



2014-2020 Irvine Valley College Strategic Plan

Goals, Objectives, and Action Steps

Mission Statement

Irvine Valley College offers clear and guided pathways to transfer opportunities, certificates, associate degrees, employment, and further education to a diverse and dynamic local and global community. We support student access, success, and equity. IVC fosters economic and workforce development through strategic partnerships with business, government, and educational networks.

Goals and Objectives Summary

Goal 1: *IVC will foster an environment characterized by creativity, innovation, respectful interactions and collaboration.*

- 1.1 Recognize and support innovative ideas that improve collaboration and respectful interactions district-wide.
- 1.2 Improve district climate in the areas of optimism, commitment, and respectful collaboration.
- 1.3 Improve the representative process through active engagement and communication.
- 1.4 Increase professional development opportunities that potentiate employees' talents and interests.
- 1.5 Improve training for all employees to increase district wide understanding of organizational structure, resources, processes and procedures.

Goal 2: *IVC will promote students' success by enhancing the teaching and learning environment.*

- 2.1 Increase student completion rates (degrees, certificates, and transfer) while preserving access, enhancing quality, and closing achievement gaps.
- 2.2 Increase employee professional development opportunities that focus on student success outcomes.
- 2.3 Increase opportunities for student engagement inside and outside the classroom, evidenced by co-curricular participation, student services, and instructional support.
- 2.4 Implement institution-wide Guided Pathways

Goal 3: *IVC will advance economic and workforce development through regional partnerships with educational institutions and industry and by strengthening career technical education.*

- 3.1 Formalize collaborative partnerships with the business community and regional educational institutions to support workforce development.
- 3.2 Improve alignment between workforce development offerings and regional job opportunities.
- 3.3 Provide relevant, innovative, and appropriate workforce training.
- 3.4 Improve student career preparation and readiness through experiential learning opportunities that allow students to explore career options, acquire work experience in their chosen field, and develop professional contacts.

Goal 4: *IVC will strengthen long-term financial health and institutional effectiveness through integrated planning and resource allocation.*

- 4.1 Systematically assess the effectiveness of planning and resource allocation district-wide.
- 4.2 Improve processes and procedures for efficiency, effectiveness, and responsiveness district-wide.
- 4.3 Develop and initiate multi-year financial planning.

Updated: 7/22/2015 SPAC retreat

Updated: 8/24/2016 SPAC retreat

Updated: 7/20/2017 SPAC retreat

Updated: 7/11/2018 SPAC retreat

Updated: 12/11/2018 SPAC meeting (Vision for Success Goal 5 added)

Goal 5: Adopt the aspirational Vision for Success goals and achieve them by 2022

- 5.1 Increase the number of students who acquire associates degrees, credentials, and certificates by 20 percent
- 5.2 Increase the number of students transferring to a UC or CSU by 35 percent
- 5.3 Decrease the average number of units accumulated by students earning associate's degrees to 79 total units
- 5.4 Increase the percent of exiting CTE students who report being employed in their field of study to 76 percent
- 5.5 Reduce equity gaps across goals 5.1 to 5.4 by 40 percent

Goal 1: IVC will foster an environment characterized by creativity, innovation, respectful interactions and collaboration.

1.1: Recognize and support innovative ideas that improve collaboration and respectful interactions district-wide.

Action Step 1.1A: Meetings to improve District-wide institutional effectiveness and collaboration

Description: Invite counterparts at Saddleback College and District Services to meetings that focus on communication and collaboration.

Lead persons: Dean Enrollment Services, Dean Health Science, Kinesiology and Athletics

Responsible person: President

1.2: Improve district climate in the areas of optimism, commitment, and respectful collaboration.

Action Step 1.2A: Irvine Valley College annual hosted event

Description: Hold annual event for IVC employees, inviting district and Saddleback employees. Provide food and activities for all attendees to participate in, fostering a positive, fun environment.

Lead person: President's office

Responsible person: President

Notes: Revised 7/10/2018

1.3: Improve the representative process through active engagement and communication.

Action Step 1.3A: Governance mentoring and shadowing

Description: Academic Senate and Classified Senate governance leaders will mentor others and provide shadowing opportunities to encourage greater involvement in college governance.

Lead persons: Academic Senate President and Classified Senate President

Responsible persons: SPAC co-chairs

1.4: Increase professional development opportunities that potentiate employees' talents and interests.

Action Step 1.4A: Professional Development Task Force

Description: Create a campus-wide task force to design ongoing professional training for all employees. Since it is campus-wide, involve all governance groups.

Lead person: Vice President for Instruction

Responsible persons: Institutional Effectiveness Committee (IEC) co-chairs

1.5: Improve training for all employees to increase districtwide understanding of organizational structure, resources, processes and procedures.

Action Step 1.5A: District training for specific needs of each department

Description: IVC will invite District Services personnel to attend presentations on College initiatives and practices in order to enhance mutual understanding, collegiality and institutional effectiveness.

Lead Person: Director of Research, Planning and Accreditation (ORPA)

Responsible person: VP for Instruction or VP for Student Services, as appropriate

COMPLETED Action Step 1.5B: Host meetings of the English and Math Departments from both Saddleback College and IVC to review the use of disjunctive multiple measures as an approach for reducing the achievement gap.

Description: Using high school performance information has been shown to reduce underplacement and increase the proportion of students who successfully complete gatekeeper college-level math and English courses.

Lead persons: Director ORPA

Responsible person: Dean of Enrollment Services

Goal 2: IVC will promote students' success by enhancing the teaching and learning environment.

2.1: Increase student completion rates (degrees, certificates, and transfer) while preserving access, enhancing quality, and closing achievement gaps.

COMPLETED Action Step 2.1A: Develop a college-level co-requisite English remediation course

Description: Students who are assigned to remediation have much lower completion rates than students who begin at college-level

Lead person: Deanna Scherger

Responsible person: Vice President for Instruction

COMPLETED Action Step 2.1B: Probation and dismissal workshops

Description: Host probation and dismissal workshops year around to assist at-risk students.

Lead person: Dean of Enrollment Services

Responsible person: Vice President for Student Services

Action Step 2.1C: Establish a re-entry center

Description: The Student Equity Plan (SEP) shows a disproportionate impact for adults 25+ returning to college. Establishing a center and providing counseling services targeted at meeting the needs of this population.

Lead person: Dean Counseling Services

Responsible person: Vice President for Student Services

Action Step 2.1D: Scaling of co-requisite offerings

Description: Based on state requirements for AB 705, continue to scale IVC's offerings of co-requisite sections. Develop complementary technology and enrollment systems in collaboration with Saddleback and District IT.

Lead person: Basic Skills Coordinator, Dean of Enrollment Services

Responsible person: Vice President for Instruction

2.2: Increase employee professional development opportunities that focus on student success outcomes.

COMPLETED Action Step 2.2A: Host meetings of the English and Math Departments from both Saddleback College and IVC to review the use of disjunctive multiple measures as an approach for reducing the achievement gap.

Description: Using high school performance information has been shown to reduce underplacement and increase the proportion of students who successfully complete gatekeeper college-level math and English courses.

Lead persons: Director ORPA

Responsible person: Dean of Enrollment Services

Action Step 2.2B: Employee Tuition Reimbursement

Description: Develop & disseminate materials that advertise information about existing tuition reimbursement programs for faculty, staff & management.

Lead persons: Maria Nunez & Stefanie Alvarez

Responsible person: Vice President for Administrative Services

Action Step 2.2C: Staff Shadow

Description: Five staff members will be invited to spend one to two days with one Vice President each year.

Lead person: Vice President for Student Services

Responsible person: Vice President for Student Services

2.3: Increase opportunities for student engagement inside and outside the classroom, evidenced by co-curricular participation, student services, and instructional support.

Action Step 2.3A: Administer Community College Survey of Student Engagement (CCSSE)

Description: Develop focus groups (internal & external) and other community research tools such as phone surveys, online surveys, Facebook, etc. to gather feedback from the community (e.g., City of Irvine).

Lead person: Director ORPA

Responsible person: Vice President for Instruction

COMPLETED Action Step 2.3B: Student Ambassadors

Description: Develop public relations, social media, marketing programs, and collateral materials to showcase the student ambassador program to IVC's internal and external communities.

Lead person: Vice President for Student Services, Director of Marketing and Creative Services

Responsible person: Vice President for Student Services

Action Step 2.3C: Expand the IVC Connect partnership program

Description: Increase the number of High Schools from three to six by 2016. Enhance core SSSP mandates: orientation, assessments, & advisement. All first-time students will be fully matriculated.

Lead person: Dean Counseling Services, Dean Enrollment Services, Director of Outreach

Responsible person: Vice President for Student Services

Action Step 2.3D: Surveys/Focus Groups

Description: Develop focus groups (internal & external) and other community research tools such as phone surveys, online surveys, Facebook, etc. to gather feedback from the community (e.g., City of Irvine).

Lead person: Director of Marketing and Creative Services, Director ORPA

Responsible person: Vice President for Instruction

Action Step 2.3E: Institutionalize Irvine Valley Promise Program

Description: Based on state requirements for AB 19, further develop expand and institutionalize the Irvine Valley Promise Program

Lead person: Dean Student Life and Equity, Assistant Dean Financial Aid and Support Services

Responsible person: Vice President for Student Services

2.4: Implement institution-wide Guided Pathways**Action Step 2.4A: Determine and implement Career Clusters (Meta-majors)**

Description: Determine/define meta-majors and seek student feedback on the naming of them. Solicit collaborative consultation and formalization from Academic Senate by end of Spring 2019.

Lead person: Academic Senate President, Vice President for Instruction

Responsible person: Vice President for Instruction

Notes: Revised 7/11/2018

Action Step 2.4B: Determine and finalize Program Maps

Description: Develop 2-year Program Maps for departments, and identify gateway courses by end of Fall 2018. Develop information in these maps related to stackable certificates, 4-year degrees, and job market information by end of Spring 2019.

Lead person: Academic Senate President, Vice President for Instruction

Responsible person: Vice President for Instruction

Notes: Revised 7/11/2018

Action Step 2.4C: Develop a Guided Pathways marketing and communication plan

Description: Develop marketing brochures, develop Guided Pathways website, create talking points, and identify topics, activities, and speakers for professional development.

Lead person: Director of Marketing and Creative Services, Academic Senate President, VP for Instruction

Responsible person: Academic Senate President, Vice President for Instruction

Goal 3: IVC will advance economic and workforce development through regional partnerships with educational institutions and industry and by strengthening career technical education.

3.1: Formalize collaborative partnerships with the business community and regional educational institutions to support workforce development.

Action Step 3.1A: Partnerships: Business and Regional Education Institutions

Description: Hold a CEO roundtable led by Dr. Roquemore. Invite representatives from community colleges and universities in the region to focus on the region's strengths. Initiate active and deliberate leadership in the O4C.

Lead person: Dean IDEA

Responsible person: President

3.2: Improve alignment between workforce development offerings and regional job opportunities.

Action Step 3.2A: Consortia/Regional Alignment Model

Description: Hold a CEO roundtable led by Dr. Roquemore. Invite representatives from community colleges and universities in the region to focus on the region's strengths. Initiate active and deliberate leadership in the O4C.

Lead person: Dean IDEA, Director ORPA

Responsible person: Vice President for Instruction

3.3: Provide relevant, innovative, and appropriate workforce training.

Action Step 3.3A: Providing Relevant Training

Description: Pilot a curriculum approval process for EWD courses so that credit and non-credit courses are approved in a one semester (approximately 90-day) timeframe, in keeping with Perkins guidelines.

Lead person: Dean IDEA

Responsible person: Vice President for Instruction

3.4: Improve student career preparation and readiness through experiential learning opportunities that allow students to explore career options, acquire work experience in their chosen field, and develop professional contacts.

Action Step 3.4A: Pilot Applied Learning, Innovation, and Service Center

Description: Implement a center for project based learning which involves students from multiple disciplines with faculty, volunteers and business partners to address real needs to our greater community. Projects will be self-funded by grants, clients, and foundation funding.

Lead person: John Russo

Responsible person: TBD

Goal 4: IVC will strengthen long-term financial health and institutional effectiveness through integrated planning and resource allocation.

4.1: Systematically assess the effectiveness of planning and resource allocation district-wide.

Action Step 4.1A: Develop a service that ties/requires the submission of resource forms to AURs/PRs

Description: Create an AUR/PR system for collecting data. Link new system to Resource Request and vice versa. Provide reports and dashboards for visibility.

Lead person: Director IT

Responsible person: Vice President for Administrative Services

4.2: Improve processes and procedures for efficiency, effectiveness, and responsiveness district-wide.

Action Step 4.2A: College feedback through simple surveys after completion of individual processes and hold meaningful discussions through focus groups

Description: Identify processes needing assessment. Identify ways assessment could take place (online, in person, telephone). Develop resources.

Lead person: Director ORPA

Responsible person: Vice President for Administrative Services

Action Step 4.2B: Automate and streamline processes

Description: Continue automating and streamlining college/district processes and assess their impact upon implementation.

Lead person: Director IT

Responsible person: Vice President for Administrative Services

4.3: Develop and initiate multi-year financial planning.

Action Step 4.3A: Development of Foundation fund-raising infrastructure

Description: By the 2018-2019 year, the Foundation will have infrastructure in place to raise one million dollars annually.

Lead person: Director IVC Foundation

Responsible person: Director IVC Foundation

Notes: Revised 7/11/2018

Action Step 4.3B: Development of Foundation donor list baseline

Description: By the 2019-2020 year, the Foundation will establish a baseline of donors in order to measure growth

Lead person: Director IVC Foundation

Responsible person: Director IVC Foundation

Goal 5: Adopt the aspirational Vision for Success goals and achieve them by 2022.

5.1: Increase the number of students who acquire associates degrees, credentials, and certificates by 20 percent

Action Step 5.1: TBD

Lead person:

Responsible person:

Notes:

5.2: Increase the number of students transferring to a UC or CSU by 35 percent

Action Step 5.2: TBD

Lead person:

Responsible person:

Notes:

5.3: Decrease the average number of units accumulated by students earning associate's degrees to 79 total units

Action Step 5.3: TBD

Lead person:

Responsible person:

Notes:

5.4: Increase the percent of exiting CTE students who report being employed in their field of study to 76 percent

Action Step 5.4: TBD

Lead person:

Responsible person:

Notes:

5.5: Reduce equity gaps across goals 5.1 to 5.4 by 40 percent

Action Step 5.5: TBD

Lead person:

Responsible person:

Notes: