

PENINSULA
COLLEGE

Strategic Plan 2020-2025



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Introduction

Peninsula College embarked on a comprehensive mission review in AY 2018-2019 that resulted in a revised mission, vision, and core themes. This highly collaborative process incorporated input from all campus and community constituents. The mission review was an appropriate and necessary step coinciding with the college's efforts to implement the Guided Pathways model at scale. Guided Pathways' strong emphasis on student success and equity drove conversations around mission review; and equity and student success are both central to the revised mission, vision, and core themes.

In AY 2019-2020, Peninsula College developed the 2020-2025 Strategic Plan with extensive input from faculty, staff, students, and community members. A Strategic Planning Committee representing Cabinet, Instruction, Student Services, and Administrative Services engaged campus and community stakeholders in a series of surveys, focus groups, and conversations that identified top strategic priorities addressing the college's most pressing challenges and opportunities. The college disseminated a draft plan and invited the campus community to provide feedback.

The final result is a Strategic Plan that defines the measurable, focused efforts the college will employ to advance the college mission and core theme objectives over the next five years. The Strategic Plan will serve as a dynamic overarching framework guiding continuous improvement within the college's planning and assessment cycle, tying directly to Academic and Administrative Unit Plans (AUPs) as well as to the college's Operational Plan, Technology Strategic Plan, and Facilities Master Plan.

COMMITTEE MEMBERS

- Mia Boster
- Bruce Hattendorf
- Patty McCray-Roberts
- David Minger
- Rae Rawley
- June Whitaker

Mission, Vision and Guiding Principles

MISSION

Peninsula College educates diverse populations of learners through community-engaged programs and services that advance student equity and success.

VISION

Peninsula College is a destination of cultural and environmental diversity where academic excellence transforms students' lives and strengthens communities.

GUIDING PRINCIPLES

- » The teaching/learning process is at the center of the mission of Peninsula College.
- » Members of the campus community will treat each other with mutual respect and dignity.
- » Members of the campus community will be open and honest in their communications.
- » Members of the campus community shall promote a positive work environment and avoid adversarial relationships.
- » Each member of the campus community shall act ethically and with integrity.
- » The campus will engage in collaborative decision-making processes.



Core Themes and Objectives

CORE THEMES

- 1. Advancing Student Success** – Students receive robust support services embedded across clearly defined academic/career pathways.
- 2. Achieving Academic Excellence** – Academic programs and instructional methods are rigorous, engaging, and evidence-based.
- 3. Fostering Equity and Inclusion** – College-wide policies and practices close equity gaps in enrollment and academic achievement.
- 4. Strengthening Communities** – The college’s workforce development, community education, and arts and culture programs strengthen the communities we serve.

CORE THEME OBJECTIVES

- Objective 1:** Peninsula College supports students in achieving their educational goals.
- Objective 2:** Peninsula College provides engaging, high-quality academic and professional technical programs.
- Objective 3:** Peninsula College strives to eliminate systemic disparities in educational outcomes.
- Objective 4:** Peninsula College strengthens the economic and cultural vitality of its service region and beyond.

CORE THEME OBJECTIVE MEASURES

- » Retention
- » Completion
- » Transfer out
- » Entering workforce
- » Review/assessment of program learning outcomes
- » Class completions
- » Retention by demographic group
- » Basic education students’ completion of some college-level credits
- » Economic contribution to service area
- » Annual number of industry partnerships, community education courses, and community/cultural programs

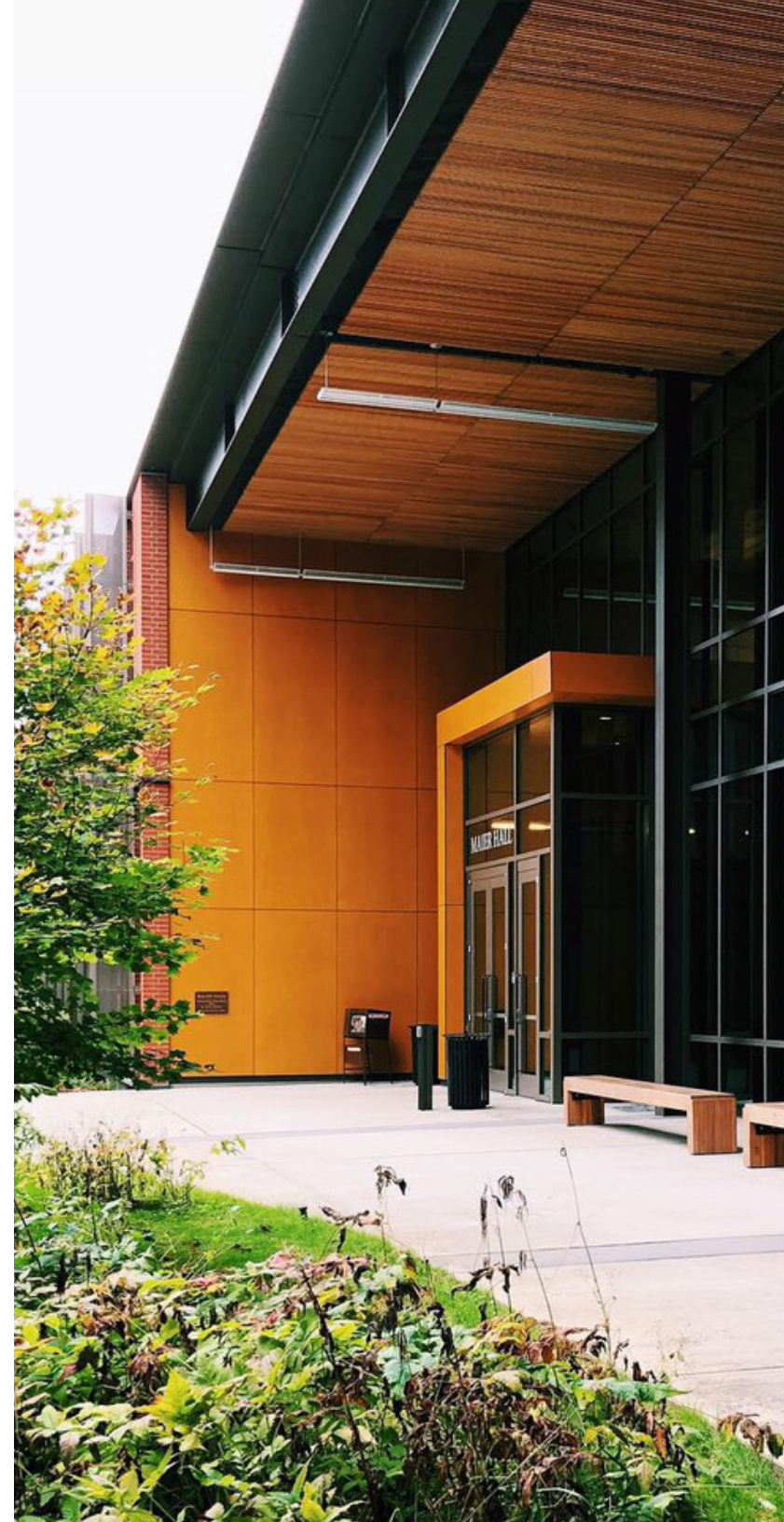
Internal and External Influences on Strategic Planning Process

DATA-INFORMED CULTURE OF INSTITUTIONAL EFFECTIVENESS AND IMPROVEMENT

The college has recently engaged in a concerted, cross-departmental effort to strengthen its data-informed campus culture. Utilizing state and national accountability and outcome measures, the college identified leading and lagging indicators aligned with the college mission and core themes. The college uses these leading and lagging indicators to align program-level outcomes to course-level outcomes and to measure key outcomes in the Strategic Plan.

In addition, the college developed a comprehensive student learning outcomes (SLOs) assessment plan. This plan creates a multi-year framework for student learning outcomes assessment focused on faculty involvement, collaboration, institutional support, student achievement, and continuous improvement.

The leading and lagging indicators and outcomes assessment system tie the Strategic Plan goals and objectives directly to the institutional mission, core themes, and core theme objectives, thus integrating the college's comprehensive cycle of planning, assessment, and continuous improvement.



TECHNOLOGY, FACILITIES, AND OTHER RESOURCES DEDICATED TO STUDENT SUCCESS

Beginning in April 2019, a Technology Strategic Planning Committee was established to update the 2019-2021 Technology Strategic Plan.

The three-year Peninsula College Technology Strategic Plan will serve as an integral part of the overall planning process that establishes a shared vision for all college technology.

The Technology Plan, along with the Facilities Master Plan and College-wide Operational Plan, delineate the allocation of resources necessary to support the college mission and to operationalize the Strategic Plan goals and objectives.

A SHIFTING BUSINESS MODEL

Peninsula College faces significant barriers to its fiscal and operational stability, including budget shortfalls, unprecedented low enrollment, and declines in the service area population. Moreover, rapidly advancing technology, a shifting national economy, and disruptive changes in higher education challenge the college to adapt to evolving workforce needs.

To thrive in an environment of rapid change, Peninsula College must reimagine its existing business model. A significant portion of the five-year Strategic Plan focuses on repositioning the institution as an innovative, entrepreneurial hub with unique place-based offerings that attract students and patrons beyond the local service region to generate unrestricted revenue. Mission-driven revenue generation strategies will improve fiscal stability while strengthening strategic enrollment management and advancing student equity and success.



Peninsula College Strategic Plan Goals and Objectives

2020 - 2025

Strategic Goal 1

Increase enrollments to meet State FTE targets.

OBJECTIVE 1.1. Align scheduling, course formats, and programs to student needs.

OBJECTIVE 1.2. Strengthen retention by enhancing supports at critical points along the student progression pipeline.

OBJECTIVE 1.3. Decrease the ratio of students to full-time faculty.

Strategic Goal 2

**Institutionalize the Guided Pathways model
at scale to improve student success.**

OBJECTIVE 2.1. Shorten the pathway to completion.

OBJECTIVE 2.2. Integrate career, transfer, and academic planning across the student experience.

OBJECTIVE 2.3. Support and develop key knowledge, skills, and abilities across programs through program assessment.

Strategic Goal 3

Deploy resources and develop policies and procedures that foster equity and inclusion.

OBJECTIVE 3.1. Increase diversity among faculty and staff.

OBJECTIVE 3.2. Increase enrollment among diverse and special populations, including expanding tribal and community partnerships.

OBJECTIVE 3.3. Expand the use of inclusive practices and incorporate indigenous and global perspectives across the curriculum.

Strategic Goal 4

Strengthen fiscal stability by cultivating innovative responses to rapid disruptive changes in technology, economics, and higher education.

OBJECTIVE 4.1. Expand and leverage community partnerships to incorporate community-engaged programming into credit and non-credit instruction.

OBJECTIVE 4.2. Anticipate and respond to learning needs in high-growth fields.

OBJECTIVE 4.3. Develop place-based enterprises that generate unrestricted revenue and advance Peninsula College domestically and internationally.



PENINSULA COLLEGE