hayley Aniol and Wesley Wells

2024-2027 Strategic Plan

- **Revised strategic plan to begin in August 2024 in response to several environmental factors**
  - o Offering BAT in Cybersecurity
  - o Decennial Reaffirmation Class of 2026
  - o HB 8 Funding Model
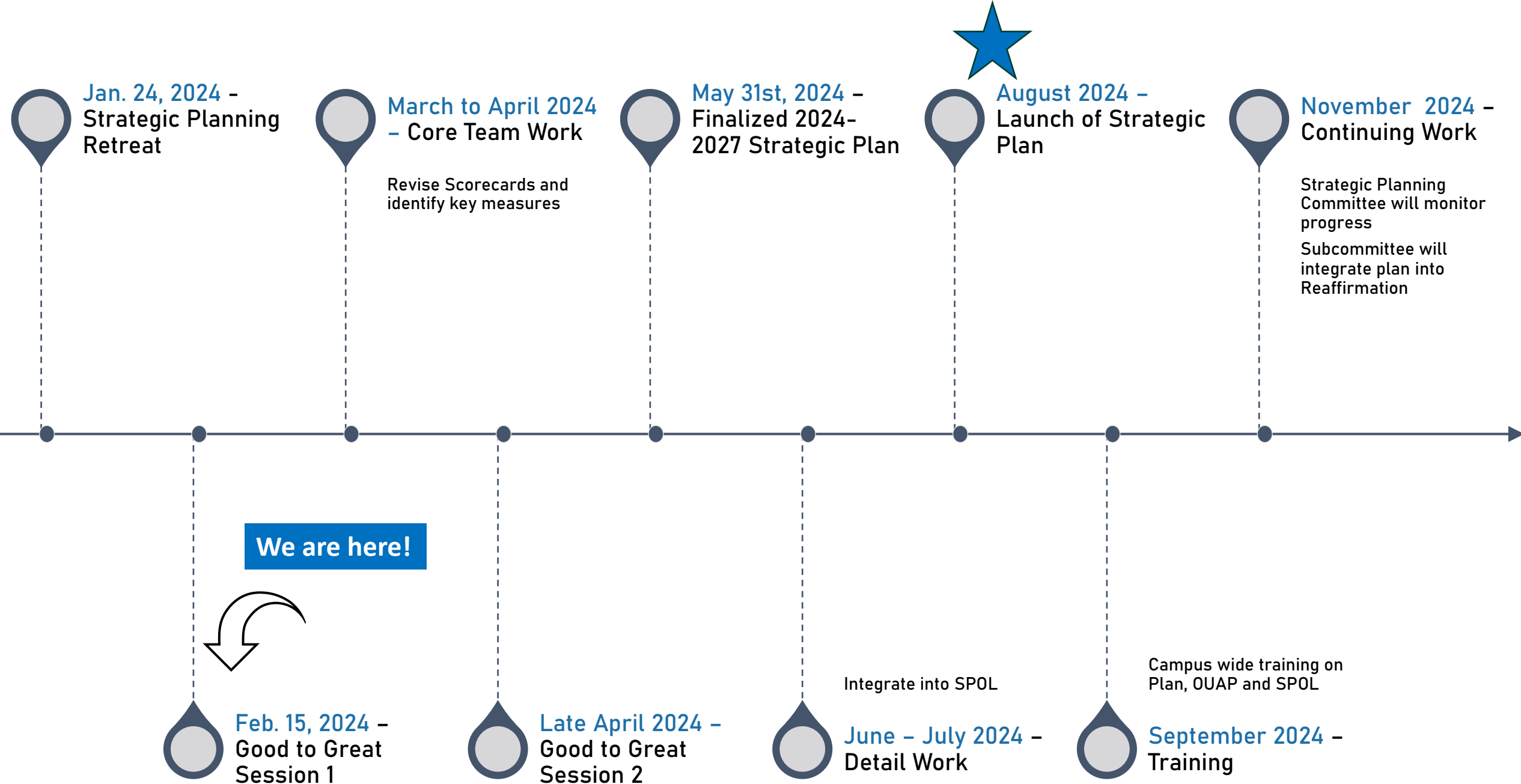 - o Other legislative impacts
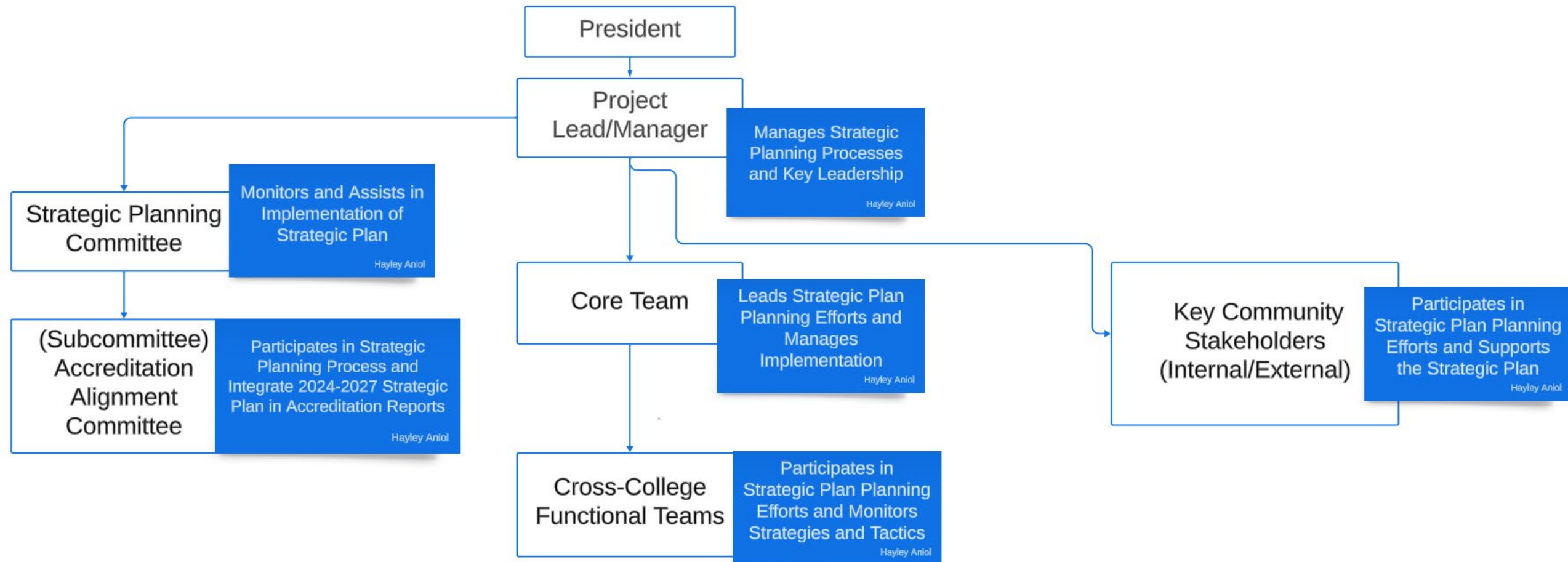
Updated Mission Statement

- St. Philip's College, a Historically Black College and Hispanic Serving Institution founded in 1898, is a comprehensive public college offering degrees and certificates, whose mission is to empower our diverse student population through educational achievement and career readiness.
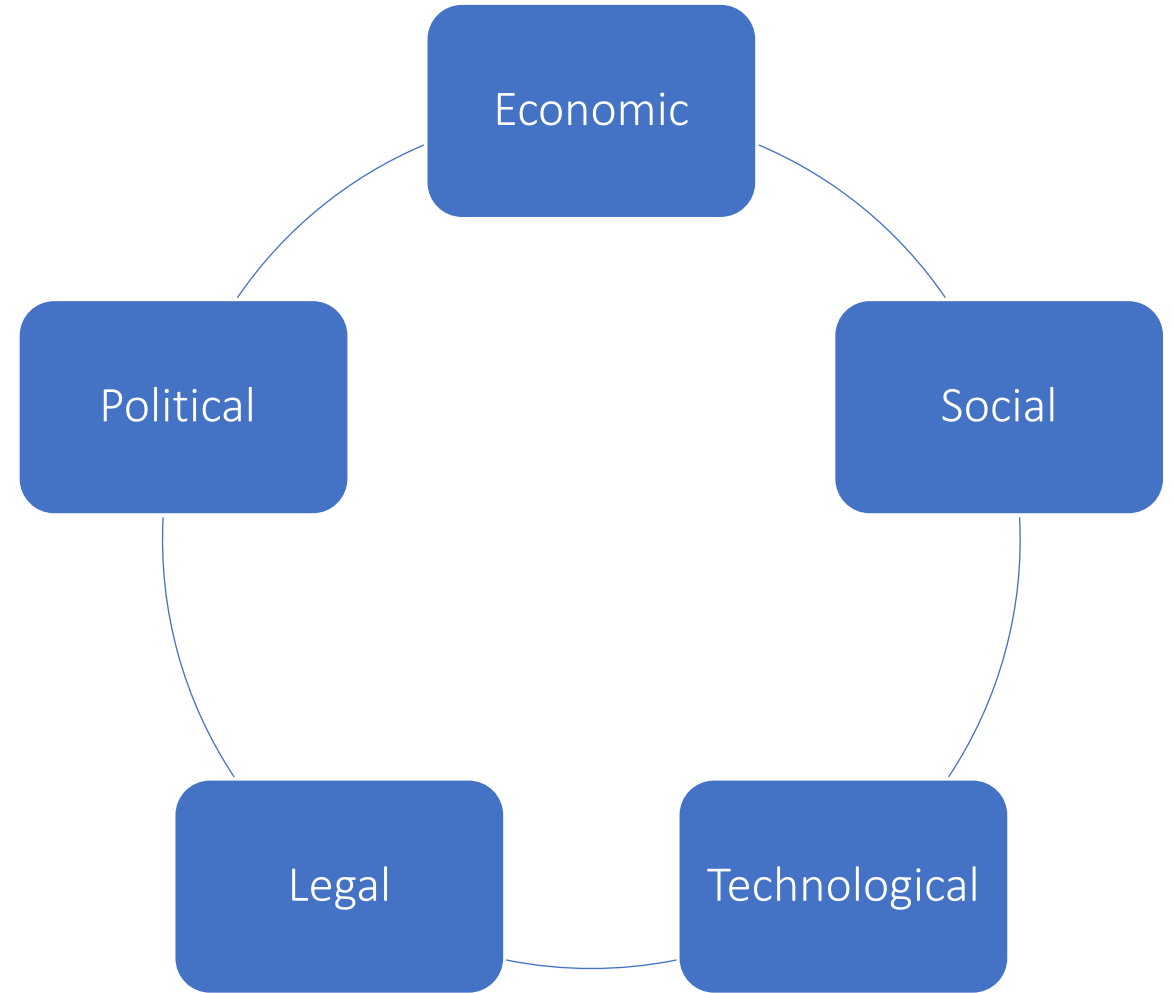
Strategic Plan 2024-2027 High Level Timeline

Jan. 24, 2024 – Strategic Planning Retreat

March to April 2024 – Core Team Work

Revise Scorecards and identify key measures

May 31st, 2024 – Finalized 2024-2027 Strategic Plan

August 2024 – Launch of Strategic Plan

November 2024 – Continuing Work

Strategic Planning Committee will monitor progress

Subcommittee will integrate plan into Reaffirmation

We are here!

Feb. 15, 2024 – Good to Great Session 1

Late April 2024 – Good to Great Session 2

Integrate into SPOL

June – July 2024 – Detail Work

Campus wide training on Plan, OUAP and SPOL

September 2024 – Training

2024 - 2027 Strategic Plan Organization Chart

Environmental Scan (PESTL)

Environmental Scan (PESTL) Analysis Methodology

Resources

- Chronicle of Higher Education
- Inside Higher Ed
- Federal Reserve Bank of Dallas
- Texas Legislative Website and Published Documents .
- Texas Politics Project Poll
- KENS 5/KSAT 12
- Department of Education Rule Making and Supreme Court Decisions

Process

- Reviewed previous year's PESTL
- Identified concerns within Higher Education and San Antonio environments
- Reviewed legislation updates from most recent State Legislative Session

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Political

- SB 17 -- prohibit diversity, equity and inclusion offices, programs and training on public college campuses; Became law on 6/17/2023, Effective 1/1/2024

- SB 18 – allows local boards and executive leadership to confer tenure or use contracts; defined tenure; all colleges must craft a tenure policy; determined a performance evaluation process and specifies dismissal standards; Became law on 6/17/2023, Effective 9/1/2023

- SB 412 -- protections for students enrolled in public institutions of higher education who are pregnant or are the parent or legal guardian of a child under 18 years of age. Requires each institution to adopt a policy for students on pregnancy and parenting discrimination; Became law on 5/19/2023, Effective 9/1/2023

- *The new FAFSA has been difficult for students and families this year, which poses challenges for students hoping to access aid*

Economic

- San Antonio payrolls increased an annualized 2.4 percent from October to November 2023 (2,329 jobs).
  - Construction (16.7 percent, or 852 jobs), followed by education and health services (11.1 percent, or 1,580 jobs).
  - Sectors that experienced the largest declines were financial activities (-4.8 percent, or -407 jobs), trade, transportation, and utilities (-3.1% percent, or -551 jobs), and leisure and hospitality.

- The three-month moving average of wages in San Antonio was $28.52, below both the state average of $32 and the national average of $34.

- The San Antonio unemployment rate decreased to 3.6 percent in November. The metro's unemployment rate was lower than the U.S. rate of 3.7 percent and the state's 4.1 percent.

- Texas Politics Poll from UT-Austin (December 2023) noted that 49% of Texans surveyed said the economy is worse compared to last year, although only 36% say the Texas economy is worse off. The economy was the most important problem facing the country (16% inflation and 12% economy).

- In February 2023, rental prices increased in both San Antonio and Texas after declining in the fourth quarter of last year. Average rents rose an annualized 3.6 percent from the prior month in San Antonio and 4.7 percent in the state. Year-over-year rents in San Antonio increased 4.2 percent, down notably from the double-digit growth in 2022.

- The "big three" price index—aggregating three of the largest and least-volatile components of core services: rent, owners' equivalent rent (OER) and the price of dining out—rose at an 8.7 percent annualized rate in February, compared with an annualized 8.4 percent in January. Individually, the annualized increases were 9.5 percent for rent, 8.7 percent for OER and 8.1 percent for dining out (more formally, "other purchased meals").

Social

- UT-Austin's Texas Politics Project poll indicated that since December 2023, 49% of Texans believe the state is on the wrong track; 34% think immigration/border security should be the Legislature's focus. 10% said inflation and rising prices, and 10% said political corruption/leadership.

- Growing numbers of "Disconnected (or Opportunity) Youth":2.5% of 16-24-year-olds in the United States are either not in school or jobless; In San Antonio 9 zip codes had higher than 15%, 5 zip codes are on the East Side or Southeast side (2021).

- The "Enrollment Cliff" of 2026 has been revised to be the Enrollment Cliff of 2025, with college enrollment projections to drop 15% or more. However, San Antonio is expected to have an 11% GROWTH by 2029 due to immigration.

- Trend in enrollment at public two-year colleges being offset by a rise in the number of dual credit students.

- SPC's major competitors are student poverty, family needs/expectations, the military, and the workforce. Secondary competitors are other ACD colleges. Tertiary competitors are four-year public and private colleges/universities and for-profit institutions in the San Antonio region.

Technological

- Artificial Intelligence (AI) and products like ChatGPT have had an immediate yet divisive effect on higher education.

- Ferris State University has enrolled AI into college classes so the university can see what AI is like in online classrooms and seeing what a typical student experience is like.

- Big Data being leveraged through data analytics programs to close the gap between immediate needs and future opportunities as well as for performance tracking. The more colleges that take part in Big Data projects like the Postsecondary Data Partnership (PDP) with IPEDS data, the more accurate comparisons can happen.

- College cybersecurity challenges will require continual culture changes beyond multi-factor authentication as the Cyber Incident Reporting for Critical Infrastructure Act (CIRCIA) becomes connected for compliance with Dept of Defense grants and funding.

- Colleges across the nation are transforming and redesigning student information systems, cloud-based platforms, and software to respond to shifting technological landscapes.

- Hybrid teaching has become a key part of classroom planning include HyFlex and digital platforms.

Legal

- Artificial Intelligence/ChatGPT will require new review of academic misconduct policies, policies about use of facial recognition technology, and online proctoring policies for students who are neurodivergent, transgender, or have various health conditions that may conflict online proctoring systems.

- HB 8 was recently enacted – Established new performance funding model for public junior colleges; Became law on 6/9/2023, Effective 9/1/2023 or immediately.

- Supreme court struck down the Student Loan Forgiveness Plan and students have gone back into repayment.

- DACA was deemed unlawful by a federal judge in the Southern District of Texas on September 13, 2023, DACA applications have been halted and cannot be processed.

- Title IX scope and rules are under proposed rulemaking from the Dept of Ed; the notice of proposed rulemaking indicates several significant changes to Title IX to roll-back the 2020 rules: restoring the standard for when sex discrimination is triggered, clarifying Title IX coverage for conduct that occurs off-campus, and returning to a single-investigator model for Title IX reviews, and clarifying whether transgender athletes can participate in men's or women's collegiate sports.

- There are state laws changing the legal landscape in the following areas in higher education across the nation: accreditation, free speech protections and limitation, legacy admission bans, regulating AI, LGBTQ restrictions, funding models and DEI. Some of these laws have affected Texas this past year (SB 17, HB 8).

Tabletop Exercise:

Discuss the PESTL at your table to determine if there is any additional information needed for each category.

Respond with your group's thoughts on Slido

SWOC Analysis Methodology

Resources

- Environmental Scan
- Great Places to Work (GPTW) Survey
- THECB data
- Intelligent, Best community colleges in Texas

Process

- Reviewed Environmental Scan
- Reviewed GPTW Survey in depth
- Reviewed certified THECB data
- Reviewed the Intelligent list and methodology

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Strengths

- HBCU and HSI status
- Engagement in the community
- Safe work environment
- Professional development and training opportunities
- Workforce Programs
- Focused on students first
- Affordable

- Student Advocacy and wrap around services
- HEERF and Title III funding
- Fundraising activities – over $3.3M raised in FY23
- Brand Image

Weaknesses

- Recruiting faculty with specialized credentials for high wage/high demand instruction & programs

- Faculty capacity

- Too much DSO oversight – more SPC autonomy wanted

- ACD-wide budget management

- Communication – how information shared within the institution

- Change management – either not enough communication or some are resistant to the change

- Perceptions regarding innovation, collaboration and equity

Opportunities

- HB8 Formula Funding Model – credentials of value (high demand), transfer and dual credit

- Enhance change management communications plan

- Expand workforce (CTE) programs

- Expand online/remote services

- Operationalize procedures and discuss barriers/obstacles that may occur, regardless of where those barriers/obstacles may exist

- Leverage the mission, vision and values to set team, department and division goals

Challenges

- SB17 prohibits diversity, equity and inclusion offices, programs and training on public college campuses

- Potential enrollment impact as the COVID relief funds begin to dwindle; projected enrollment cliff of 2025

- Sustaining technology after HEERF dollars are spent

- External limitations (DSO) on program marketing

- Reduced funding, budget, vacancies, inflation

- Competitive offerings at other college campuses and enrollment

- Competitive for-profit schools

Tabletop Exercise:

10:00

Discuss the SWOC at your table to determine if there is any additional information needed for each category.

Respond with your group's thoughts on Slido

What's next?

Review and integrate feedback on PESTL/SWOC

Provide Final PESTL/SWOC in April 2024

Value Proposition Statement

Randall Dawson

Crafting a Value Proposition Statement

SPC Value Proposition Statement(2016)

St. Philip's College is a premier institution known for educating a diverse student population who are ethical, life-long learners leading to generational impact.

Crafting a Value Proposition Statement

- Value Proposition Statement in 2016
  - Institution has evolved
- Internal and external factors = reset value proposition statement
  - What does St. Philip's College uniquely offer the community?
- Allows St. Philip's College to set an internal direction for our work

- *A Value Proposition Statement is:*
  - *An assertion where we identify the value added by St. Philip's College for our community*
  - *A statement which helps show our unique identity as a higher education institution*

Tabletop Exercise:

Discuss the current Value Proposition at your table.

Respond with your group's suggested Value Proposition in Slido
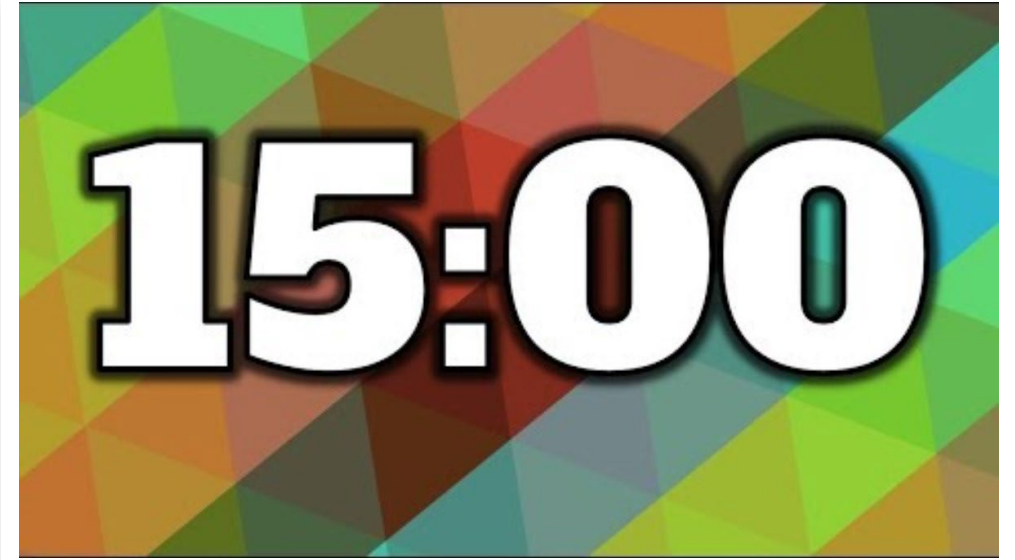
- Does the current value proposition still reflect the value added by St. Philip's College?

- What factors from the SWOC and PESTL affect our ability, positively or negatively, to achieve our unique contributions to the community?

- If changes are needed, how would your group phrase our new value proposition statement?

What's next?

Review and integrate feedback into Value Proposition

Final Approval in April 2024 at Internal Good to Great Session 2

Break and Fundraising

Developed Objectives and Goals

- Steps taken:
  - Institutional Objectives remained from 2022-2025 Strategic Plan
  - Strategic Plan Goals simplified and revised by Cabinet
    - Focus on continuing work from 2022-2025
    - Goals encompass initiatives and efforts to respond to current external/internal changes

Next Steps

Rank Strategic Plan Goals

Rank Focus Areas Based on Goals

Refine Language and Finalize

Current Institutional Priorities

- SACSCOC Compliance

- Institutional Effectiveness and Accessibility

- Graduation, Persistence, Productive Grade Rate Improvement

Develop Institutional Priorities

- Rank Goals for each Objective in order from highest to the lowest priority towards achieving St. Philip's College Mission, Vision and Values in the next 3 years

  o Base new Institutional Priorities on ranked order of Goals

Student Success: Provide academic and student support and align labor market-based pathways to achieve student completion.

a. Identify, assess and improve academic and workforce programs to promote student completion.

b. Identify, assess and improve student support services to promote student completion.

c. Increase performance (retention, engagement, graduation, transfer and job placement) of all students through development and improvement of our student resources and advocacy supports.

d. Strengthen outreach, onboarding, and support services to eliminate barriers and accelerate students' progress toward their academic and career goals.

e. Maximize program offerings, course availability and requirements while balancing the needs of students, faculty, and market demands.

Tabletop Exercise:

Discuss the meaning and importance of Goals.

Rank Goals on Slido once your group has decided on order

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Leadership: Provide opportunities for St. Philip's College students and employees to develop as leaders.

a. Enhance two-way communication with students, employees, and community to build trust and enhance collaboration, teamwork, and partnership.

b. Develop an agile system to facilitate data-informed and intelligent risks.

c. Incorporate personal and social responsibility, global citizenship, critical thinking, and lifelong learning as the framework of principle-centered leadership into the culture of St. Philip's College.

Tabletop Exercise:

Discuss the meaning and importance of Goals.

Rank Goals on Slido once your group has decided on order

Performance Excellence: Continuously improve our employee, financial, technological, physical and other capacities to enhance efficiency and effectiveness.

a. Deploy quality management approaches to include the Baldrige Framework and accreditation standards, building operational research capacity and a culture of assessment to ensure organizational sustainability and alignment with the SPC Mission, Vision and Values.

b. Ensure sound financial management with emphasis on cost containment to ensure availability of resources.

c. Improve operational infrastructure by expanding capacity in employee, financial, technological, physical and other resources.

Tabletop Exercise:

5:00

Discuss the meaning and importance of Goals.

Rank Goals on Slido once your group has decided on order

Thank you.....and Raffle Prizes

Closing Remarks

Dr. Adena Williams Loston

Afternoon Agenda

- Finalizing Institutional Priorities

- Brainstorm Measures for Executive Office Scorecards

- HB 8 Strategy College Action Plan

Ground Rules for Participation

- Everyone participates, no one dominates

- Active listening is required

- We can build on each other's ideas

- There are no stupid questions or ideas

- Attack problems not people (Respect is a must!)

- Be attentive to time and stay on topic during discussions

- Refrain from using personal electronics unless it is being used to add to discussion, or during a break

Finalizing Institutional Priorities

Hayley Aniol and Dr. Liliana Guiterrez

Current Institutional Priorities

- SACSCOC Compliance

- Institutional Effectiveness and Accessibility

- Graduation, Persistence, Productive Grade Rate Improvement

Institutional Priorities

Results: Top Strategic Goals

- Student Success
  - Strengthen outreach, onboarding, and support services to eliminate barriers and accelerate students' progress toward their academic and career goals.

- Leadership
  - Enhance two-way communication with students, employees, and community to build trust and enhance collaboration, teamwork, and partnership.

- Performance Excellence
  - Ensure sound financial management with emphasis on cost containment to ensure availability of resources.

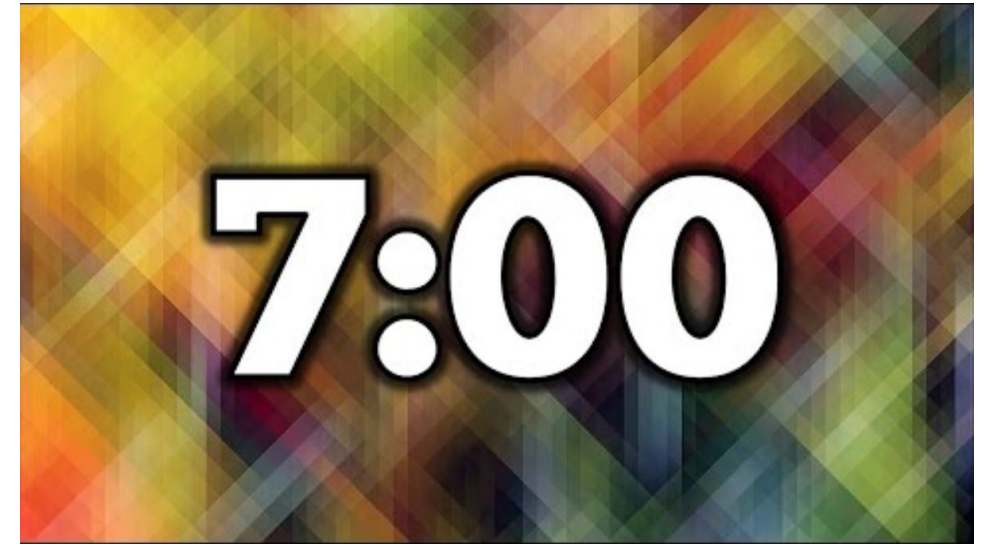# Student Success Tabletop Exercise:

Discuss the top focus area to determine if the language achieves a representative message for the institutional priority.

Vote on the top Focus Area on Slido
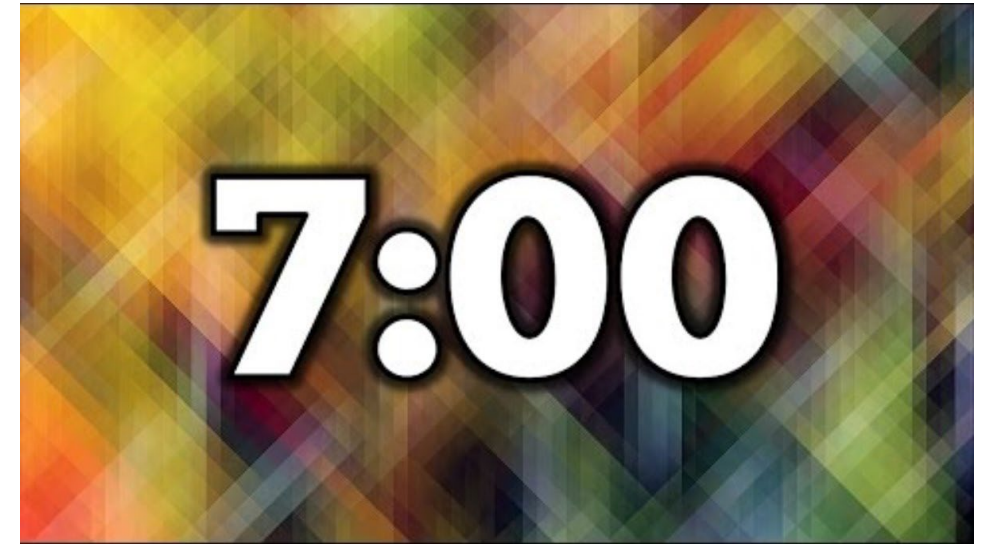
Strengthen outreach, onboarding, and support services to eliminate barriers and accelerate students' progress toward their academic and career goals.

- o Effective Onboarding and Recruitment
- o Eliminate Barriers for Student Development
- o Streamline Enrollment and Recruitment Processes

Leadership Tabletop Exercise:

7:00

Discuss the top focus area to determine if the language achieves a representative message for the institutional priority.

Vote on the top Focus Area on Slido

Enhance two-way communication with students, employees, and community to build trust and enhance collaboration, teamwork, and partnership.

- o Enhance Communication between all Stakeholders
- o Build a Campus Culture of Belonging
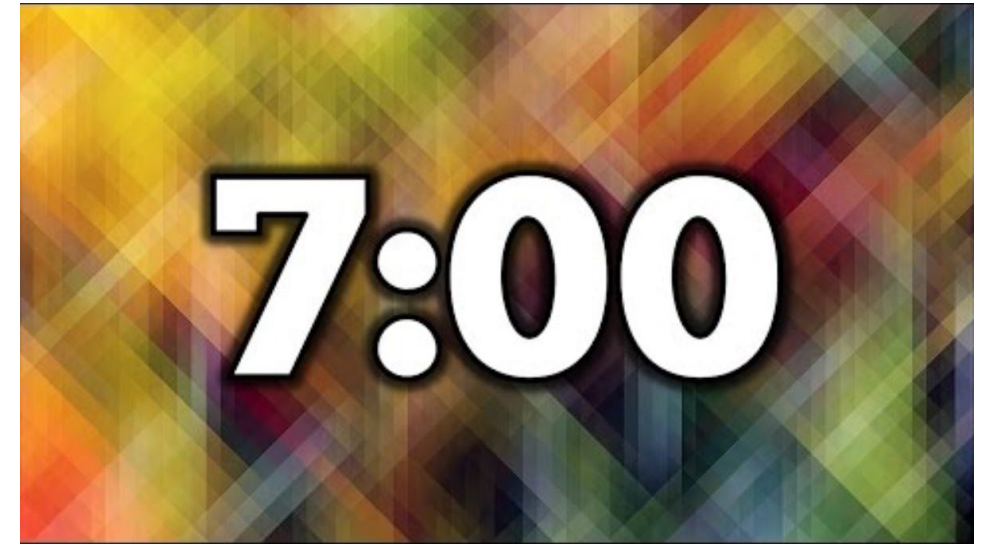- o Enhance Partnerships through Effective Communication

Performance Excellence Tabletop Exercise:

7:00

Discuss the top focus area to determine if the language achieves a representative message for the institutional priority.

Vote on the top Focus Area on Slido

Ensure sound financial management with emphasis on cost containment to ensure availability of resources.

- o Sound Financial Management
- o Cost Containment
- o Availability of Resources

What's next?

Cabinet to revise and codify finalized language

Present Final Institutional Priorities at Good to Great Session 2 in April 2024

Measures

Hayley Aniol and Marsha Hall

Strategic Planning Goals Revisited

- What Goals are Academic Success, Student Success, College Services and the President's Division each responsible for?

Student Success: Provide academic and student support and align labor market-based pathways to achieve student completion.

a. Identify, assess and improve academic and workforce programs to promote student completion.

b. Identify, assess and improve student support services to promote student completion.

c. Increase performance (retention, engagement, graduation, transfer and job placement) of all students through development and improvement of our student resources and advocacy supports.

d. Strengthen outreach, onboarding, and support services to eliminate barriers and accelerate students' progress toward their academic and career goals.

e. Maximize program offerings, course availability and requirements while balancing the needs of students, faculty, and market demands.

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b. Develop an agile system to facilitate data-informed and intelligent risks.

c. Incorporate personal and social responsibility, global citizenship, critical thinking, and lifelong learning as the framework of principle-centered leadership into the culture of St. Philip's College.

Performance Excellence: Continuously improve our employee, financial, technological, physical and other capacities to enhance efficiency and effectiveness.

a. Deploy quality management approaches to include the Baldrige Framework and accreditation standards, building operational research capacity and a culture of assessment to ensure organizational sustainability and alignment with the SPC Mission, Vision and Values.

b. Ensure sound financial management with emphasis on cost containment to ensure availability of resources.

c. Improve operational infrastructure by expanding capacity in employee, financial, technological, physical and other resources.

Strategic Planning Language Alignment – Example (Student Success)

Strategic Objective: STUDENT SUCCESS - Provide academic and student support and align labor market-based pathways to achieve student completion.

Goal: (VPSS) Increase performance (retention, engagement, graduation, transfer and job placement) of all students through development and improvement of our student resources and advocacy supports.

Strategy: (Dean ESS) Increase job placements for students after graduation.

Strategy: (Dean EM) Increase 2-Year Graduation Rate

Tactic: (CRELS) Increase number of job fairs on Campus

Tactic: (Advising) Increase 45-hour touch point rate

Strategic Planning Language Alignment – Example (College Services)

Strategic Objective: **PERFORMANCE EXCELLENCE** Continuously improve our employee, financial, technological, physical and other capacities to enhance efficiency and effectiveness.

Goal: (VPCS) Deploy quality management approaches to include the Baldrige Framework and accreditation standards, building operational research capacity and a culture of assessment to ensure organizational sustainability and alignment with the SPC Mission, Vision and Values.

Strategy: (Dean Per. Ex.) Increase data literacy of faculty and staff

Strategy: (Dir. IT) Increase campus-wide knowledge of planning tools

Tactic: (IPRE) Increase regular reports available through internal SharePoint

Tactic: (IT) Provide support to out roll Project Management tool

Strategic Planning Language Alignment – Example (Academic Success)

Strategic Objective: STUDENT SUCCESS - Provide academic and student support and align labor market-based pathways to achieve student completion.

Goal: (VPAS) Maximize program offerings, course availability and requirements while balancing the needs of students, faculty, and market demands.

Strategy: (Dean A&S) Increase number of general education hours students take in their first semester

Strategy: (Dean AST-SWC) Create programming to meet the needs of current job market

Tactic: (English) Increase course offerings in evenings and weekends to allow more flexibility for student schedules

Tactic: (Welding Tech.) Increase conversations with outside partners to gather information on skills needed for graduates

Strategic Planning Language Alignment – Example (President's Division)

Strategic Objective: PERFORMANCE EXCELLENCE -Continuously improve our employee, financial, technological, physical and other capacities to enhance efficiency and effectiveness.

Goal: (President) Deploy quality management approaches to include the Baldrige Framework and accreditation standards, building operational research capacity and a culture of assessment to ensure organizational sustainability and alignment with the SPC Mission, Vision and Values.

Strategy: (DSI) Enhance knowledge of project management principles and methods

Strategy: (Institutional Advancement) Enhance knowledge of how to use data on campus in grant applications

Tactic: (DSI) Provide trainings over the academic year on project management methods

Tactic: (Grants) Provide trainings over the academic year on grants and data collection

Scorecards

- Each Executive Office Lead and Dean(s) will have their own Scorecard to measure progress towards achieving Strategic Planning Goals

- The VPs, DSI and Dean for Performance Excellence will develop the Executive Scorecards before Good to Great 2 in April 2024

- We are asking you to brainstorm measures your Executive Office can use to measure progress in the Strategic Plan

- Some measures may overlap with the Institutional Scorecard

Example

- 1d. Strengthen outreach, onboarding, and support services to eliminate barriers and accelerate students' progress toward their academic and career goals.
  - o **Student Success**: NSO Attendance for AY 2X
  - o **Academic Success**: # of P-TECH/ECHS

- 3b. Ensure sound financial management with emphasis on cost containment to ensure availability of resources.
  - o **College Services**: Expenditures per FTE
  - o **Academic Success**: FT/Adjunct Faculty Salaries

Tabletop Exercise:

25:00

Break into your Executive Offices

Brainstorm at least one measure for each Goal assigned

Select one individual to be a scribe and fill out template with identified measures

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What's next?

Executive Leadership to review suggestions and finalize Scorecards

Present Final Executive Office Scorecards at Good to Great 2 in April 2024

Break and Fundraising

HB 8 Initiatives: Setting the Stage

A Representative District Working Group discussed groups of funds we can earn from HB 8.

Through conversations in September (High School Programs) and October (Credentials), ACD developed a list of strategies and action items (tactics) to be completed and integrated at the college level.

Cabinet worked to begin integrating strategies into our 2024-2027 Strategic Plan

What Goals and Strategies were examined at District meetings?

High School Programs –

- Increase the number of DC/HSP students enrolling and completing 15 credits prior to high school graduation.

  o Increase the number of high school students enrolling in Dual Credit courses by the 11th grade

  o Increase the number of HS teachers with credentials to teach dual credit courses

  o Increase the success rates of dual credit students

  o Revise Cost Share Model

Credentials

- Increase number of credentials awarded with a focus on those programs that are categorized as high demand under the new CC formula funding model.

  o Increase number of stackable awards, where appropriate

  o Increase number of students enrolling in high demand award programs

  o Increase student progression and completion of awards

  o Increase number of students returning to complete their credential of value

Current Tactics In Place at SPC: High School Programs

- Increase the number of DC/HSP students enrolling and completing 15 credits prior to high school graduation.

  o Increase the number of high school students enrolling in Dual Credit courses by the 11th grade

    - Currently registering students for MATH 0080, 0085, 0081, 0065 (Math TSI Prep)

    - Work to accommodate requests of High School Partners for programs/courses where available

    - HSP collaborating with Advising to advise dual credit students; HSP Coordinators working with ECHS/P-TECH students directly to increase advising touchpoints

    - Creating marketing programs and purchasing marketing materials (i.e. Retractable Banners)

    - Encouraging students and schools to use alterative tests to show college readiness (ACT/SAT/PSAT/AP)

    - Expansion Grant - $100,000 to expand P-TECHs (Health Care Programs)

Current Tactics In Place at SPC: High School Programs

o Increase the number of HS teachers with credentials to teach dual credit courses

o Increase the success rates of dual credit students

- Tutoring Opportunities: Arts and Sciences Byrd Sanctuary, Math World and Math Emporium, Rose R. Thomas Writing Center, INRW Center

- Canvas tutoring resources

- HSP collaborating with Advising to advise dual credit students; HSP Coordinators working with ECHS/P-TECH students directly

- Encouraged all the faculty to do On-Demand Early Alerts in Arts and Sciences

o Revise Cost Share Model

Current Tactics In Place at SPC: Credentials

- Increase number of credentials awarded with a focus on those programs that are categorized as high demand under the new CC formula funding model.

  o Increase number of stackable awards, where appropriate

  - Plumbing Trades, AAS

  - Generic ADN Track

  - BAT in Cybersecurity

  - Hold weekly meetings with HR, Deans and Department Chairs to recruit hard to find faculty for in-demand programs

  o Increase number of students enrolling in high demand award programs

  - Creating new ECHS and P-Tech Partnerships

  - CNA and Phlebotomy programs have previously expanded with High School Partners

  - We encourage students to look at other health care programs if they do not get into their first choice

Current Tactics In Place at SPC: Credentials

- Increase number of credentials awarded with a focus on those programs that are categorized as high demand under the new CC formula funding model.

  - Increase student progression and completion of awards

    - Data systems have been aligned for internal data tracking (major codes and CIP codes)

    - HyFlex courses; shortened terms

    - Utilizing communication partners such as Trellis

    - Ad Astra Analytics – Chairs and Schedules use to be more efficient in scheduling metrics

  - Increase number of students returning to complete their credential of value

    - Reviewing regional needs for Students (Hanover Research)

Strategic Planning Language Alignment – Example (Student Success)

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Strategy: (Dean ESS) Increase job placements for students after graduation.

Strategy: (Dean EM) Increase 2-Year Graduation Rate

Tactic: (CRELS) Increase number of job fairs on Campus

Tactic: (Advising) Increase 45-hour touch point rate

Tactics Developed at Strategic Planning Retreat January 2024

High School Programs
- Offer professional development opportunities to HS teachers to level up their credentials to teach DC
- Create pathways to post-bac certificate or other higher ed opportunities
- Leverage our SPC's IIC Dept's certifications
- Leverage Ed2Go or third party resources through SPC
- Promote Certifications and Continuing Education opportunities to HS Teachers

Credentials
- Reviewed certificates, all are currently in place
- Increase recruiting opportunities, new partners, organizations, areas
- Increase program specific marketing (High schools, recruit industry partner employers, any other?)
- Increase the number of events to increase the number of HS and JH students on campus
- Examine Advanced Technical Certificates value with industry partners
- Evaluate pathways for employers (CT Programs)
- Review potential OSA's for workforce programs and value to the industry partner

DUE December 2024: COLLEGE ACTION PLAN

Strategy
Identify the strategy to work on. Describe how the CAP impacts our key performance indicators. What metrics will be affected by the activities laid out in the plan?

STRATEGIC PLAN LINKAGE
Describe how the CAP aligns to the strategic plan. Which Objectives and Goals does it align with?

BENCHMARKS FOR SUCCESS
• What competitor or comparison data are you reviewing? • Are there any previous results you can use to benchmark progress? • Consider what success looks like for your action plan?

EVALUATION PLAN
• How do you intend to monitor and evaluate the plan? • Define the measurable outcomes. • When will the evaluation take place.

TACTIC DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL HAZARDS	DESIRED OUTCOME

ADDITIONAL NOTES

College Action Plans:

High School Programs –

- Increase the number of DC/HSP students enrolling and completing 15 credits prior to high school graduation.

    o Increase the number of high school students enrolling in Dual Credit courses by the 11th grade

    o Increase the number of HS teachers with credentials to teach dual credit courses

    o Increase the success rates of dual credit students

    o Revise Cost Share Model

Credentials

- Increase number of credentials awarded with a focus on those programs that are categorized as high demand under the new CC formula funding model.

    o Increase number of stackable awards, where appropriate

    o Increase number of students enrolling in high demand award programs

    o Increase student progression and completion of awards

    o Increase number of students returning to complete their credential of value

Reminders

- Begin Preparing for BAT in Cybersecurity Campus Visit from SACSCOC
    o Review the Submission on the SACSCOC Transparency Page
    o Be on the lookout for training materials at your Division Meetings
- Decennial Functional Writing Teams have begun their work on the Compliance Certification
    o Even if you are not on a writing team, you are an important part of this process. You can be a resource for the writing teams.

Homework

1. Finalize and Submit College Action Plan to the Director of Strategic Initiatives (DSI) by **February 29, 2024**
   o Once finalized and submitted you are free to begin work on the tactics you have selected

2. Finalize and Submit Good to Great: Executive Office Goal and Measure Alignment by **February 23, 2024**

Thank you

Closing Remarks

Dr. Adena Williams Loston