

# Strategy Steering Committee Meeting

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NOVEMBER 29, 2021

# Agenda

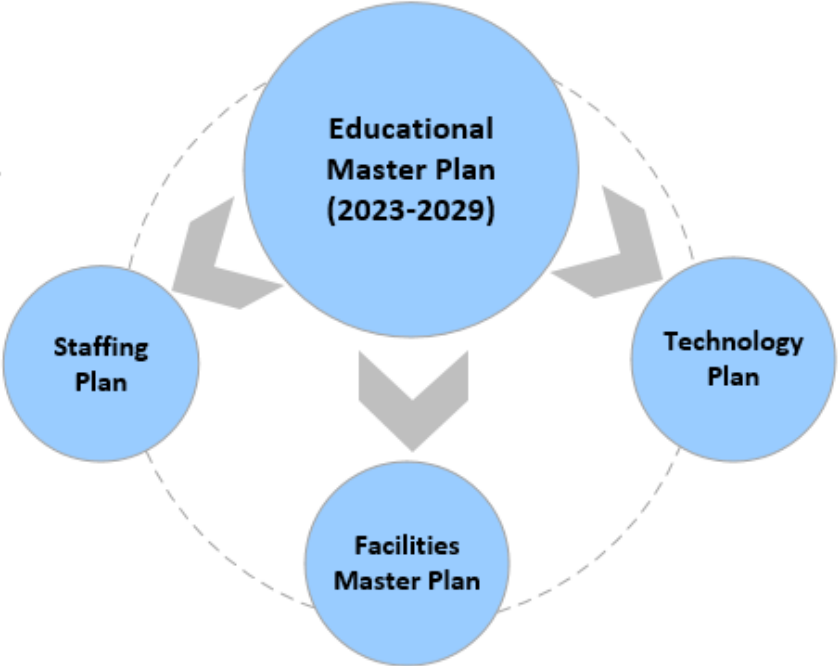
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- The Big Picture: Overview of the Institutional Planning Process
- Highlights of the changing landscape
- Role of the Strategy Steering Committee
- Responding to the changing landscape *(breakout groups)*
- Strategy Steering Committee Next Steps

# Institutional Planning at ECC

## ECC Integrated Planning

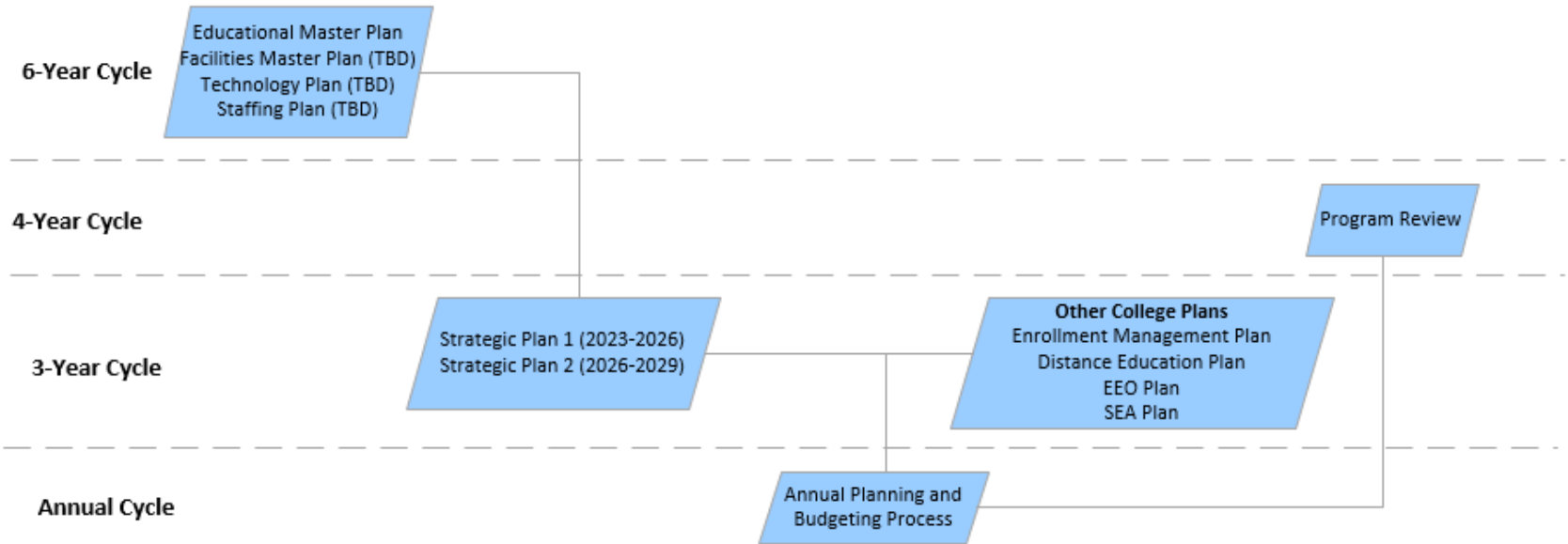
- Sustainable approach to planning that builds relationships, aligns the organization, and emphasizes preparedness for change
- Engages all institution's sectors
- Involves all stakeholders to work together toward a common vision
- Aligns College plans both vertically and horizontally.



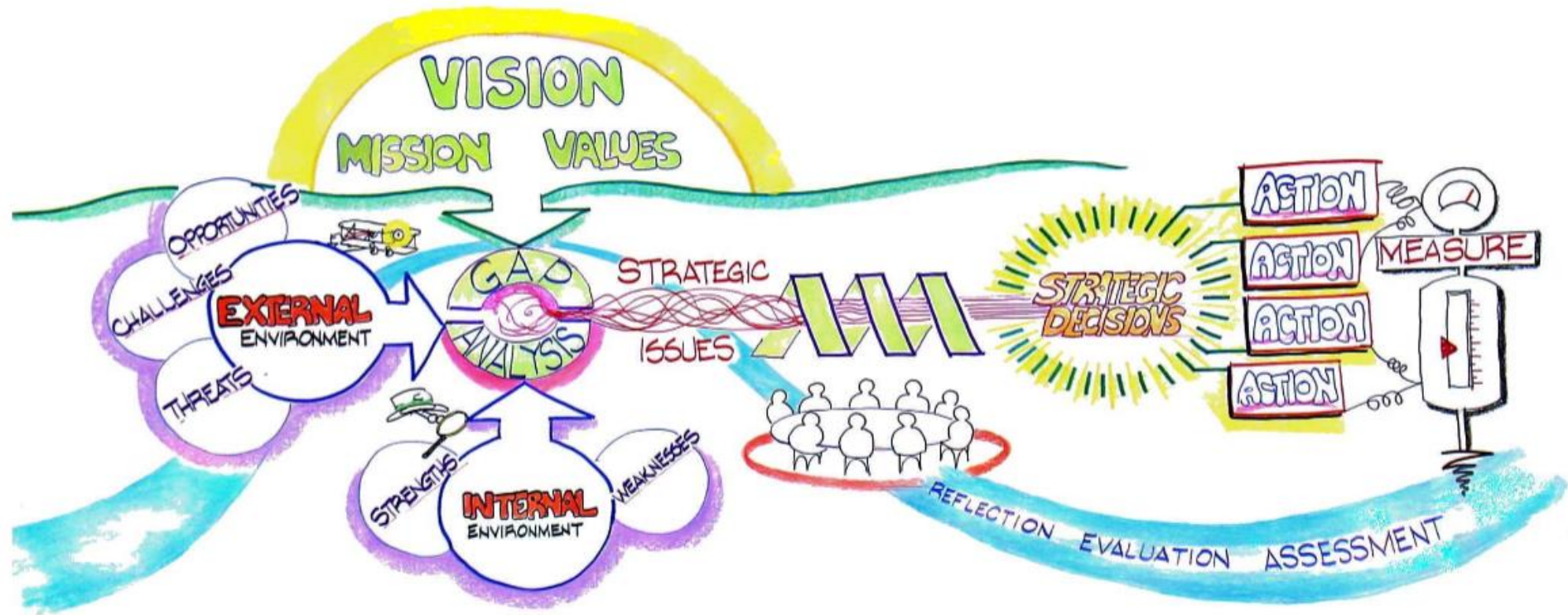
The primary driver of ECC's integrated planning approach is the **Educational Master Plan (EMP)**, which is supported by the Facilities Master Plan, the Technology Plan, and the Staffing Plan.

Combined, these plans create a **six-year roadmap for ECC**, which will guide strategic plans, other College plans, program reviews, and annual planning and budgeting

## ECC Planning Processes



# Where We Are Going



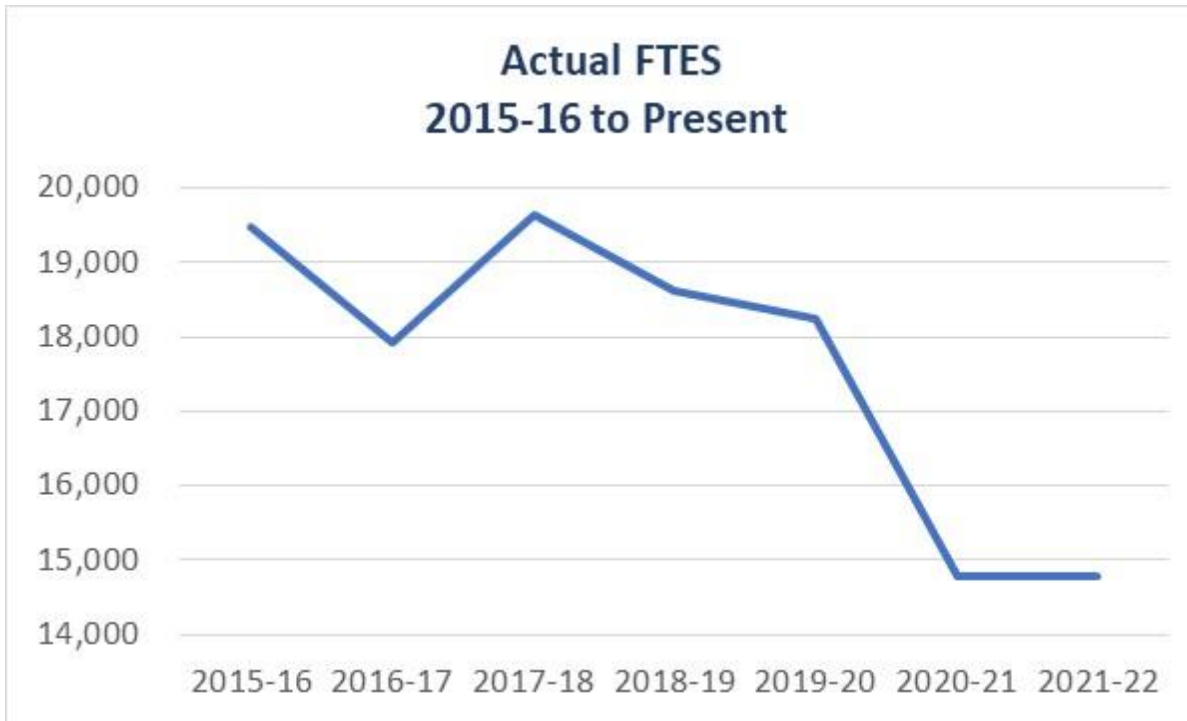
# Relevance of Educational Master Planning Process

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PRESIDENT BRENDA THAMES

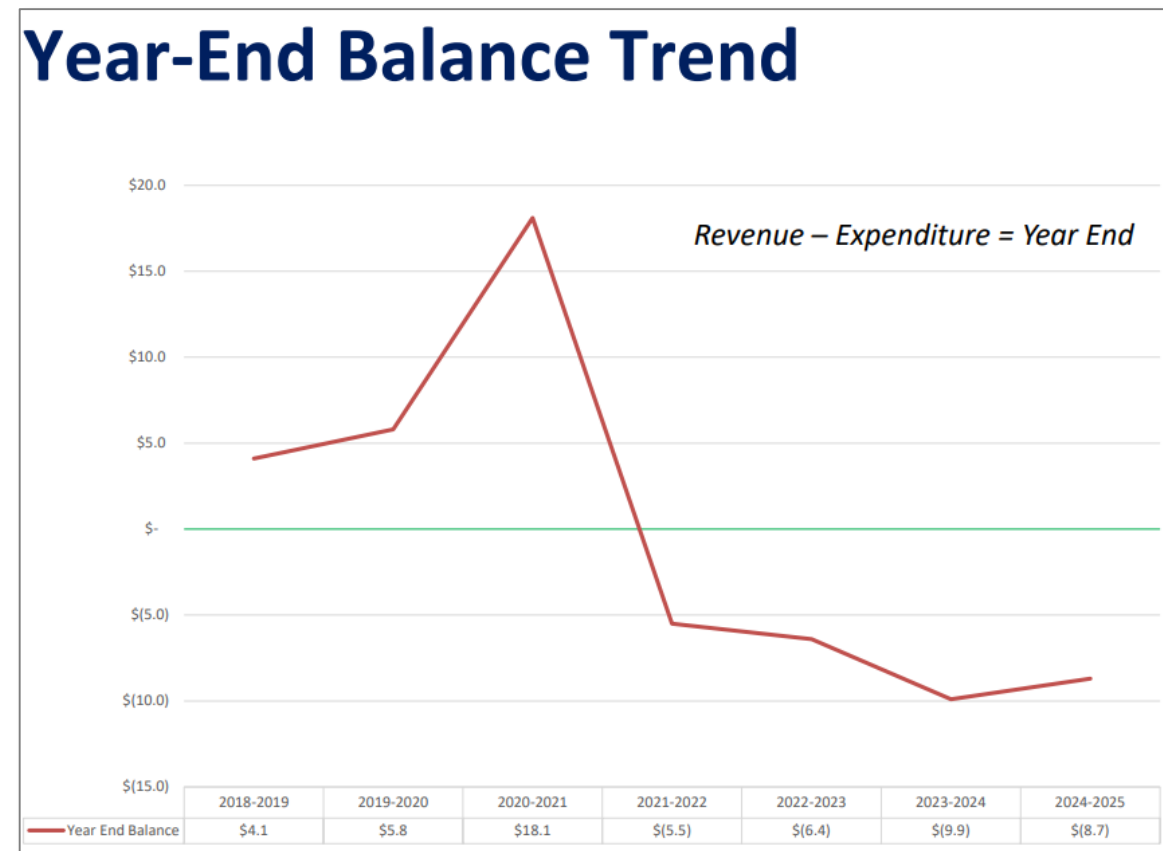
# Changing Landscape: Enrollment & Funding Trends

Enrollment has been on a downward trajectory





**Significant changes may be necessary to address these enrollment and funding pressures.**

Expenditures are projected to exceed revenue



# Changing Landscape: Increase in Competition

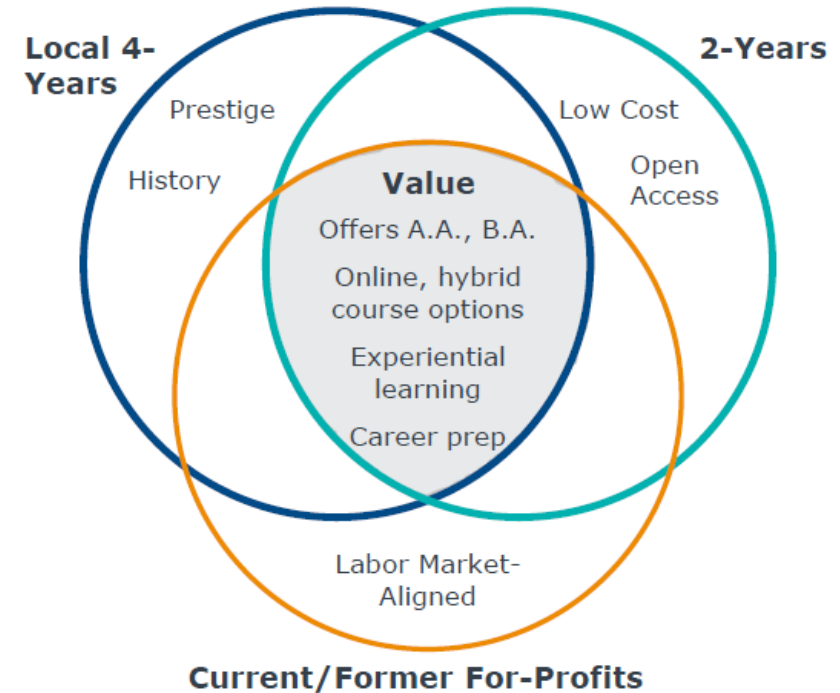
*Heightened competition from non-traditional competitors:*

- 4-year institutions offering A.A. or conditional acceptance and additional coursework
- New institutions entering the local market
  - In-person: 
  - Online: 
    - 3,000 students (2003),
    - 132,000 students (2020),
    - 300,000 students (2023 goal)
- Employers offering upskilling/certificates in-house:



- Free online courses:  Massachusetts Institute of Technology

*Value of community colleges to students may no longer be distinct:*



**Students now have more options for learning.**

# Changing Landscape: Shift in Degree Requirements

## Growing Number of High-Profile Companies Say They No Longer Require a Degree

*Fortune 500 Companies Who Have Dropped Degree Requirement:|*



TESLA



## Grow With Google...Into the Community College Market?

Grow with Google

*In 2020:*

3

New certificate programs in data analytics, project management, UX design

57%

IT certificate students who do not have a college degree

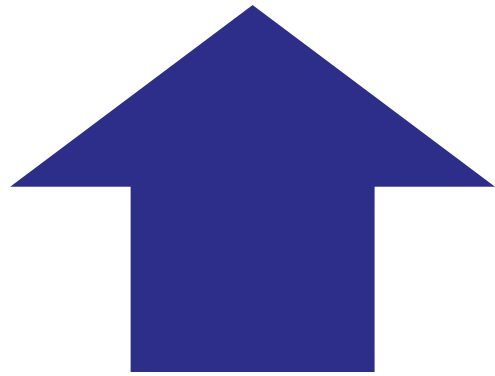




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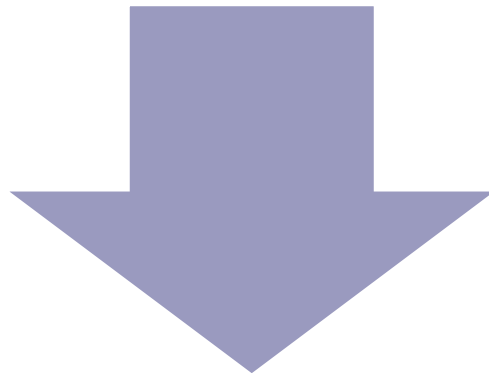
# Role of the Strategy Steering Committee

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Communication with  
constituents

*coordination/logistics*

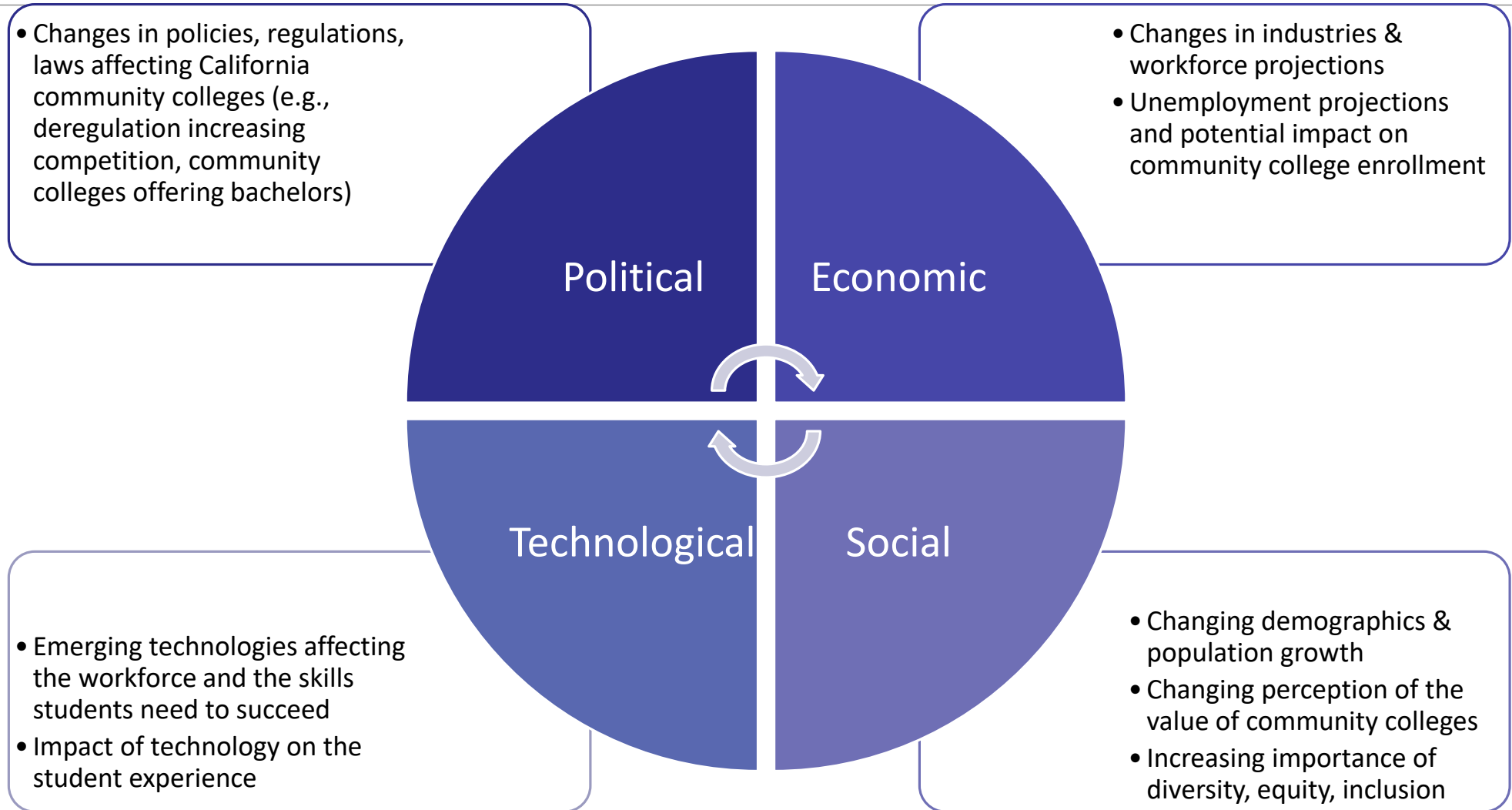


Provide input and  
direction

# Responding to the Changing Landscape

- PRESENT PROPOSED FRAMEWORK FOR LANDSCAPE SCAN
- BRAINSTORM IMPLICATIONS OF THE CHANGING LANDSCAPE (BREAKOUT GROUPS)

# Framework for **External** Landscape Scan



# Framework for **Internal** Landscape Scan

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## Organizational Capacity

- Human Resources
- Information & technology
- Facilities
- Organizational culture (living out our values, open to innovation and collaboration, etc.)

## Internal Processes

- Teaching & learning processes
- Student-facing support services
- Administrative services

## Stakeholders Experience & Perception

- Student & alumni
- Classified staff, faculty & management

## Fiscal Stability

- Enrollment trends/projections
- Funding trends (fundraising, projections of the districts growth, SCFF projections)

# Landscape Analysis Group Brainstorming

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## Why

- To use the expertise of the Strategy Steering Committee as a starting point to streamline the internal landscape analysis. What decisions do we need to make in the Educational Master Plan in regards to each topic? What assumptions do we need to address with data?
- Outcome: Landscape analysis that is thorough but focused and quickly captures insight to inform the Educational Master Plan

## What

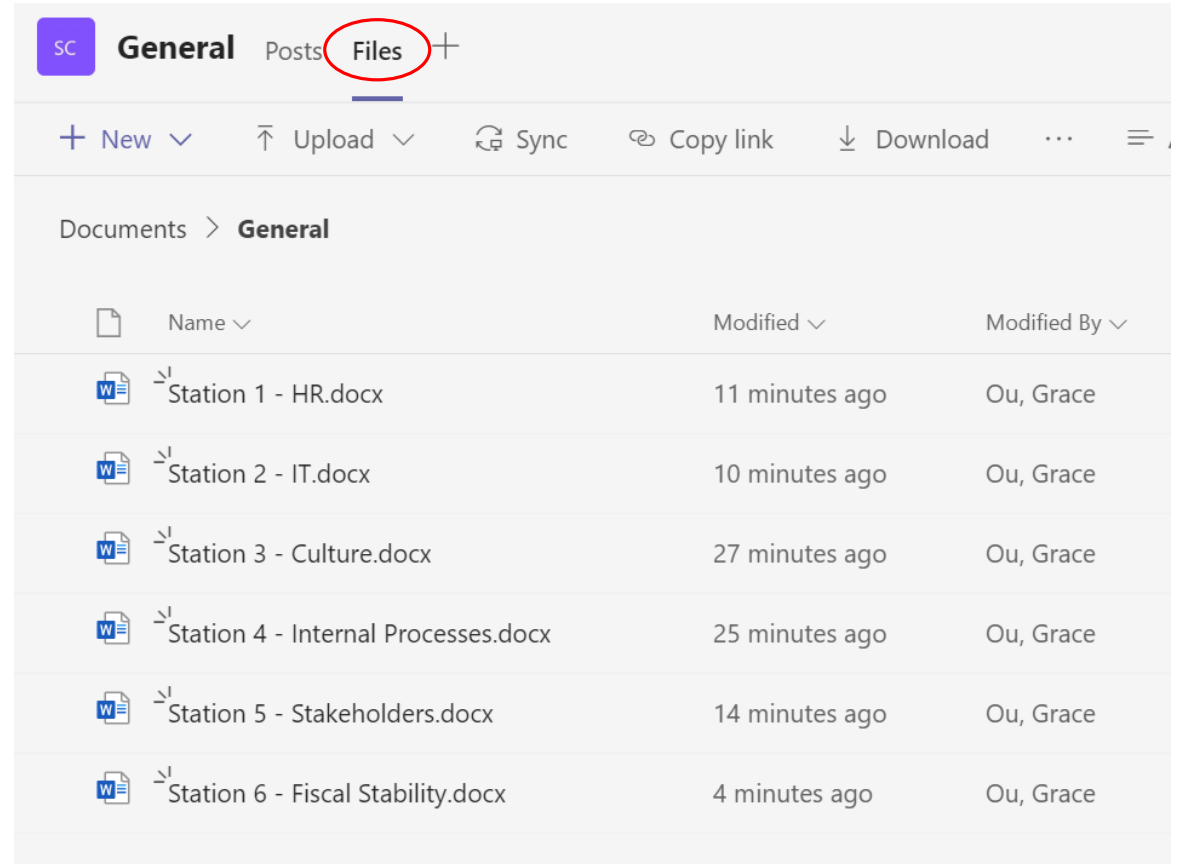
- Each group will “visit” each of the six stations. Each station has a different landscape topic. Reflection questions will be provided.
- Quick brainstorming (8-10 minute rounds)

## How







- Groups rotate to ensure everyone has an opportunity to provide input at each station.
- Assigned scribe from each group to document key discussion points. Use Microsoft Teams; one document per topic. Each group add/build on what previous group suggested.

# Landscape Analysis Group Brainstorming

- Group members assigned randomly and stay together for the entire exercise.
- A scribe has been assigned to each group.
- **For scribes:** Documents saved under “Files” in the “Strategy Steering Committee” site in MS Teams.
- Scribe may share their screen so the group may follow along and also see what other groups have written.
- Groups will virtually “visit” each station by going through each of the six documents.
- Visit the stations in any order but be sure to visit all six stations.
- ***Assign a Time-Keeper. 8-10 minutes per station.***



The screenshot shows the Microsoft Teams interface for a site named 'SC'. The 'Files' tab is selected and circled in red. Below the navigation bar, there are options to 'New', 'Upload', 'Sync', 'Copy link', and 'Download'. The main area displays a list of documents under the 'General' channel. The table below represents the data shown in the screenshot.

	Name ▾	Modified ▾	Modified By ▾
	Station 1 - HR.docx	11 minutes ago	Ou, Grace
	Station 2 - IT.docx	10 minutes ago	Ou, Grace
	Station 3 - Culture.docx	27 minutes ago	Ou, Grace
	Station 4 - Internal Processes.docx	25 minutes ago	Ou, Grace
	Station 5 - Stakeholders.docx	14 minutes ago	Ou, Grace
	Station 6 - Fiscal Stability.docx	4 minutes ago	Ou, Grace

# Landscape Analysis Group Brainstorming

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- Reflect on a different topic at each station. Reflection questions provided.
- Complete as much as possible. Answer either question or both questions.
- To inform the Educational Master Plan, the landscape analysis should look into\_\_\_\_\_.

## **Sample document in Teams:**

### **Station #3: Organizational Culture**

**Purpose:** To identify where to focus our internal landscape analysis efforts

#### **Reflection Questions:**

- 1) **What aspect of our campus organizational culture should we explore further** to ensure the Educational Master Plan addresses the needs, challenges, and aspirations of the campus community?
- 2) **What questions should we answer** to assess whether we are consistently living out our statement of values?
- 3) **What assumptions have you heard** that could be further informed by data and research?



# Educational Master Plan Goals Timeline

	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Gather feedback on current vision, mission, values (listening sessions / feedback form)	Steering Committee kick-off meeting 11/29	by Feb 25 <sup>th</sup>						
Focus groups				Week of Feb 7 <sup>th</sup> 2 staff focus groups	Week of Mar 7 <sup>th</sup> 2 student focus groups 2 faculty focus groups			
Steering Committee meeting to revise vision, mission, values					3/25			
Townhall meetings					Two townhall meetings: Week of 3/28			
IRP completes internal scan and coordinates external scan. Campus community input on landscape		by March 15 <sup>th</sup>						
Steering Committee meeting to finalize revisions to vision, mission, values & review landscape analysis						4/22		
Steering Committee retreat to develop SWOT and brainstorm ideas for overarching goals						4/29		
Steering Committee meeting to finalize overarching goals							5/13	
Gather input on draft overarching goals					Campus-wide feedback form (5/16-5/27)  1 <sup>st</sup> reading: Academic Senate (5/16), PBC (5/19), College Council (6/6)  2 <sup>nd</sup> reading: Academic Senate (6/7), PBC (6/16), College Council (6/20)			5/16-6/20
Steering Committee meeting to review revised overarching goals								6/10

# Next Steps

## Landscape scan

- IRP consolidates landscape analysis brainstorming.
- IRP reviews internal landscape considering data availability.
- IRP coordinates external landscape scan.

## Review of current vision, mission, values

- ***Before February 25<sup>th</sup>***, Steering Committee members gather input on vision, mission, values from constituents. IRP will provide feedback form by December 3rd.
  - Option 1: Circulate link to form to gather individual feedback
  - Option 2: Incorporate review of vision, mission, values as an agenda item in existing meetings. IRP can support or co-facilitate. Assign a scribe to complete form to document collective feedback from all participants.
- IRP works with Marketing & Communications to set up focus groups. Steering Committee helps identify participants for the focus groups.
  - Recruit for staff focus group ***by January 21st***
  - Recruit for students & faculty focus group ***by February 25<sup>th</sup>***
- Steering Committee to encourage participation in Townhall meetings week of March 28<sup>th</sup>

**Next Steering Committee Meeting: March 25th**



Thank You  
Questions?