



***Vision 2015:
Writing Our Future History***

**Las Positas College
Strategic Plan
2010—2015**



Strategic Plan
Vision 2015: Writing Our Future History

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Mission /Vision / Impact / Strategic Goals/ Key Performance Indicators

Mission:

Las Positas College is an inclusive, learning-centered institution providing educational opportunities that meet the academic, intellectual, career-technical, creative, and personal development goals of its diverse students. Students develop the knowledge, skills, values, and abilities to become engaged and contributing members of the community.

Vision:

Las Positas College meets our students and community where they are and creates experiences for them that build their capacity, speak to their potential, and transform their lives.

Strategic Goal: *Teaching & Learning*

Provide excellence in teaching, student learning, services to students, and scholarship by providing state of the art learning facilities, equipment, supplies and resources, and staffing.

Impact Statement:

Strategies:

A.

B. _____

C. _____

D. _____

E. _____

F. _____

G. _____

Key Performance Indicators:

Strategy A

KPI: _____

KPI: _____

Strategy B

KPI: _____

KPI: _____

Strategy C

KPI: _____

KPI: _____

Strategy D

KPI: _____

KPI: _____

Strategy E

KPI: _____

KPI: _____

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Strategic Goal: *INSTITUTIONAL ADVANCEMENT*

Increase recognition of Las Positas College as a premier institution of innovative higher education that prepares talented, competent, and engaged members of the community

Impact Statement:

Las Positas College is recognized in the community and beyond for its positive impact through the communication of compelling LPC stories. Moreover, meaningful and positive partnerships with alumni, community, and business leaders have positioned the College strategically in our community as the hub for intellectual, workforce, and cultural relevancy. Utilizing optimal communication channels targeted to specific audiences, we have best practices that have become the model for other two-year colleges. In doing so, Las Positas College has in place a collaborative, integrated, and strategic relationship with the District Office where human, financial, and technological resources to further the work and brand of the College in the internal and external community exists.

Strategies:

- A. Provide an attractive, dynamic, accessible website that is arranged for optimization and ease of content management
- B. Staff and provide resources to support an institutional advancement plan and efforts.
- C. Communicate regularly “We Are LPC” stories to targeted audiences
- D. Develop mutually beneficial community and business partnerships
- E. Implement consistent branding communication
- F. Develop a self-sustaining grant development program
- G. Develop an alumni program/network

Key Performance Indicators:

Strategy A

KPI: User satisfaction survey of targeted audiences

KPI:

Strategy B

KPI: Identified staff and resources

KPI:

Strategy C

KPI: Placement of LPC stories in strategic locations: newspapers, website, community publications, and other locations

KPI:

Strategy D

KPI: Significant partnerships which result in a mutually beneficial exchange

KPI:

Strategy E

KPI: Audit of internal and external communications specific to the LPC “brand.”

KPI: _____

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Las Positas College meets our students and community where they are and creates experiences for them that build their capacity, speak to their potential, and transform their lives.

Strategic Goal: *Accountability*

Ensure the highest level of service to students and the community through continuous and purposeful evaluation of programs and services that situates student learning, community responsiveness and employee engagement as the center of all we do.

Impact Statement

Through shared understanding, engagement and commitment to its' mission, vision and goals Las Positas College's culture of evidence, reflection and effective communication provides clear, consistent, and transparent guidelines by which it monitors and evaluates its effectiveness. The highly integrated use of key performance indicators, student learning outcomes and a program review process serves as the foundation for the alignment of strategies and the equitable allocation of resources. A robust participatory governance structure with clearly articulated roles demonstrates joint responsibility for the implementation of institutional strategies.

Strategies:

- A. Coordinate the work of the governance bodies through clearly articulated roles and responsibilities, identification of overlapping domains and adherence to consistent decision making processes
- B. Develop a common committee reporting mechanism that provides a means of clearly communicating outcomes, institutional goal alignment, opportunities for partnership, and promotes effective leveraging of resources (time, money staff and space).
- C. Create an annual performance instrument by which committees can evaluate their effectiveness
- D. Establish an Institutional Effectiveness Committee
- E. Articulate transparent resource allocation processes based upon clear criteria and evaluates the effectiveness of allocations in promoting student success
- F. Develop a program review process that links program planning to strategic planning, program planning to resource allocation and assess program effectiveness through evidence.
- G. Deploy training on budget processes and management
- H. Deploy regular training and increase faculty/staff time for assessment of institutional effectiveness at college and program levels
- I. Training for committee members and chairs regarding shared governance roles and responsibilities and structure, college decision making processes, representation, consensus building, ground rules, conflict resolution, and productive dialogue

Key Performance Indicators:

Strategy A: Coordinate the work of governance bodies through clearly articulated roles and responsibilities, identification of overlapping domains and adherence to consistent decision making processes.

KPI: Bi-annual review of shared governance document

KPI: Faculty and staff survey data

Strategy B: Develop a common committee reporting mechanism that provides a means of clearly communicating outcomes, institutional goal alignment, opportunities for partnership, and promotes effective leveraging of resources (time, money staff and space).

KPI: Existence and use of committee reporting mechanism

KPI: Program level effectiveness

Strategy C: Create an annual performance instrument by which committees can evaluate their effectiveness

KPI: Annual committee reports

Strategy D: Establish an Institutional Effectiveness Committee

KPI: Establishment of the Institutional Effectiveness Committee

Strategy E: Articulate transparent resource allocation processes based upon clear criteria and that evaluates the effectiveness of allocations in promoting student success

KPI: Faculty/Staff Survey

KPI: Documented Criteria

KPI: Percent of allocations evaluated for effectiveness

Strategy F: Develop a program review process that links program planning to strategic planning, program planning to resource allocation and assess program effectiveness through evidence.

KPI: Tool is in place

KPI: Percent of successful compliance with tool

Strategy G: Deploy training on budget processes and management

KPI: Number of training opportunities

Strategy H: Deploy regular training and increase faculty/staff time for assessment of institutional effectiveness at college and program levels

KPI: Increase in flex days dedicated to program/college assessment

Strategy I: Training for committee members and chairs regarding shared governance roles and responsibilities and structure, college decision making processes, representation, consensus building, ground rules, conflict resolution, and productive dialogue

KPI: Faculty/Staff Survey

KPI: Number participating in training opportunities

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Strategic Goal: *Economic Development*

Offer cutting edge educational opportunities designed to accelerate the economic development of the Tri-Valley region

Impact Statement:

Through strategic and transformative partnerships with business and industry in our community, Las Positas College meets and exceeds the training and education needs of our community by producing highly skilled and competent workers. A continuous feedback loop provides statistical and anecdotal evidence that the College’s programs are innovative, relevant, and provide a trained workforce that sustains and expands the economic growth of the community. Establishing the college’s value to the community as a destination for workforce training, synergistic networks exist where college resources leverage investments by our business community.

Strategies:

- A. Implement an industry-driven advisory panel to the college on workforce and economic development needs
- B. Establish an Entrepreneurial and Workforce Development Center
- C. Provide educational opportunities to match industry demands, particularly in the industries of health, integrated sciences, and green technologies
- D. Develop a business resource guide of campus/district program services
- E. Create equitable entrepreneurial and workforce opportunities for a diverse student body
- F. Develop a coordinated mechanism to track employment outcomes

Key Performance Indicators:

Strategy A

KPI: Formation of the Advisory Panel with regular meeting schedule established

Strategy B

KPI: Develop a resource/project plan for implementation

Strategy C

KPI: Assess regional industry workforce needs via survey instrument

Strategy D

KPI: Assess user satisfaction and use of the tool

Strategy E

KPI: Number of students participating in workforce or entrepreneurial opportunities by equity areas defined by institutional indicators

KPI: Assessment of student satisfaction participating in workforce or entrepreneurial opportunities by equity areas defined by institutional indicators

Strategy F

KPI: Rates at which graduates are placed in jobs, further education and training, or the military

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Strategic Goal: *Resource Development & Allocation*

Provide excellence in the stewardship of the community's investment in Las Positas College and expand the institution's capacity to apply resources to meet the needs of students, staff, and faculty through strategic assessment and resource allocation.

Impact Statement

Las Positas College provides a rich learning environment through the strategic alignment of its internal processes and broad, substantive partnerships with the community. Students have access to programs, based on emerging and evolving technologies, that meet the workforce demands of the local/regional economy. College and community merge as a collaborative stream of resources and ingenuity toward sustained development. For its part, the College takes responsibility for promoting institutional effectiveness through meaningful conversations, efficient processes and strategic leveraging of resources.

Strategies:

- A. Develop a culture of trust within the College and the District
- B. Develop and support collaborative streams between the College and the community
- C. Develop and implement transparent goal-based resource allocation
- D. Establish and support a center for external resource management
- E. Establish and support a center to coordinate student learning-based business
- F. Focus on key priorities at all levels. Leverage most efficient solutions
- G. Streamline and articulate processes
- H. Revisit and revise committee structure, operation and/or communications

Key Performance Indicators:

Strategy A: Develop a culture of trust within the College and the District

KPI: Increase in collaborative initiatives

KPI: Increase in satisfaction/trust via survey

Strategy B: Develop and support collaborative streams between the College and the community

KPI: Increase in collaborative initiatives

KPI: Increase in external financial resources

Strategy C: Develop and implement transparent goal-based resource allocation

KPI: Existence of transparent, integrated planning and budget processes

Strategy D: Establish and support a center for external resource management

KPI: Center established and functioning

Strategy E: Establish and support a center to coordinate student learning-based businesses

KPI: Center established and functioning

Strategy F: Focus on key priorities at all levels. Leverage most efficient solutions

KPI: Documented annual plan of institutional priorities

KPI: Documented annual alignment of resources to strategic solutions

Strategy G: Streamline and articulate processes

KPI: Existence of documented integrate and streamlined process

Strategy H: Revisit and revise committee structure, operation and/or communications

KPI: Completed review of committee structures, alignment and communication

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Strategic Goal: *Academic & Professional Excellence*

Commit to excellence in teaching, student learning and scholarship by expanding professional development for all employees and nurturing the intellectualism within the campus culture

Impact Statement:

Strategies:

- A. Formalize a staff development program and stabilize resource allocation (money, personnel, facilities, etc.)
- B. Research and plan diverse types of staff development offerings using program review, surveys, etc.
- C. Implement accessible formats, modes of delivery, and timing of staff development opportunities
- D. Develop lines of communication between staff development and college community to recognize opportunities and achievements
- E. Establish on-going mentoring and leadership development through Staff Development

Key Performance Indicators:

Strategy A: Formalize a staff development program and stabilize resource allocation (money, personnel, facilities etc.)

KPI: A comprehensive professional development program will be in place

KPI: Established formal program review of Staff Development Program

KPI: Established facilities and personnel

KPI: Fiscal resources fully fund program goals

Strategy B: Research and plan diverse types of development offerings using program review, surveys etc.

KPI: Completed reviews of program plans to determine offerings

KPI: Staff Development needs section in program review tool

KPI: Completed surveys of staff interests

Strategy C: Implement accessible formats, modes of delivery and timing of staff development opportunities

KPI: Fund application process in place

KPI: Accessible staff development calendar via GroupWise

Strategy D: Develop lines of communication between staff development and college community to recognize opportunities and achievements

KPI: Establishment of faculty and staff recognition award program

KPI: Increase in the number of recognition announcements at Town Meeting

KPI: Reports of completed staff development experiences at division meetings

KPI: Establish semester calendar of staff development opportunities

Strategy E: Establish on-going mentoring and leadership development through Staff Development

KPI: Establishment of Leadership Development Program

KPI: Increase in number of staff participating in leadership mentoring opportunities

KPI: Increase in the number of faculty & staff seeking elected positions/chairs

DRAFT

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Strategic Goal: *Diversity and Pluralism*

Serve a diverse College community by maintaining and expanding an environment of accessibility, equality, and social justice.

Impact Statement

The College encourages, through intellectual discourse, culturally based activities, hiring practices, student support services and symbolic representations of pluralism, a welcoming environment that is responsive to the needs of a diverse student population. Students “see” themselves reflected in all areas of college life and are empowered to express themselves within the college and their communities. Issues of equity are a vital component in the development and evaluation of the college’s programs and services, ensuring equitable access and success rates. Faculty and staff reflect on and embody the practices and principles of a culturally conscious campus that serves as a model of social responsibility and justice to the community.

Strategies:

- A. Develop and implement a Diversity rubric as part of curriculum development
- B. Embed diversity and equality issues across the campus through the creation of a centralized equity office and through existing student life, curriculum and staff development programs
- C. Increase the capacity of staff and faculty to address issues of diversity
- D. Identify, support and promote the development of student spaces to meet social and academic needs
- E. Create a global exchange and/or study abroad program

Key Performance Indicators:

Strategy A: Develop and implement a Diversity rubric as part of curriculum development

KPI: Articulated diversity rubric

Strategy B: Embed diversity and equality issues across the campus through the creation of a centralized equity office and through existing student life, curriculum and staff development programs

KPI: Frequency of diversity/equity related elements across campus

Strategy C: Increase the capacity of staff and faculty to address issues of diversity

KPI: Number of diversity-related trainings/workshops/opportunities for dialogue

KPI: Number of faculty/staff participating in diversity-related activities

Strategy D: Identify, support and promote the development of student spaces to meet social and academic needs

KPI: Student survey of space needs

KPI: Spaces allocated for specific student needs

Strategy E: Create a global exchange and/or study abroad program

KPI: Global presence

KPI: _____

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Strategic Goal: *Communication & Infrastructure*

Craft a culture of collective responsibility through an enhancement of College processes and systems, reinforcing internal communication, integrating internal planning processes that promote coordination and accountability, and strengthening a sense of community and collaboration internally and within the District.

Impact Statement:

Members of the College community embrace their responsibility in communication within and throughout the organization, thereby enhancing an institutional culture where collective strategic decisions are expected. With efficiency in and definition of institutional processes, members of the College community understand how to navigate organizational systems and culture which leads to productive teamwork. To that end, Las Positas College is an organization where our systems and culture are aligned and tightly coupled.

Strategies:

- A. Revision of the Participatory Governance Handbook with scheduled bi-annual revisions
- B. Implementation of robust and regular professional development opportunities for participatory governance, effective communication, and leadership development
- C. Respond to 2010 WASC Accreditation Recommendations
- D. Create effective communication pathways through master process calendar, interactive technology, and documentation of problems/solutions
- E. Adopt the “Common Ground” model of constituent based solutions to college-wide challenges.
- F. Establish regular opportunities for campus social events
- G. Implement pilot processes to enhance institutional systems and processes
- H. Develop a system of consistent customer service language

Key Performance Indicators:

Strategy A

KPI: Assessment of user satisfaction with Handbook

KPI:

Strategy B

KPI: Number of professional development offerings on governance, communication, and leadership

KPI: Number of participants in professional development offers on governance, communication, and leadership

Strategy C

KPI: Documentation of process mapping and roles/responsibilities for District/LPC/Chabot.

KPI: Assessment of employee knowledge and use of documentation

Strategy D

KPI: Implementation of master calendar process

KPI: Implementation of process and procedures handbook for college community

Strategy E

KPI: Number of college-wide challenges

KPI: Number of “Common Ground” taskforces utilized

Strategy F

KPI: Number of campus social events

KPI: Number of participants in campus social events

Strategy G

KPI: Improved productivity as a result of enhanced institutional systems and processes

KPI: Improved time for completion of tasks

Strategy H

KPI: Increased customer satisfaction with the campus offices and services

KPI: Decreased customer complaints about campus offices and services

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Strategic Goal: *Community Life*

Serve as a catalyst for enhanced community life through outreach, partnerships, services, and significant contributions to quality arts, cultural, wellness, and vitality experiences and activities in the Tri-Valley.

Impact Statement:

Las Positas College is the community’s college, and we are the intellectual and cultural center of the community. Students and visitors look to us to provide stimulating, provocative, informative, and insightful cultural experiences and they are knowledgeable of our role in expanding and enhancing their quality of life in this region. Both students and visitors to Las Positas College are extremely satisfied with their campus experience as the college provides a warm and welcoming environment for all who come here. We enjoy their confidence in how we make them aware of our contributions to community life, and such, the College has an enviable reputation within the community.

Strategies:

- A. Provide greater access to the campus facilities for the community
- B. Host more community events, paying special attention to weekends, that are little or no cost
- C. Leverage the existing personnel resources to invent creative workarounds to enhance our accessibility and outreach
- D. Enhance way-finding for visitors to our campus by utilizing current talent/resources
- E. Create sustainable discipline-to-discipline relationships with K-12
- F. Develop parking program for community members who are attending campus events
- G. Establish a standard of participation at College events by all employee groups

Key Performance Indicators:

Strategy A

KPI: Number of community members utilizing campus facilities

KPI: Satisfaction of community members who utilize campus facilities

Strategy B

KPI: Number of community events that are held on the campus

KPI: Number of attendees at community events that are held on the campus

Strategy C

KPI: Number of creative solutions that come from College community

KPI: Number of visitors to campus as a result of these solutions

Strategy D

KPI: Satisfaction of visitors to the campus with way-finding

KPI:

Strategy E

KPI: MOUs formed with K-12 institutions

KPI: Number of participants in activities than come from the K-12 relationship

Strategy F

KPI Decrease in the number of tickets issued to campus visitors

KPI Satisfaction of campus visitors with parking

Strategy G

KPI Number of college employees who attend college events by employee group

KPI

DRAFT

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Strategic Goal: *Sustainability*

Engage is sustainable stewardship and community leadership as an institution through the use of our products and technology, our practices and curriculum, our policies, and our philosophy as represented through institutional culture and leadership.

Impact Statement

In its programs, processes and purchases, Las Positas College maintains a carbon neutral footprint in the Tri-Valley. The College projects its commitment to sustainability into the community through the continual assessment and reporting of the environmental impact of its decisions and through the development of an informed citizenry. Students evaluate the impact of their choices through a sustainability paradigm that challenges them to identify both the purposive and unintended impact of these choices. The College provides innovation and leadership to the community in the exploration and implementation of sustainable practices and seeks out common resources that bind college and community to the environment they share.

Strategies:

- A. **Create and implement staff development opportunities**
- B. **Enhance partnership with Chancellor and residential leadership to implement sustainable initiatives**
- C. **Engage community and collegial commitment to sustainability**
- D. **Make sustainability a core competency**

Key Performance Indicators:

Strategy A: Engage community and collegial commitment to sustainability

KPI: Scholarships awarded

KPI: Green events held

KPI: Green recognitions

KPI: Marketing materials in place

KPI: Implement action plan items

KPI: Reduce waste-to-landfill

Strategy B: Create and implement staff development opportunities

KPI: Increased number of staff development opportunities for sustainability education

KPI: Green courses/certificates in place

Strategy C: Make sustainability a core competency

KPI: Increase in the number of assessed sustainability -related SLOs

KPI: Increase in the number of students enrolled in sustainable programs

KPI: Student clubs involved in sustainability efforts

Strategy D: Enhance partnership with Chancellor and Presidential leadership to implement sustainable initiatives

KPI: Partnerships with green businesses

KPI: Grants received

KPI: Percentage of vehicle miles traveled

KPI: Reduction of summer work days

KPI: Representation at public meetings

KPI: Reduced number of single occupancy vehicles



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Vision Statement

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Institutional Strategic Goals

1. Provide excellence in teaching, student learning, services to students, and scholarship by providing state of the art learning facilities, equipment, supplies and resources, and staffing. (Teaching and Learning)
2. Increase recognition of Las Positas College as a premier institution of innovative higher education that prepares talented, competent, and engaged members of the community. (Institutional Advancement)
3. Ensure the highest level of service to students and the community through continuous and purposeful evaluation of programs and services that situates student learning, community responsiveness, and employee engagement as the center of all we do. (Accountability)
4. Offer cutting edge educational opportunities designed to accelerate the economic development of the Tri-Valley region. (Economic Development)
5. Provide excellence in the stewardship of the community's investment in Las Positas College and expand the institution's capacity to apply resources to meet the needs of students, staff, and faculty through strategic assessment and resource allocation. (Resource Development and Allocation)
6. Commit to excellence in teaching, student learning, and scholarship by expanding professional development for all employees and nurturing the intellectualism within the campus culture. (Academic and Professional Excellence)
7. Serve a diverse college community by maintaining and expanding an environment of accessibility, equality, and social justice. (Diversity and Pluralism)
8. Craft a culture of collective responsibility through an enhancement of College processes and systems, reinforcing internal communication, integrating internal planning processes that promote coordination and accountability, and strengthening a sense of community and collaboration internally and within the District. (Communication and Infrastructure)
9. Serve as a catalyst for enhanced community life through outreach, partnerships, services, and significant contributions to quality arts, cultural, wellness and vitality experiences and activities in the Tri-Valley. (Community Life)
10. Engage in sustainable stewardship and community leadership as an institution through our use of products and technology, our practices and curriculum, our policies, and our philosophy as represented through institutional culture and leadership. (Sustainability)