



# Strategic Planning

Strategic Plan

# 2009-12

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Guidelines for preparing Action Plans to implement the 2009-12  
PBCC Strategic Plan.

Action Plan  
Guidelines

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## BACKGROUND

At the March 2009 District Board of Trustees meeting the 2009-12 Palm Beach Community College Strategic Plan was approved. This plan was developed through a series of forums held at each campus, followed by a two-day workshop with representatives from across the College. The resulting *Mission, Vision, Goals and Objectives* are as follows:

### Mission

*Palm Beach Community College, founded in 1933 as Florida's first public community college, is a diverse, comprehensive institution dedicated to serving the educational needs of Palm Beach County. Integrally linked to the community through strong partnerships, the College provides associate and baccalaureate degrees, professional certificates, workforce development and lifelong learning.*

*Palm Beach Community College's mission is to create and sustain a dynamic teaching and learning environment that provides a high-quality, accessible, affordable education, preparing students to contribute and compete ethically and successfully in a diverse global community.*

### Vision

*We envision a College of diverse, active learners engaged in intellectual, social and personal growth that enriches and transforms our community.*

### Goals , Objectives and Chair Assignment

In order to ensure that the Strategic Plan is implemented, each of the goals and objectives has been assigned to an Administrator. Those assignments are as follows:

Goal (Administrator)	Objectives	Chair
The College will advance a constant commitment to excellence in teaching and learning. (Dr. Sharon Sass)	<i>By 2012, faculty will continuously assess and align teaching methodologies to achieve optimal program learning outcomes.</i>	Helen Shub
	<i>By 2012, the number of faculty who are equipped to instruct in the newest and most advanced technology will be increased by 25%.</i>	Sidney Beitler
The College will respond to the current and emerging educational needs of the community with innovative educational opportunities. (Dr. Sharon Sass)	<i>By 2012, the College will identify and implement six degrees or certificates to address emerging needs of the community.</i>	Dr. Ginger Pedersen

Goal (Administrator)	Objectives	Chair
	<i>By 2012, the College will develop, implement and assess a business partnership council model.</i>	Dr. Maria Vallejo
<b>The College will foster ethical standards and practices within the College and the community it serves (Richard Becker)</b>	<i>By 2012, all faculty will include ethics in their classroom instruction.</i>	Dr. Marcia Hardney
	<i>By 2012, The College will incorporate ethical standards and practices College-wide.</i>	Richard Becker
<b>The College will promote and practice sustainability in all areas. (Erin McColskey)</b>	<i>By 2012, the College will develop and implement a framework for sustainability awareness.</i>	Erin McColskey
	<i>By 2012, the College will establish an energy institute responsive to emerging green force industries and supportive of retrofitting existing programs.</i>	Dr. Jean Wihbey
<b>The College will practice effective enrollment management to ensure optimal access, retention, program completion and student success. (Dr. Patricia Anderson)</b>	<i>By 2012, the College will increase retention and completion rates by 10%.</i>	Dr. Patricia Anderson
	<i>The College will improve classroom space utilization by 3% a year for the next three years.</i>	Dr. Bernadette Russell

## THE COMMITTEES

Each goal has been assigned to an Administrator to see that the objectives under each goal are achieved. In turn, each objective has been assigned to a Chair for strategy and action plan development. Each Chair will receive the names of the persons who volunteered to serve on a committee. The Chair may decide that additional persons are needed and may appoint persons to the committee as needed. The Chair may also form sub-committees to develop the action plans as needed.

Role	Responsibility
Administrator	Ensure that the goal is achieved through the objectives.
Chair	Provide leadership to the objective committee; appoint committee members as needed; ensure that: 1) Action plans are developed and submitted 2) Minutes of all meetings are taken and submitted to the Academic Minutes Distribution list in Outlook using the minutes template. ( <a href="http://www.pbcc.edu/documents/Academic_Services/MinutesTemplate.doc">http://www.pbcc.edu/documents/Academic_Services/MinutesTemplate.doc</a> ); 3) Progress reports are submitted as per schedule.
Committee Member	Serve on committee or sub-committee as required; provide input to developing the action plan; help prepare the action plan for submission.

## THE ACTION PLAN

### *Defining Strategies for Objectives*

The Strategic Planning Committee developed goals and objectives to support the mission of the College. Committees have been appointed to implement each objective (committee lists can be found at [www.pbcc.edu/strategicplan0912.xml](http://www.pbcc.edu/strategicplan0912.xml)). The “charge” of each committee will be to develop strategies to implement the objective. Each strategy is developed through an *action plan*, which is a planning document that provides detail on how the strategy will be implemented, and most importantly, who will implement the strategy, and how it will be implemented.

### *Purpose of an Action Plan*

An action plan is a document that provides detailed steps as to how a particular strategy will actually be accomplished in support of the goals and objectives. An action plan is not a “plan to plan”; it should be a step-by-step plan with timelines and responsibilities to implement the strategy. The action plan will be posted to the PBCC website so that the college community can see how the College is implementing the strategic plan. Each objective could potentially have many action plans developed, depending upon the complexity of the objective. There should not be a “one-to-one” ratio of objectives to action plans.

### *Format of the Action Plan*

In the last strategic plan, the plan was implemented through a “QEP” concept. In the 2009-2012 strategic plan, plans will be referred to as “Action Plans”. The plan can have as many steps as is needed to implement the objective. Extra rows can be inserted into the document as needed. The following table explains the fields on the action plan. A sample of the form is provided on the next page.

### Form Field Explanations – Page 1 of the Action Plan

Field	Explanation
PBCC Goal:	A cut and paste of the goal addressed.
PBCC Objective:	A cut and paste of the objective addressed.
Strategy to address the objective:	The strategy that the committee has developed that addresses the objective.
Brief Narrative:	A brief one to two paragraph summary describing the strategy and the issue it addresses in relation to the strategy.
Team Members:	Provide the names of the committee members who developed the action plan.
Submitted By/Date:	Provide the submittal date.
<b>ACTION PLAN STEP DETAIL</b>	
Action Steps:	Provides a description of each action step. More lines can be inserted into the form if needed.
Responsibilities:	Who will actually be responsible for implementing the step?
Timelines:	When should this action step be completed? (Day/Month)
Resources:	What resources are available to accomplish the step and what resources (human, financial, political, other) are needed?
Potential Barriers:	What barriers exist (individuals or offices) that might resist the step? How might they resist?
Involvement:	What other groups are involved in the implementation of the step and how are they involved?

Figure 1 – First Page of Action Plan




PBCC Goal:		PBCC Objective:	
Strategy to Address the Objective:			
Desired Outcome of the Strategy:			
Brief Narrative Description of the Strategy and Plan:			
Team Members:		Submitted by:	
		Date:	

Action Steps What will be done?	Responsibilities Who will do it?	Timeline By when? (Day/Month)	Resources		Potential Barriers		Involvement	
			A. Resources Available	B. Resources Needed (financial, human, political & other)	A. What individuals or offices may resist?	B. How?	A. What groups are involved?	B. How are they involved?
Step 1:			A.		A.		A.	
			B.		B.		B.	
Step 2:			A.		A.		A.	
			B.		B.		B.	
Step 3:			A.		A.		A.	
			B.		B.		B.	
Step 4:			A.		A.		A.	
			B.		B.		B.	
Step 5:			A.		A.		A.	
			B.		B.		B.	

Form Fields – Page 2 of the Action Plan

Field	Explanation
Evidence of Success	How will you know if the plan is succeeding? What measures do you plan on using? In what time frames should change be expected?
Assessment Process	What process will you be using to assess the effectiveness of the plan – how will you know that it made a difference. Assessment plans should produce measurable objectives.
Request for Funding	Are funds required to implement the action plan? Describe the need for funds, specify the type of expenditure, the amount needed and the date needed.
Progress Report	At dates established in the timeline, the chair (or designee) will provide an update on the progress of the report. The reporter will provide a short paragraph narrative and check off the current status with green signifying that the plan is on schedule, yellow signifying that the project is delayed and red that the plan is very behind schedule. If yellow or red is selected, detail should be provided as to the barriers or difficulties being encountered.

Figure 2 – Second Page of Action Plan


Palm Beach Community College
Action Plan
2009-2012 Strategic Plan

Action Steps <i>What will be done?</i>	Responsibilities <i>Who will do it?</i>	Timeline <i>By when? (Day/Month)</i>	Resources A. Resources Available B. Resources Needed (financial, human, political & other)	Potential Barriers A. What individuals or offices may resist? B. How?	Involvement A. What groups are involved? B. How are they involved?
Step 6:			A. B.	A. B.	A. B.

**Evidence of Success:** *(What evidence will be provided that progress is being made? What are the benchmarks of success?)*

**Assessment Process:** *(How will the outcomes of the strategy be measured? What are the specific measures?)*

**Request for Funds** *(Are funds required to implement the action plan?)*

Describe the need for funds	Type of Funding	Amount Needed	Date Needed
	<input type="checkbox"/> Materials/Supplies <input type="checkbox"/> Personnel <input type="checkbox"/> Other		
	<input type="checkbox"/> Materials/Supplies <input type="checkbox"/> Personnel <input type="checkbox"/> Other		
	<input type="checkbox"/> Materials/Supplies <input type="checkbox"/> Personnel <input type="checkbox"/> Other		

**Progress Report:** *(To be completed during the action plan at determined points)*

Date:	Describe Progress:	Barriers to Implementation:	Submitted by:	Current Status:
				<input type="checkbox"/> Green <input type="checkbox"/> Yellow <input type="checkbox"/> Red
				<input type="checkbox"/> Green <input type="checkbox"/> Yellow <input type="checkbox"/> Red
				<input type="checkbox"/> Green <input type="checkbox"/> Yellow <input type="checkbox"/> Red
				<input type="checkbox"/> Green <input type="checkbox"/> Yellow <input type="checkbox"/> Red
				<input type="checkbox"/> Green <input type="checkbox"/> Yellow <input type="checkbox"/> Red

Green = On schedule  
Yellow = Delayed  
Red = Very behind schedule

**PROGRESS REPORT DUE DATES**

Event	Due Date
Progress Report #1	April 30, 2010
Progress Report #2	November 30, 2010
Progress Report #3	April 29, 2011
Progress Report #4	November 30, 2011
Final Progress Report	April 30, 2012

### TIMELINE FOR IMPLEMENTATION

Event	Timeline
Training sessions with committee members, Committee Chairs – meetings held at the campuses	April 20-24, 2009
Committee Chairs call meeting with committee members	April 27 - May 9, 2009
Committees meet and develop strategies and action plans and submit minutes to <a href="mailto:maym@pbcc.edu">maym@pbcc.edu</a> for posting	May 9-November 20, 2009
Committee Chair Progress Meeting (Bring Action Plans in progress)	October 2, 2009
Final Drafts of Action Plans submitted to VPAA ( <a href="mailto:sasss@pbcc.edu">sasss@pbcc.edu</a> )	November 20, 2009
Review of Action Plans by Academic Affairs	November 20 – Dec. 1, 2009
Actions Plans Submitted to VP/Provosts	December 1, 2009
VP/Provosts Review/Approval	January 12, 2010
President Reviews/Approval	January 30, 2010
Implementation of Action Plans begins	February 2010

### ONLINE RESOURCES AND WEB LINKS

Strategic Planning Website – [www.pbcc.edu/strategicplan0912.xml](http://www.pbcc.edu/strategicplan0912.xml)

2009-2012 Strategic Plan -

[www.pbcc.edu/documents/Institutional\\_Research/documents/strategicplan\\_09-12.pdf](http://www.pbcc.edu/documents/Institutional_Research/documents/strategicplan_09-12.pdf)

Sample Action Plan – [www.pbcc.edu/documents/academic\\_services/action\\_plan\\_new\\_09\\_SAMPLE.pdf](http://www.pbcc.edu/documents/academic_services/action_plan_new_09_SAMPLE.pdf)

Minutes Template - [www.pbcc.edu/documents/Academic\\_Services/MinutesTemplate.doc](http://www.pbcc.edu/documents/Academic_Services/MinutesTemplate.doc)

Committees and Committee Members – [www.pbcc.edu/x17215.xml](http://www.pbcc.edu/x17215.xml)

Committee Minutes – [www.pbcc.edu/x17123.xml](http://www.pbcc.edu/x17123.xml)

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Please send any questions you may have to Dr. Sharon Sass ([sasss@pbcc.edu](mailto:sasss@pbcc.edu)) or Dr. Ginger Pedersen ([pederse@pbcc.edu](mailto:pederseg@pbcc.edu)).