



**2016-2017 Strategic Planning Project - Work Plan
Presented by the Collaborative Brain Trust**





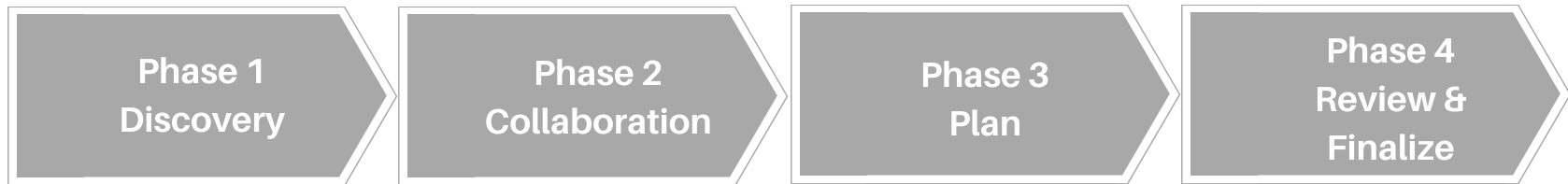
Introduction

This Work Plan was created by the Collaborative Brain Trust in its proposal to Santa Monica College to facilitate their 2016-2017 Strategic Planning Project. This Work Plan outlines the activities and timelines for each of the four projects that make up the strategic planning process.

Each of the four projects is related to each other, to the strategic plan's strategic initiatives, and to the action plans of the self-evaluation for accreditation's quality focus essay. A lead CBT consultant is assigned to each of the four projects, and assisting consultants participate in each project to provide expertise, facilitate collaboration, conduct research, write drafts of recommendations, and provide integration across the four projects. The team lead and project leads have met with the Strategic Planning Task Force and project Work Groups for "kick-off" meetings - the purpose of which was to introduce team members and to discuss the goals to be achieved and the processes to be used.

Project Implementation Plan

Each of the four projects will be implemented simultaneously in four phases: Discovery, Collaboration, Plan, and Review and Finalize:



Discovery: The consultant team will become more familiar with college materials, practices, and procedures and begin to develop detailed plans and timelines, identify stakeholders, contact individuals, and finalize deliverables.

Collaboration: Extensive information and feedback will be collected from formal research methods, existing college research, active communication strategies designed during the Discovery phase, and review and analysis of appropriate documentation.

Plan: Using the research information collected and collaborative processes, drafts of recommendations and plans will be created jointly by the consultants and college faculty and staff.

Review and Finalize: Final drafts will be reviewed by the individuals and groups identified during the Discovery phase, and versions of drafts will be shared throughout the process.

Project Outcomes

A Road Map for Santa Monica College's Future

Strategic Initiatives

Develop a limited number of five-year strategic initiatives, reflecting the College's quality focus essay, with enough detail so that actionable objectives and measurable outcomes can be developed, and review and update the College's Vision, Mission, and Goals.

Student Success/Equity Plan

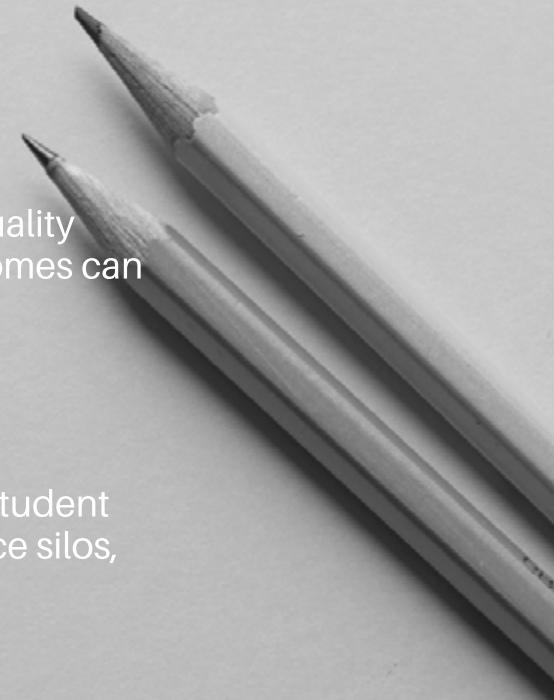
Develop an integrated institutional student success/equity structure and plan that strengthens assessment of best practices and strategies that can be replicated for student success/equity throughout the College; develop a structure and plan that will reduce silos, increase efficiencies and maximize resource allocations.

Integration of Planning Processes

Identify college planning processes, connections among planning processes including connections with resource allocation, gaps, and opportunities for improvement of processes and connections, and strategies for ensuring and strengthening processes and connections, where needed.

Review Organizational Structure

Review the current organization structure and method of staffing to determine if it effectively and efficiently meets the needs of the organization and its stakeholders. Make recommendations, if warranted, to more effectively meet student and support needs of the College within internal and external constraints.



Phase 1 Discovery

December, 2016

Strategic Initiatives

Student Success/Equity Structure and Plan

Integration of Planning Processes

Review Organizational Structure

Activities

- First meeting with Strategic Plan Task Force (SPTF) (Meeting #1)
- Fact-finding and introduction meetings with resource faculty and staff, college president, and constituent group leadership
- First meeting with Student Success/Equity Work Group - Dec. 14
- Meet with key academic and student services leaders to determine structure, staffing, and funding of support for existing services
- Review vision, mission, and goals to identify potential gaps in student success structure and integration within overall institutional planning
- First meeting of Integration of Planning Work Group (Meeting #1)
- Review and conduct initial assessment of existing planning and resource allocation documents and processes, and identify questions to pursue
- First meeting of Organizational Structure Review Work Group
- Identify comparative colleges/districts
- Discuss process and comparative data points (i.e. org charts, data points, potential key job descriptions, etc.)

Phase 2 Collaboration

March, 2017

Strategic Initiatives

Student Success/Equity Structure and Plan

Activities

- College sends letter to college community giving them information and schedule for four-pronged project process
 - Distribute survey to college community with questions related to five-year strategic plan, student success, integrated planning, and organization review
 - Second meeting of the SP Task Force
 - Conduct two days of Listening Sessions for identified stakeholders, related to all four projects, by scheduled appointments. Interviews include one-on-one interviews with individual Board of Trustees members
 - Conduct two open forums to listen to college community's vision and concerns
 - Complete external and internal research scans
- Collaborate with activities in Strategic Initiatives to provide uniformity and consistency in determining big picture initiatives for SMC
- Hold Listening Sessions for identified stakeholders for Student Success/Equity, including academic programs and student services

Phase 2 Collaboration

March, 2017

Student Success/Equity Structure and Plan

(continued)

Integration of Planning Processes

Review Organizational Structure

Activities

- Participate in open forums to listen to college and community vision and concerns
- Develop 1st draft Table of Contents

- Conduct meeting with project Work Group to identify gaps in planning process linkages and structure, and potential improvements
- Interview faculty and staff who lead planning processes to gather information

- Identify comparative colleges/districts
- Receive comparative data
- Assess the clarity of current key job descriptions
- Hold Listening Sessions to hear constituent/individual ideas and concerns about effectiveness of current and possible alternative organizational structure
- Receive college feedback through survey information regarding the effectiveness of the current organizational structure and staffing methodologies

Phase 3 Plan

April, 2017

Strategic Initiatives

Student Success/Equity Structure and Plan

Activities

- SPTF meets to review quantitative research scan data and qualitative information from Listening Sessions
- SPTF meets to consider Work Groups' recommendations and identify proposed initiatives for SP, college mission, vision, and goals

- Meet with SS/E Work Group to review data, review 1st draft feedback, incorporate changes where needed
- Develop 2nd draft Student Success/Equity Structure and Plan
- Share 2nd draft SPTF for review and comment, send to District Planning and Advisory Council (DPAC)

Phase 3 Plan

April, 2017

Integration of Planning Processes

Review Organizational Structure

Activities

- Develop and share with Work Group recommended improvements for integrating planning components
- Integrate, as far as possible, any recommended modifications to planning and projects in development

- Share draft #1 of proposed modifications and phases of implementation and seek feedback from Work Group

Phase 4 Review & Finalize

May, 2017

Strategic Initiatives

Student Success/Equity Structure and Plan

Integration of Planning Processes

Review Organizational Structure

Activities

- SPTF meets in workshop setting to review initiatives and send draft # 1 of SP to college community for review
- College community reviews draft # 1 via online communications and constituent meetings
- SPTF meets to review feedback from college community and to develop draft #2, which is distributed to college community
- Update to the Board of Trustees

- Revise 2nd Draft based on comments and suggestions from Work Group; develop final draft
- Share Student Success/Equity Plan final draft and integrate with SMC Strategic Initiatives for final approval and adoption

- Submit final recommendations to enhance planning integration

- Develop final draft of proposed options for SMC's organizational structure
- Identify and present staffing methodologies to meet college needs within the organizational structure