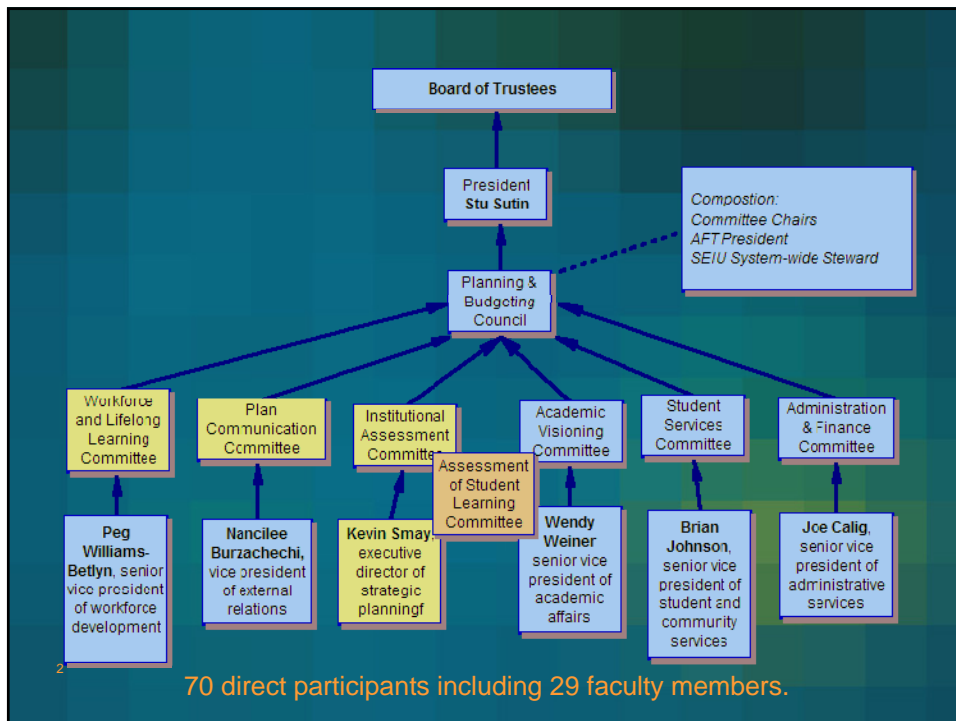
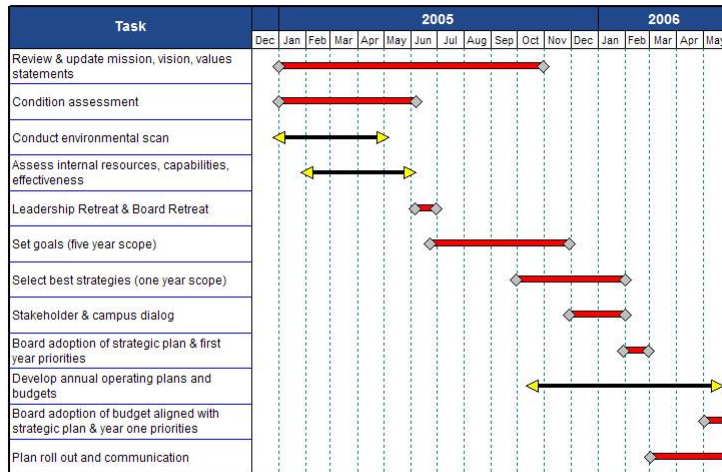


# Strategic Planning & Assessment

IAPC Meeting  
December 13, 2005





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## What is a mission statement?

- communicates the essence of an organization
- describes an organization's fundamental and unique purpose
- answers the question "Why do we exist?"
- a simple expression of clearly defined purposes
- says what an organization does, why it does it, and whom it serves
- will help the college define its focus
- will be concise, truthful and emotional

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## Mission

- To provide affordable access to quality education, and to offer a dynamic and supportive environment that prepares the region's residents for academic, professional, and personal success in our changing global society.

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## What is a vision statement?

- describes what the organization will look like in the future
- an inspirational description of present conditions and where the organization is going tomorrow
- an extension of the emotions and feelings of the people in an organization
- a guiding image of success formed in terms of a contribution to society
- stretches an organization's members expectations, aspirations, and performance

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## Vision

- The Community College of Allegheny County maintains a caring educational gateway to workforce and academic attainment, and will develop a comprehensive and integrated *learning network* that unites faculty, staff, students, community, education and business partners.

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## What is a values statement?

- Values are qualities that are unique about our college.
- They are part of our past and present, and need to be retained for the future.
- They provide stabilizing touchstones as the organization changes.

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## Values Statement

### *Education*

- **Learning**
  - We provide a caring and professional learning environment that places the needs of students first in our decision making.
- **Excellence & Human Capital**
  - We are committed to high academic standards, quality services and the ongoing development, recruitment and retention of qualified and accomplished faculty and staff.
- **Innovation**
  - We expect and reward exploration, inquiry and entrepreneurship that anticipate and respond to the needs of students, the community, and employers

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(1 of 3)

## Values Statement

### *People*

- **Diversity**
  - We respect and embrace members of our college community and residents of the region without regard to differences based on age, race, gender, religion, sexual orientation, national origin, and physical or mental ability.
- **Community**
  - We develop collaborative internal and external partnerships that include the sharing of resources, information and ideas to meet the educational, economic and social needs of the community.
- **Teamwork**
  - We create a positive college culture in which everyone is valued. Our effective work environment is built on a foundation of trust, empowerment and cooperation.

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(2 of 3)

## Values Statement

### *Accountability*

- **Integrity**
  - We maintain an environment that encourages an open exchange of ideas. Data and information are used to drive decision making, allocate resources, set strategic direction and assess results.
- **Performance**
  - We are strategically focused and committed to achieving and recognizing results that are consistent with our mission, enduring goals and strategic objectives.
- **Stewardship**
  - We are effective and ethical stewards of the resources placed in our trust. Seeking, using and protecting financial, physical, technological and human resources are a shared responsibility.

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(3 of 3)

## What is an enduring goal?

- These goals articulate how we achieve our mission.
- They have a much longer shelf life.
- Are an important basis for institutional assessment

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## Enduring Goals

1. To enhance student success through sound, vibrant curricula, innovative teaching strategies, state-of-the-art instructional technology, and an ongoing process of assessment of student learning outcomes.
2. To provide students with programs and services that support academic, career, personal and civic development.
3. To develop collaborative partnerships which identify and respond to the educational needs of the community.
4. To support the economic development of our region with responsive, solution driven workforce training programs.
5. To develop and deliver academic, social, cultural, recreational and personal opportunities for learners at every stage of their lives.
6. To maintain affordability and promote student learning by effective use and allocation of human, physical, technological and fiscal resources.

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## What is an objective?

- Objectives describe what we want to look like and be like in the future.
- They are the destination.
- Mirror the big challenges we will address over the five year life of the strategic plan.
- Objectives are achieved through completion of strategies

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## Objectives

OBJECTIVES	OUTCOMES MEASURE
1.	
2.	
3.	
4.	
5.	
6.	

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## What is a strategy?

- Strategies are the careful choices we make about what to do and how to use resources in order to achieve our objectives and ultimately the enduring goals and mission.
- One year focus
- Closely connected with resource allocation

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# Strategies

Strategic Objective 1:				
Strategy	Resource Needs	Target Dates	Success Measures	Who Responsible
1.				
2.				
3.				
4.				
5.				

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# Discussion