PORTERVILLE COLLEGE

Strategic Plan 2012-15

Approved Spring 2012
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Introduction to the Strategic Plan

Porterville College values institutional planning in its overall efforts toward quality improvement. With that, the college believes that by completing the goals and objectives within this Strategic Plan the following will be accomplished: improve external and internal communication; alignment of local goals and objectives with district-wide efforts; enhance the allocation and utilization of its resources; and improve overall personnel and institutional effectiveness.

As part of its ongoing commitment to institutional planning and improvement, Porterville College entered into an official and detailed review and discussion of its current Strategic Plan beginning in the summer of 2011. The current campus Strategic Plan was set to conclude at the end of the 2011-12 academic year and a new plan was to be implemented beginning fall 2012.

Planning Process

At this same time, the Kern Community College District (KCCD) was also reviewing and modifying the district-wide Strategic Plan. During the discussion and development of the KCCD plan, various surveys were distributed; results compiled and reviewed, and other data reports were analyzed. The district plan was completed and then approved by the Board of Trustees at the end of the fall 2011 term.

The colleges in the district were encouraged to develop their respective plans so they would be linked in part to the district plan. In addition, since the dynamics of local and state environments change frequently the plans for the district and the colleges were encouraged to be three years in length rather than six years as before. With that, both the district and the following plan are three years in length.

During the 2011-12 academic year, the campus Strategic Planning Committee began the process of reviewing and modifying the current plan. A draft was written during the fall 2011 term, presented for review and discussion during flex days in January 2012, continued to be reviewed during the spring 2012 term in both the Strategic Planning Committee and College Learning Council (CLC), and eventually was approved by CLC in April 2012.

Mission Statement – The Driving Document for Planning

Since the mission statement is used as the driving document for institutional planning it is included here to emphasize that all college-wide planning is centered on this statement:

The MISSION of Porterville College

With students as our focus, Porterville College provides our local and diverse communities an excellent educational experience that fosters intellectual curiosity and growth, lifelong learning, and prepares our students for personal and academic success.
In support of our values and philosophy, Porterville College will:

- Provide quality academic programs to all students who are capable of benefiting from community college instruction.
- Provide comprehensive support services to help students achieve their personal, vocational and academic potential.
- Prepare students for transfer and success at four-year institutions.
- Provide courses and training to prepare students for employment or to enhance skills within their current careers.
- Provide developmental education to students who need to enhance their knowledge and understanding of basic skills.
- Recognize student achievement through awarding degrees, certificates, grants, and scholarships.

The VALUES of Porterville College

Porterville College’s core values define the character of the institution and are active ingredients in all that the College does. Through our commitment to these values the College can better serve and be more responsive to its students, staff, and community:

- **Collaboration** – working together to encourage input and dialogue in a collegial and cooperative manner.
- **Respect** – treating each other with respect, trust, and dignity.
- **Innovation** – nurturing and supporting exploration of new ideas, programs, and services to enhance our service to the community.
- **Accountability** – continuously assessing where we are as a College and to assume responsibility for all that we do.
- **Participation** – fostering and encouraging the involvement of staff and students in campus activities and the various aspects of the College decision-making process.

The PHILOSOPHY of Porterville College

In support of our mission and values, Porterville College will base its decisions and actions upon the following beliefs:

- All students at Porterville College will be treated with respect and dignity regardless of who they are or the goals they have established for themselves.
- The College staff will provide the best service possible to its students in order for them to meet their individual academic or vocational goals.
- The College will encourage innovation, creativity, and new ideas and will support professional development opportunities for its staff.
• As an integral part of the community, the College will interact with and be responsive to local business and industry.
• As an integral part of the Kern Community College District, the College will participate in and be actively involved with all district-wide committees and governance structures.

As stated above, the college will work to ensure that all planning is centered on this Mission, Values and Philosophy statement.

Data Utilized in Development of Plan

Since the work on the KCCD and Porterville College Strategic Plans were occurring simultaneously, much of the data compiled for consideration of the district plan was also used in consideration of the college plan. As noted above, the college endeavored to ensure a link to the recently adopted KCCD Strategic Plan as much as possible. With that, the goals and objectives in this strategic plan came from a number of sources.

A majority of the objectives in this Plan stem from three research projects:

• The ARCC-SPAR study
  In the spring and summer of 2011, the research offices throughout the district collaborated on a research study combining data from the Accountability Reporting for the Community Colleges Student Progress and Achievement Rate to investigate which factors are associated with student success over a six-year time period. The results of this study point to a number of areas that the college can address, particularly in student services, which could improve student chances of graduating or transferring to a 4-year college.

• Community College Survey of Student Engagement (CCSSE)
  In the spring of 2011, Porterville College participated for the first time in CCSSE. The CCSSE addresses a number of student behaviors, beliefs, and attitudes that are related to community college success. Overall, Porterville College’s results showed that the college was above the national average on each of the five benchmarks. However, there were some individual questions where the college was below average. Some of these questions led to objectives in this plan. Improvement on individual questions may lead to improvement on the overall benchmarks. The college will participate in CCSSE again in the spring of 2014 and expect to continue every three years.

• KCCD Climate survey
  As part of its strategic planning process, the Kern Community College District put together a climate survey in the fall of 2011 that addressed trust, morale, communication, participation, and a number of other issues among employees of the district and student leaders. Porterville College’s survey results were used to establish a number of the objectives in its
Strategic Plan as well as some objectives in the KCCD Strategic Plan. The climate survey will be conducted again in the fall of 2013 and every three years thereafter.

Summary

The college is committed to the goals and objectives of this Plan. The Strategic Planning Committee and the College Learning Council will be the primary committees responsible for the oversight and ongoing review of the college’s progress in terms of meeting the various goals and objectives. In its efforts to do so, the college will develop action plans and various other strategies that will be implemented during the timelines of the plan.
Porterville College

STRATEGIC PLAN 2012 -15
GOALS and OBJECTIVES

In our efforts to meet the needs of our students, improve the instructional and support services we provide, and to respond appropriately to the recommendations of the Student Success Task Force, the following goals have been established.

Goal 1  Identify, apply, and assess best practices for student success

Goal 2  Maintain a comprehensive, collaborative, and positive learning environment

Goal 3  Provide professional and leadership development opportunities

Goal 4  Maximize financial resources

Goal 5  Strengthen collaborative partnerships with our communities

Goals and Objectives

The following describes the various goals and objectives that will be accomplished during the next three years.

Goal 1  Identify, apply, and assess best practices for student success

Objective 1.1  The percentage of students who complete each of the components of matriculation will improve by at least five percentage points from fall 2009 to fall 2014.

Objective 1.2  At least 50% of students will be fully matriculated by fall 2014.

Objective 1.3  The percent of new, incoming students who successfully complete one of the EDUC courses as listed on the Porterville College general education checklist in their first term will increase from fall 2011 to fall 2014.
Goal 2  
**Maintain a comprehensive, collaborative, and positive learning environment**

Objective 2.1  By the Spring 2014 administration of the Community College Survey of Student Engagement (CCSSE), the percentage of students who ask questions in class ‘often or very often’ (question 4a) will increase to the national average for that item.

Objective 2.2  The percentage of respondents in the climate survey answering that they agree or strongly agree that there is trust between college employees and the district office (question If) will increase from 20.8% in fall 2011 to 30% in fall 2013.

Objective 2.3  The percentage of respondents in the climate survey answering that they agree or strongly agree that information flows well downward through the organizational structure (question IVg) will increase from 42.7% in fall 2011 to 50% in fall 2013.

Goal 3  
**Provide professional and leadership development opportunities**

Objective 3.1  The percentage of respondents in the climate survey answering that they have participated in staff development activities (question Vc) will increase from 48.5% in fall 2011 to 55% in fall 2013.

Objective 3.2  The College will provide at least one forum each semester for faculty to have an opportunity to share best practices in the improvement of instruction and the use and assessment of student learning outcomes in courses.

Goal 4  
**Maximize financial resources**

Objective 4.1  The College will actively pursue one alternative funding source each year such as grants, contracts, etc.

Objective 4.2  The College will maintain an active reserve, excluding district reserves, of at least 3-5% each year.
Goal 5  

**Strengthen collaborative partnerships with our communities**

Objective 5.1  The percentage of respondents in the climate survey answering that they attend community meetings such as service clubs, intersegmental educational meetings with K-12 or university staff, etc., at least once or twice per semester (question Vf) will increase from 46.3% in fall 2011 to 50% in fall 2013.

Objective 5.2  By fall 2013, all Career Technical Education (CTE) advisory committees will meet at least once per semester and each committee will take and maintain minutes of those meetings.
APPENDIX
KERN COMMUNITY COLLEGE DISTRICT (KCCD) AND PORTERVILLE COLLEGE STRATEGIC PLAN LINKAGES

<table>
<thead>
<tr>
<th>KCCD Goals</th>
<th>Porterville College Goals</th>
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<tbody>
<tr>
<td>Become an exemplary model of student success</td>
<td>Identify, apply, and assess best practices for student success</td>
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<tr>
<td>Create a collaborative culture and a positive climate</td>
<td>Maintain a comprehensive, collaborative, and positive learning environment</td>
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<tr>
<td>Foster a comprehensive and rich learning environment</td>
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<tr>
<td>Strengthen personnel and institutional effectiveness</td>
<td>Provide professional and leadership development opportunities</td>
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<tr>
<td>Maintain financial stability</td>
<td>Maximize financial resources</td>
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<tr>
<td>Respond to community needs</td>
<td>Strengthen collaborative partnerships with our communities</td>
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