I. INTRODUCTION

This strategic plan update presents the revised goals and strategic directions the district will pursue in responding to the changing needs of the Sacramento region. Developed in 2001, the plan reflects the input of constituencies based at all of the colleges and units of the district, and incorporates the major findings of several survey and research efforts.

APPROACH

The strategic plan was developed to achieve several objectives:

- Provide high-level “strategic directions” for change that will be implemented through strategic, financial, programmatic and operational planning at the colleges and district office.

- Focus on performance objectives as opposed to describing specific changes.

- Base strategic directions on clear evidence derived from the district’s surveys, environmental scan and focus groups.

- Create an efficient planning process that is integrated into existing management and accountability mechanisms.

- Ensure accountability by assigning responsibility for achievement of the strategic objectives to members of the district’s executive team comprised of college presidents and district officers.

PURPOSE

The plan is intended to serve as a stimulus to new thinking. By including research findings and overall directions for improvement, the plan can be used as a starting point for problem solving and strategy development at the college, office and unit levels. At the same time, the plan serves as a common framework of shared goals and outcomes for everyone in the district.
GOALS

The strategic plan is organized according to the framework of goals established in the 1997 Strategic Plan, which this document updates:

- Student Success
- Access and Growth
- Teaching and Learning Effectiveness
- Organizational Effectiveness
- Community and Economic Development

PROCESS OVERVIEW

The Strategic Planning Coordinating Committee met four times during the 2000-2001 academic year to provide oversight and review for the planning process. Key planning activities included the following:

- Affinity Focus Group meetings. At each of the colleges, consultant staff facilitated separate focus groups with faculty, classified staff, students, and administrators.
- College Town Hall meetings. Consultant staff facilitated open meetings at each college and at the district office.
- A planning retreat. College, district and consultant staff facilitated plenary and small group discussions with 125 faculty, staff, students and administrators from across the district.
- Research and planning activities. The district office of Institutional Research conducted an employee survey and a student survey, in cooperation with college faculty and researchers.
- A strategic planning website that presented the draft plan for district-wide review and allowed faculty, staff and administrators to post comments.
- Plan Review Meetings held at each college and the district office in September and October 2001.
STRATEGIC PLANNING RESOURCES

This plan was developed using the following sources of information and input. These will be used as resource documents when the plan is implemented.

- Environmental Scan
- Student Survey
- Affinity Focus Groups
- College Town Hall Meetings
- Employee Survey
- Charrette Summary

IMPLEMENTATION

The strategic directions presented in this document will become the responsibility of members of the district executive team, who will work with appropriate people at the colleges, centers and the district office to ensure progress toward achieving the directions. This approach ensures that implementation will be integrated into ongoing operational planning of each unit within the district affected by the plan. The development of specific implementation details is delegated to the people who will be directly involved in the solution. Accordingly, implementation will entail further review of the overall findings and evidence included in this report.