



COLLEGE  
*of the* DESERT

# College of the Desert Strategic Master Plan Update

---

*Tuesday, August 23, 2022, 10:00-11:00AM*

*Indio Campus – Room 105*

*And*

Zoom: [SMP Update Flex Session](#)

---

# Welcome, Overview, Outcomes, Introductions

---

Dr. Jessica Enders

*Director of Education Centers and SMP  
Project Lead*

Outcomes:

- SMP and how it functions in the College's integrated planning
- SMP Work Group and Role
- SMP Project Timeline and Progress
- Mission, Vision, and Values – purpose, function, drafts and new statements, and input opportunities
- Fall 2022 Stakeholder Engagement Activities and Input Opportunities
- Questions and Ideas

# Integrated Academic Solutions Team



- Diane White, IAS Principal & Project Lead
- Dr. Frank Harris III, Equity Strategist

## Diane White

- First-generation CC student
- CC faculty 25+ years
- Union leader
- NEA advisor: DE policy and bargaining benchmarks
- VP & Dean of Instruction
- **Planning devotee!**
- IAS founded 2016
- Specialties:
  - strategic & master planning
  - plan integration
  - plan implementation

## Dr. Frank Harris III

- Professor & Co-director – SDSU's Community College Equity Assessment Lab (CCEAL)
- **Expert: racial [in]equity in postsecondary education**
- Administrator: student crisis & support, orientation, multicultural student affairs, academic advising, and enrollment services.
- Adjunct professor: Speech communication (LA Trade & Technical College)

# IAS Values and Planning Principles

Student-Centered

Equity-Infused

Inclusive

Data-informed

Integrated

Collaborative

Empathetic

Humanizing

Transparent

Transformative

# Strategic Master Plan

What is it?

What is its purpose?

# *The WHAT*

---

*...provides guidance for institutional decisions...*

*...makes sure that decisions and operations:*

- Carry out the institution's mission, vision, and values*
- Comply with mandates and regulations of government, accrediting bodies, etc.*
- Keep the institution operationally and fiscally healthy, now and in the future”*

Society of College and University Planners (SCUP)

# *The PURPOSE*

---

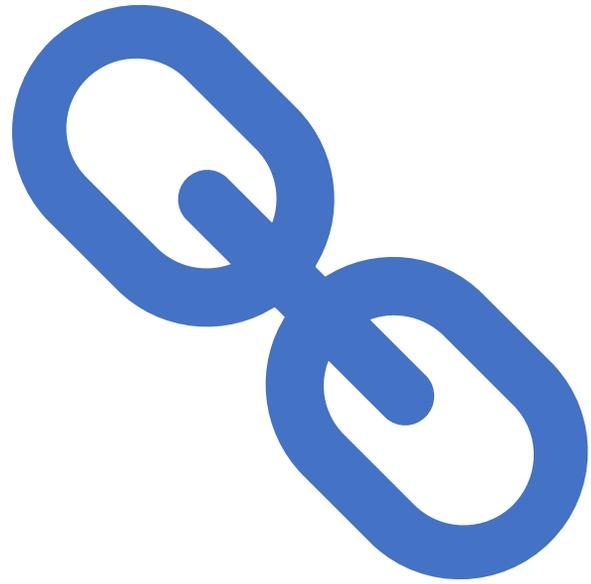
“...can allow higher education institutions to successfully maneuver through the evolving educational landscape.”

*The Human Side of the Strategic Planning Process in Higher Education* by Robert P. Delprino; Society of College and University Planners (SCUP)

# Integrated Planning

What is it?

What is its value?



# Integrated Plans

- *“[I]ntegrated planning is the linking of vision, priorities, people, and the physical institution in a flexible system of evaluation, decision-making and action. It shapes and guides the entire organization as it evolves over time and within its community.”*

Society of College and University Planners

# Integrated Planning Elements & Functions



## Mission, Vision, Values

Basis for all planning



## Strategic Plan

Guides the overall  
direction of the  
College's energies  
and resources



## Educational Master Plans

Outlines the long-  
term course for  
addressing  
educational needs.



**Institutional Support  
Plans** (e.g., facilities,  
technology, enrollment  
management)

Guide the  
implementation of the  
key plans' goals and  
objectives.

# Organizing our SMP Development Process

Work Group Roles

Work Group Responsibilities

Planning principles

Project Timeline

## **Work Group Members' Roles**

---

Understand components of institutional planning and develop elements when necessary (i.e., Vision, Mission, Values Statement, strategic goals.).

---

Communicate (updates, solicit and report input from constituency groups)

---

Promote engagement: publicize, attend, and participate in project-related campus events (e.g., flex, visioning sessions).

---

Help develop Mission, Vision, and Values and SMP goals & key actions.

---

Be the faces of planning (promote and advocate for implementation of the SMP to all internal and external stakeholders).

---

# Our Work Group's Guiding Process Principles

Student Centered:  
student experiences  
and voices are  
foundational sources  
of data

Community: diverse  
voices from the  
community are  
important to the  
process

Inclusive: create  
opportunities for  
student, employee,  
and community input

DEIA: embed  
opportunity, equity,  
and social justice as  
planning foundation

Action: make the  
SMP an actionable  
guide for the  
College's future  
direction

# Overview: Project Phases, Timeline and Benchmarks

Phase	Benchmark Activities
Phase 1: Preplan (April - May 2022)	<ul style="list-style-type: none"> <li>✓ Initial project planning</li> <li>✓ Work Group formation</li> <li>✓ Kick-off</li> <li>✓ MVV survey</li> </ul>
Phase 2: Investigate (May - July 2022)	<ul style="list-style-type: none"> <li>✓ Environmental scan</li> <li>✓ Complete scans &amp; identify trends</li> <li>✓ Review MVV survey results &amp; themes</li> </ul>
<b>Phase 3: Formulate (August - September 2022)</b>	<ul style="list-style-type: none"> <li>✓ <b>Draft MVV statements</b></li> <li>✓ <b>SWOTC Survey</b></li> <li>✓ <b>Conduct listening sessions with students and visioning sessions with internal and external stakeholders</b></li> <li>✓ <b>Synthesize all environmental data &amp; stakeholder feedback</b></li> <li>✓ <b>Formulate strategic goals, key actions, metrics, and implementation protocol</b></li> </ul>
<b>Phase 4: Complete (September - November 2022)</b>	<ul style="list-style-type: none"> <li>✓ <b>Develop SMP</b></li> <li>✓ <b>Graphic design</b></li> <li>✓ <b>Share SMP campus-wide and through the participatory governance process</b></li> <li>✓ <b>Final edits</b></li> <li>✓ <b>Governance approvals</b></li> <li>✓ <b>Publication</b></li> </ul>

# Mission, Vision, and Values



Definitions



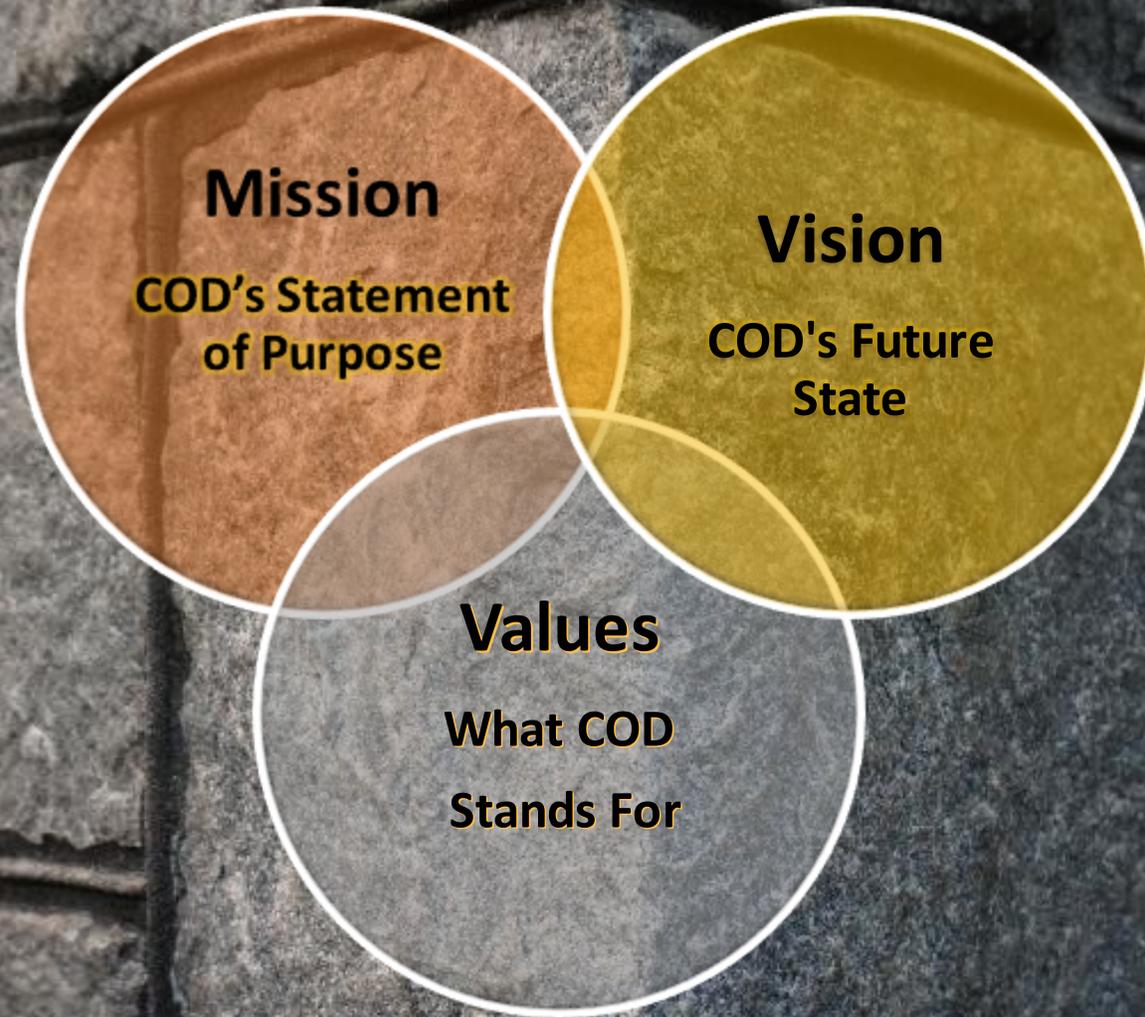
Purpose



Current and Proposed Statements



Your feedback



## Planning Cornerstones

# Mission Statement

## *Definition & Purpose:*

***Brief statement that answers basic questions:***

- Why does the college exist?
- What needs has the college been created to fulfill?

## *Functions:*

- Touchstone or litmus test for decision-making during challenging times
- Helps establish and maintain programmatic priorities
- Helps the college adhere to its primary purpose.

# Vision

## Describes:

- what the college intends to become
- the institution's destination for the length of the plan.

## Function:

- identifies specific characteristics or features that will define the college
- motivates, inspires around an achievable future state.



# Values

- What the college stands for (e.g., principles, standards, mores)
- Way in which it intends to conduct its activities
- Declares: *“These are the characteristics we believe are important in how we do our work.”*

# Mission

## Current

College of the Desert provides excellent educational programs in basic skills, career and technical education, certificate, transfer preparation, associate degrees, noncredit and distance education, which are continuously evaluated and improved. Our programs and services contribute to the success, learning and achievement of our diverse students and the vitality of the Desert Community College District, surrounding areas and beyond.

## Proposed

College of the Desert (COD) is a student-centered community college that provides quality, accessible, and affordable educational and training programs and support services that are relevant and responsive to the diverse regional, industry, and student needs. Every member of our diverse and inclusive college enriches our campus culture, and we are dedicated to creating an environment of belonging for all. COD empowers students to identify and achieve their goals; in doing so, COD fulfills its commitment to the community to improve the social welfare of the region, enhance the local economy, close persistent equity gaps, and prepare future community workforce professionals and leaders.

# Vision

## Current

College of the Desert will be a center of collaborations and innovations for educational enrichment, economic development and quality of life in the Coachella Valley and surrounding communities.

## Proposed

College of the Desert (COD) will be a driving force in transforming students' lives by providing access to excellent educational programs and services while fostering a climate that actively celebrates diversity, embraces equity, is inclusive, promotes social justice, and strives to improve continuously.

# Values

## Current

College of the Desert is a learning-centered institution that values:

**Student Success:** Student learning and growth are central to all we do.

**Diversity and Inclusion:** We embrace the diversity of our community and uphold the dignity and worth of the individual.

**Integrity:** We are open, honest and reliable.

**Respect:** We value the thoughts, words, and actions of our students, colleagues, and community.

**Dedication:** Our faculty, staff and administrators are responsible leaders who effectively implement programs in support of student learning and efficient college operations.

**Professionalism:** We are current in our areas of expertise and embody high standards of conduct.

**Communication:** We communicate with authenticity in pursuit of broad understanding, effective dialog, and inclusive decision-making.

**Lifelong Learning:** Learning is essential to living, for our students, faculty and staff.

## Proposed

Faculty and staff fulfill our vision and mission by creating and sustaining a college climate and culture where all are welcomed and valued for their individual dignity and worth. We recognize the importance of diversity and acknowledge the rich and unique contributions each person makes to advance the College. To this end, the following values guide our actions.

**Diversity, Equity, Inclusion, and Accessibility:** We embrace the diversity of our community and uphold the dignity and worth of the individual. We strive to create equitable and accessible safe spaces so each individual can learn, grow, and complete their educational goals. We commit to transforming and removing unjust systemic structures.

**Social Justice:** We commit to a communal effort dedicated to creating and sustaining a fair and equal society in which each person and all groups are valued and affirmed. We embrace efforts to end systemic violence and racism and all systems that devalue the dignity and humanity of any person. We recognize the legacy of past injustices and promote efforts to empower individual and communal action in support of restorative justice and the full implementation of human and civil rights. (cite author.)

**Integrity and Transparency:** We communicate openly, honestly, and with authenticity. We pursue broad understanding, effective dialog, and inclusive decision-making.

**Respect, Open and Civil Communication, and Collegiality:** We value the thoughts, words, and actions of our students, colleagues, and community. We encourage open dialogue, healthy dissent, and varying opinions so that we may come together to serve our students, employees, and the community.

**Innovation:** We create safe spaces for empowerment, creativity, courage, and exploration to provide a unique student and learning-centered culture that fosters innovation.

**Access:** We commit to opening our virtual and physical doors to our students, employees, and the community to ensure the fulfillment of our mission and vision.

**Student Success and Completion:** We commit to student learning, goal completion, and personal fulfillment in alignment with the California Community College Chancellor's Office Vision for Success,

**Stewardship, Accountability, and Stable Fiscal Environment:** As good stewards of the public trust, we take thoughtful, intentional, and responsible action in allocating resources and fulfilling our mission and vision. We plan for and respond to dynamic fiscal conditions through ongoing evaluation, reallocating existing resources, and developing new funds.

# Your Feedback on Draft Mission, Vision, & Values Statements

Please record your input on the “Mission, Vision, and Values” feedback cards.

Zoom participants, please drop your comments into Chat.

Please use the comment feature on the SMP Webpage to submit comments and suggestions.  
<https://codstrategicplanning.com/#participate> or post a comment here: [Home \(sharepoint.com\)](https://sharepoint.com) or email Jessica Enders @ [jenders@collegeofthedesert.edu](mailto:jenders@collegeofthedesert.edu)

SMP Work Group will review your input at upcoming meetings.

# Fall Stakeholder Engagement Opportunities!

- **SWOTC Survey:** strengths, weaknesses, opportunities, threats, challenges (August 22 through September 2)
- **Internal Stakeholder Visioning Sessions:** September 19-21; Zoom; 1.5 hours
  - Faculty (2)
  - Classified Professionals (1)
  - Administration (1)
  - Students (2)
  - Topics: Key environmental scan trends; Key SWOTC survey themes; feedback/input on mission, vision, values draft statements and SMP areas of focus
- **College assemblies/town halls** (at least 2-3) on the MVV and SMP areas of focus: October 14-31

The background features a repeating pattern of light gray head silhouettes facing right, set against a teal background. Each head contains a black question mark. In the center, a lightbulb icon is drawn inside a head silhouette. The text "Your Questions and Ideas?" is overlaid in white, centered horizontally and partially overlapping the central lightbulb icon.

Your Questions and Ideas?

Thank you!

