

D R A F T
SHORELINE COMMUNITY COLLEGE
BOARD OF TRUSTEES
RETREAT
November 8, 2005

STRATEGIC PLANNING OBJECTIVES FOR THE BOARD OF TRUSTEES

Shoreline Community College is in transition. The Board of Trustees is undertaking a search for a new president which will dominate a considerable amount of work over the next year. However, the Board of Trustees is also committed to maintaining a strategic direction for the institution to ensure that the College moves forward during this time of transition. In order to set some short-term and long-term objectives, it's important for the Board to restate its commitment to the **vision, mission, and core values** that form the basis of the College's 2000 Strategic Plan. The core values of **student success, access, diversity, excellence, collaboration, innovation, academic freedom, environmental responsibility, and support** are the underpinnings for the Board's objectives summarized below.

SHORT-TERM OBJECTIVES (1-2 years)

➤ ***Search for a New President***

Develop an open, honest, fair, inclusive, and effective process that results in the selection of a new president.

- To ensure an effective search process, an effective communications strategy is needed to communicate the process and decision points with the college community and the community at large.
- Once a new president has been selected, the college will need to develop a communications strategy to introduce the new leadership to the community.

➤ ***Improve the Governance of the Board of Trustees***

Continue to humanize Board operations through a variety of strategies designed to develop trust, open up communications, and develop a college decision-making process that is respected.

- Continue to evaluate the performance of the Board and the President.
- Continue to increase the visibility of the College and the Board in the local community.
- Ensure that the Board members appointed by the Governor complement each other's skills, abilities and connections with the community to ensure a diversity of perspectives are represented on the Board. Develop a list of potential Board members for review by the Governor.
- Continue to enhance boardmanship skills through education and training opportunities.

- Conduct an environmental scan of strategic relationships that the Board needs to develop and strengthen with an emphasis on its educational partners. Reach out to local school boards and four-year institutions as well as to neighboring community and/or technical college boards to develop and enhance relationships.
- **Financial Health and Effective Financial Management**
Develop a plan to balance the College's budget in the short-term and set in place strategies designed to establish a healthy financial situation for the College in the long-term.
 - Develop strategies to broaden the financial base of support for the College, such as federal funding, alternative state funding, grants, private funds, etc.
 - Develop ways to become more efficient and effective across the entire institution.
- **Education Programs and Enrollment Management**
Analyze and assess the College's program mix, the economic needs of the state, and student's demand for programs to maximize College offerings in a competitive environment.
 - Analyze potential student markets that might be developed or enhanced to expand enrollment base (such as larger share of the high school population, improved retention of students from quarter to quarter and year to year, underprepared adults, basic skills students, high school drop-outs, high demand occupations, etc.).
 - Develop an array of program offerings that attracts and retains students.
 - Develop a plan to create programmatic niches that will attract students on a regional basis which will be signature programs for Shoreline. Build on the strengths that Shoreline has already developed and look for new opportunities that match state needs and student interests.
 - Seek advice and ideas from other colleges that have assessed their program mix and conducted community strategic planning activities.
- **Maintain the Momentum on the College's Capital Project Priorities**
Develop strategies to position the College's capital projects to receive system endorsement and support, and develop strategies for legislative advocacy and approval.
 - Engage system representatives in Shoreline's process to ensure quality proposals are submitted which will yield positive results in the system's capital process.
- **College Climate**
Continue to improve the climate of the College through a variety of strategies designed to open up communication, improve the decision-making processes, and improve labor-management relationships.

➤ ***Update the College's 2000 Strategic Plan***

The College's Strategic Plan was adopted in 2000. Once a new president is hired, the Board believes that it will be important to update the College's Strategic Plan through a comprehensive and inclusive process that engages the College community and the community at large. The College should strive for a process that achieves consensus on the strategic direction of the institution.

MID- TO LONG-TERM OBJECTIVES (3-6 years)

➤ ***Shoreline's Strategic Direction is Well Recognized***

Shoreline will undertake a strategic planning process and a facilities master planning process that has resulted in widespread agreement on the direction of the College. The plan will focus on Shoreline's educational niche in the Puget Sound basin recognizing that Shoreline will become a regional institution as a destination for quality educational programs that are well recognized locally, regionally and nationally. The master plan will recognize and celebrate Shoreline's location and its balance of buildings, green space, and parking.

- The College has developed an enrollment plan to attract and retain a student base that is sustainable.
- The College has a master plan for its physical space that matches the needs of the educational programs and anticipated growth.

➤ ***A Healthy Financial Base***

The College will become diversified in its funding structure to provide a balanced budget and a healthy basis upon which the College is able to thrive and offer quality programs to respond to its communities.

➤ ***College Governance***

The College's Board, administrative leadership, and faculty and staff will work together to achieve the strategic goals. Decisions will be made in an environment of trust and the College's governance structures are effective and transparent.

- Annual evaluations – at all levels within the organization – will be conducted to ensure issues are identified and addressed in a timely manner.

➤ ***College Excellence is Celebrated and Recognized***

Shoreline Community College is and will continue to be a well recognized institution for providing quality education. This tradition of excellence needs to be cultivated, nurtured and enhanced. Excellence and successes will be recognized and celebrated. And, opportunities must be provided for the faculty, staff, and administrators to grow and flourish as professionals in order to achieve excellence in their fields.

➤ ***Connections to the Community are Enhanced***

As a public institution, Shoreline has a long tradition of responsiveness to its community. This relationship cannot be taken for granted. Linkages with businesses and the local community are critical to ensure the College is responding to the needs of the local economy and the region. These relationships will also enhance the College's position in the community.