Imperial Valley College
Strategic Plan

Purpose:

The nature of strategic planning will prompt institutional self-reflection and deliberations as to how the college could improve to meet the needs of a diverse student population. The strategic planning process will be carried out by the Strategic Planning Committee, whose overarching goal is to ensure that the integrity of the planning process is maintained. The specific goal of the Strategic Planning Committee is to find the means to meet the short and long term prioritized goals of the District as determined by the comprehensive master planning process. This goal will be achieved by assessing the stated priorities and the college resources (fiscal, personnel, technological, and so on) for achieving those priorities. The Strategic Planning Committee will submit recommendations and planned strategies to the Superintendent/President.

Process:

The Strategic Plan will address how the District can best implement the planned improvements based on the institutional resources, required/desired timeframes, and final recommendations and strategies of the Educational Master Plan, all in line with the District's mission and vision. This will be accomplished through the IVC Planning Process (see IVC Planning Process Diagram) that starts with community input, environmental scan, and review of research data, which in turn are linked to the Educational Master Plan that is developed from program reviews that include student learning outcomes and input regarding the fiscal, technical, staffing, and facilities planning processes. The Strategic Plan is formally submitted every six (6) years to the Superintendent/President, corresponding with the college accreditation cycle, and the Plan is reviewed and updated annually.

Tasks:

- Accept the final prioritization, recommendations, and strategies from the Educational Master Plan Committee
- Address how the District can best implement the improvements based on the institutional resources and required/desired timeframes
- Be responsible for the final disposition of all recommendations and strategies before said recommendations are delivered to the Superintendent/President
- Request recommendations from other committees or entities that contribute to the college goals as appropriate
- Be responsible for the integrity of the Strategic Planning process from inception of ideas, to program review process, to the Educational Master Plan process through submission of the final recommendations and planned strategies
- Communicate effectively between the two key sections of District self-governance – College Council and Academic Senate
- Develop a process for prioritization for the dissemination of additional funds or resources should they become available
- Establish an annual review and update of planning processes

The Planning Process:
The following diagram depicts Imperial Valley College’s integrated planning strategic planning process. All institutional planning includes community input, visioning, economic and development data, environmental scan, internal research data experiences and assessment of student learning outcomes.
The college community embraces the concept of a shared vision. The college has established shared governance committees that will have been realigned under either the Academic Senate or College Council for the purpose of reporting or sharing information. The planning process will be utilized in strategic planning development.

**Shared Governance Planning Process**

- Board of Trustees
- Superintendent/President
- College Council
- Strategic Planning Committee
- Academic Senate
- Educational Master Plan/Program Review Planning Committee
- Budget and Fiscal Planning Committee
- Technology Planning Committee
- Environmental Health & Safety Committee
- Financial Assistance/EOPS/Veterans Advisory Committee
- Staff Development Committee
- Campus Operations & Facilities Planning Committee
- Student Affairs Committee
- Customer Service Committee
- Competitive Athletics Committee
- Policy & Procedure Committee
- Admissions, Registration Petitions Committee
- Learning Support Services Committee
- Matriculation Committee
- Student Learning Outcomes Committee
- Curriculum & Instruction Committee
- Flex Committee/Staff Development
- Equivalency Committee
- Basic Skills Committee

Solid line – reporting process
Dotted Line – Information sharing

*Created: September 12, 2008*
The Strategic Planning Committee will develop Imperial Community College District’s Strategic Plan after receiving input from the Educational Master Plan on the prioritized goals of the institution, both short-term and long-term (see Shared Governance Planning Process diagram on the preceding page). The Strategic Planning Committee will be comprised of committee chairs or representatives and the senior administrative team. The committee structure is represented in the following chart.
The Shared Governance Task Assignment Table

Strategic planning will be developed by the shared governance committees adopting the responsibility of specific tasks. These assigned tasks will be facilitated through area Vice Presidents and will make the best use of the expertise in the different committees to develop and evaluate aspects of the strategic plan. The tasks assignments have been divided into three areas facilitated by the Vice President for Academic Services, Vice President for Business Services and Vice President for Student Services. The Strategic Planning Shared Governance Task Assignment Table is noted below.

**TASK ASSIGNMENT TABLE**

<table>
<thead>
<tr>
<th>Administrative Structure</th>
<th>Academic and Technology Planning</th>
<th>Student Success Access and Matriculation</th>
<th>Institutional Effectiveness Facilities and Fiscal Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chair</strong></td>
<td>VP Academic Services</td>
<td>VP Student Services</td>
<td>VP Business Services</td>
</tr>
<tr>
<td><strong>Charge</strong></td>
<td>Implement Strategic Planning</td>
<td>Implement Strategic Planning Strategies</td>
<td>Implement Strategic Planning Strategies</td>
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<tr>
<td></td>
<td>Strategies</td>
<td>Matriculation</td>
<td>Scheduled Maintenance</td>
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<tr>
<td></td>
<td>Academic Program Concepts</td>
<td>State-wide Initiatives</td>
<td>Capital Outlay</td>
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<tr>
<td></td>
<td>Learning Services</td>
<td>Student Equity</td>
<td>Classified Hiring Priorities</td>
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<tr>
<td></td>
<td>Technology Support Recommendations</td>
<td></td>
<td>Institutional Disaster Mgmt Plan</td>
</tr>
<tr>
<td></td>
<td>Instructional Council Responsibilities</td>
<td></td>
<td>Resource &amp; Budget Development</td>
</tr>
<tr>
<td></td>
<td>Review &amp; update of Educational Master Plan</td>
<td></td>
<td>College Process for Resource Allocation</td>
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<tr>
<td></td>
<td>Enrollment Mgmt (Instruction)</td>
<td>Event Planning</td>
<td>Facility Utilization Recommendations</td>
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<tr>
<td></td>
<td>Basic Skills</td>
<td>Publications</td>
<td>Bookstore Contract Negotiations</td>
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<tr>
<td></td>
<td>Faculty Hiring Priorities</td>
<td>Video Publications</td>
<td>Campus Security</td>
</tr>
<tr>
<td></td>
<td>Research Advisory</td>
<td>Enrollment Mgmt (Outreach)</td>
<td>Cafeteria Contract Negotiations</td>
</tr>
</tbody>
</table>

**Committee Compositions**

- VP Academic Services
- VP Student Services
- VP Business Services
- Senate President
- Admissions/Registration Chair
- Matriculation Chair
- Financial Assistance/EOPS Chair
- Student Affairs Chair
- Customer Service Chair
- Public Relations Officer
- VP Academic Services
- VP Student Services
- VP Business Services
- Associate Dean of Human Resources
- Senate President
- Budget & Fiscal Planning Chair
- Campus Ops/Facilities Chair
- Environmental Health/Safety Chair
- Policy & Procedure Chair
- Staff Development Chair
## Strategic Plan Development Cycle

The strategic planning process spans a six year cycle. The process is fluid and requires periodic evaluation, revision and renewal. The college has developed a process that identifies annual benchmarks that will ensure the college’s planning process encompasses a continuous program improvement concept.

### PLAN DEVELOPMENT CYCLE

<table>
<thead>
<tr>
<th>Phase 1: Community Data</th>
<th>Phase 2: Internal Data</th>
<th>Phase 3: Summation and Recommendations</th>
<th>Phase 4: Evaluation</th>
<th>Phase 5: Prep Repeat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2007</strong></td>
<td><strong>2008</strong></td>
<td><strong>2009</strong></td>
<td><strong>2010 – 2013</strong></td>
<td><strong>2014</strong></td>
</tr>
<tr>
<td>Focus groups, stakeholder, and town-hall meetings for community input</td>
<td>Environmental scan and student surveys</td>
<td>Educational Master Plan, Staffing Plan, Technology Plan, Facilities Plan Completed</td>
<td>Annual Strategic Plan evaluation and update as appropriate</td>
<td>Re-initiation of the 6 year Strategic Planning Cycle</td>
</tr>
<tr>
<td>Program reviews (limited)</td>
<td>SPC formulates strategies and recommendations into a Strategic Plan and submits to the CEO</td>
<td></td>
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<tr>
<td>Data collection and aggregation</td>
<td>CEO reviews the Strategic Plan then submits to the Board of Trustees for approval and adoption</td>
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<tr>
<td>Interim Educational Master Plan Developed</td>
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</table>
**Annual Planning Calendar**

The annual strategic planning process has been designed to provide effective timelines and to clarify when those responsible for the aspects of the process are to meet necessary deadlines. The annual planning calendar is reflected below.

### ANNUAL PLANNING CALENDAR

<table>
<thead>
<tr>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research data delivered to Programs/Departments scheduled to complete Comprehensive (Phase II) Program Review</td>
<td>Program/Departments develop Comprehensive Program Review</td>
<td>Program/Departments develop Comprehensive Program Review</td>
<td>Comprehensive Program Review Submitted to EMPC</td>
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<tr>
<td>Annual (Phase I) Program Review completed by all departments and/or divisions</td>
<td>Area Vice Presidents review annual (Phase I) Program Review and submit to EMPC</td>
<td>Educational Master Plan (EMP) developed/updated</td>
<td>EMP submitted to President and Strategic Planning Committee</td>
<td>EMP Submitted to Board of Trustees for adoption</td>
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<td></td>
<td></td>
<td>Technology and Facilities Plans reviewed and updated based on data from EMP and Strategic Plan</td>
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<td></td>
<td></td>
<td></td>
<td>Strategic Plan reviewed and updated based on input from EMP</td>
<td>Strategic Plan submitted to President and Strategic Planning Committee</td>
<td>Strategic Plan submitted to Board of Trustees for adoption</td>
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<td>Budget and Fiscal Planning set budget parameters (state budget constraints, etc)</td>
<td>Budget Development begins</td>
<td>Budget adopted by Budget &amp; Fiscal Planning</td>
<td>Tentative Budget Approved by Board of Trustees</td>
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