



VISION 20/20

Preparing Tomorrow's Workforce Today

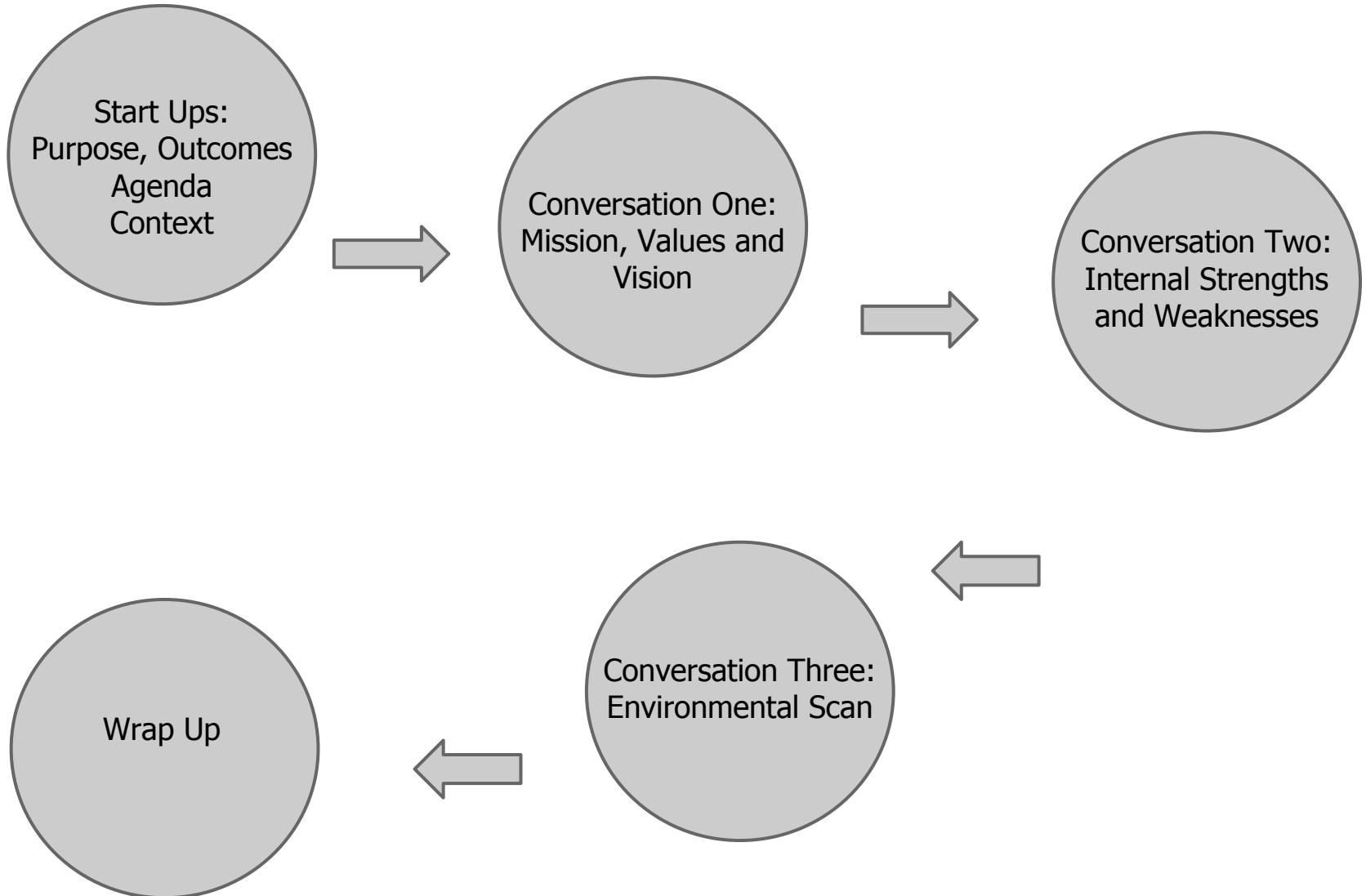
LOS MEDANOS
COLLEGE

**Strategic Planning Retreat
December 1-2, 2012**

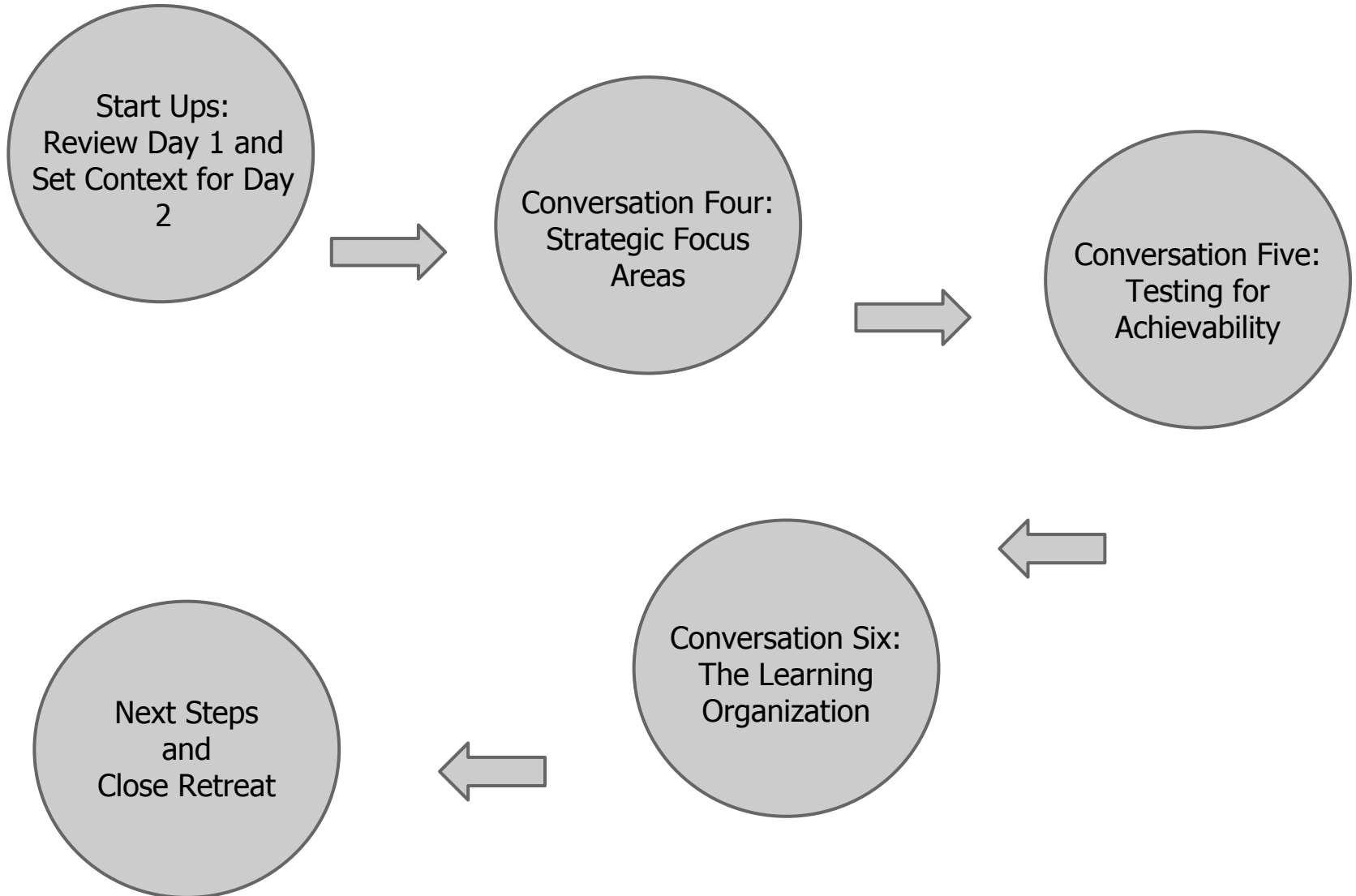
Retreat Outcomes

- An opportunity to participate and collaborate with internal and external partners to strengthen your individual and collective skills in writing well-developed strategic plans.
- A draft, 3-year plan for your program or department including goals, strategies, partners, action agents, and timelines to achieve your vision for your program.
- A beginning strategic plan for strengthening the workforce development system at LMC with partners internal and external to the college to provide our students and our community with an exceptional learning experience that translates into success for our graduates as they enter the 21st century, global workforce.
- Shared understanding of the links between the 3-year strategic plan and your annual Program Review Update due on 12/16 as well as skills to prepare you to complete your reviews

Agenda Day 1



Agenda Day 2

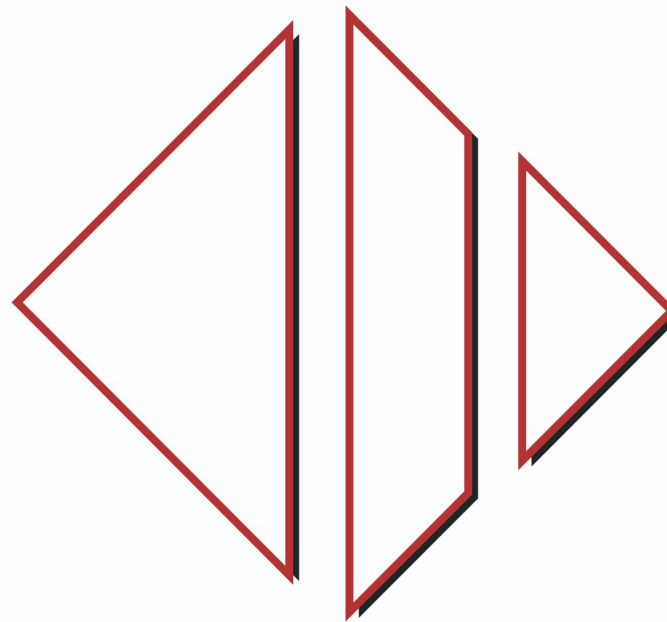


Sharing Responsibility for Success

- Listen to understand
- Speak to be understood
- Make room for all voices
- Work with non-closure
- Be present (limit distractions)
- Test your assumptions

Conversation Strategy for Our Planning Process

STAGES OF A DISCUSSION



OPEN

Gather
Information

NARROW

Organize
The
Information

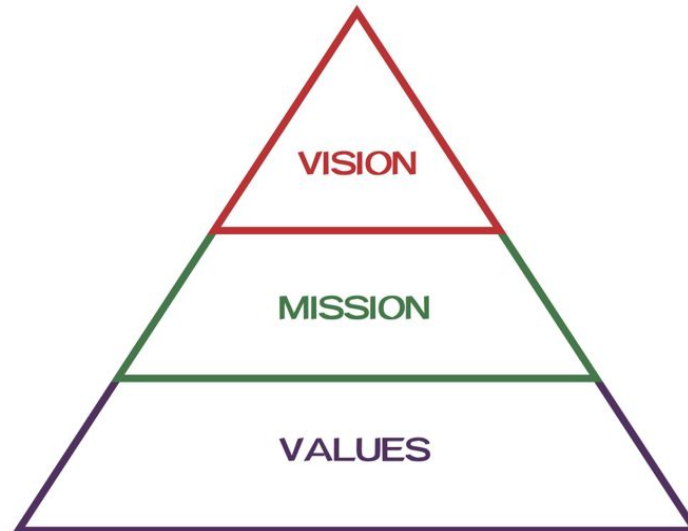
CLOSE

Select Best
Approach
& Reach
Agreement

Conversation One: Mission, Values and Vision

SETTING DIRECTION:
VALUES, MISSION & VISION

Values, mission and vision guide the actions of individuals, teams, and organizations. Together they form an organization's identity, inform strategy, and inspire commitment.



Conversation One: Mission, Values and Vision

Process Suggestions

- **MISSION** - Table discussion on a succinct summary of our day-to-day work (e.g. We transfer the skills necessary for students to launch successful careers in the health care field.) **Tips: keep it simple, avoid wordsmithing, don't let "perfect" block progress.**
- **VALUES** -
 - a. Go around the table and have each participant answer this question: What about the work of our program is important to me?
 - b. Scribes record responses on chart paper.
 - c. After you are done recording the responses look at the list and identify the values inherent in the responses and create a separate list with these values.
 - d. Check for alignment that these values generally represent the values that the group would like to make sure is embedded in all the work done within the program(s). Once again **don't let "perfect" block progress.**
- **VISION** -
 - a. As a group brainstorm 10-12 images of what your program would look like in the next 3 years (what the results of the program would be, what people would be doing differently than they are today, how the experience of being in the program would feel different than it does now, etc)
 - b. Allow everyone in the group to vote for the 3-4 images that they are most excited by
 - c. Take a 15 minute break and elect two people to work on a quick draft of a vision statement based on the preceding prioritization starting with the statement, "We see a program that..."
 - d. Reconvene and add input for changes to the draft and check for general agreement

Conversation Two: Internal Strengths and Weaknesses

Purpose: To identify the strengths and challenges of the internal operations of our program so that we can make plans to leverage the strengths and mitigate the weaknesses.

Areas we will focus on:

- Core competencies (e.g. technical/subject matter know-how, reliable processes, close relationships with customers and suppliers)
- Program performance related to program completion
- Curriculum applicability
- Student support (admission to graduation)
- Student preparation related to industry credentialing
- General strengths and weaknesses

Conversation Two: Internal Strengths and Weaknesses

Process Suggestions

- **STRENGTHS-**

- a. In pairs or trios brainstorm 2-3 ideas for each category
- b. Scribes record responses on chart paper.
- c. After you are done recording the responses check for group clarification
- d. Count up the number of TOTAL ideas across all categories and divide that number by 3. (e.g. 21 ideas divided by 3 = 7). Each person gets that number of "votes" in the next phase.
- e. Everyone in group looks over the entire list of strengths and votes for the ideas they think are the most important to continue to do, strengthen or leverage in the goal setting phase on Day 2

- **WEAKNESSES/CHALLENGES-**

- a. In pairs or trios brainstorm 2-3 ideas for each category
- b. Scribes record responses on chart paper.
- c. After you are done recording the responses check for group clarification
- d. Count up the number of TOTAL ideas across all categories and divide that number by 3. (e.g. 21 ideas divided by 3 = 7). Each person gets that number of "votes" in the next phase.
- e. Everyone in group looks over the entire list of challenges and votes for the ideas they think are the most important to address in the goal setting phase on Day 2

Conversation Three: Environmental Scan

Purpose: To create a picture of the landscape external to our program so that we can better identify trends, pressing issues, opportunities and threats in order to set goals realistically on Day 2.

Areas we will consider:

- Labor market trends
- Changes at the college
- Economic and political trends and changes
- Technological trends or advances
- General trends, changes, shifts external to our program that would impact our work

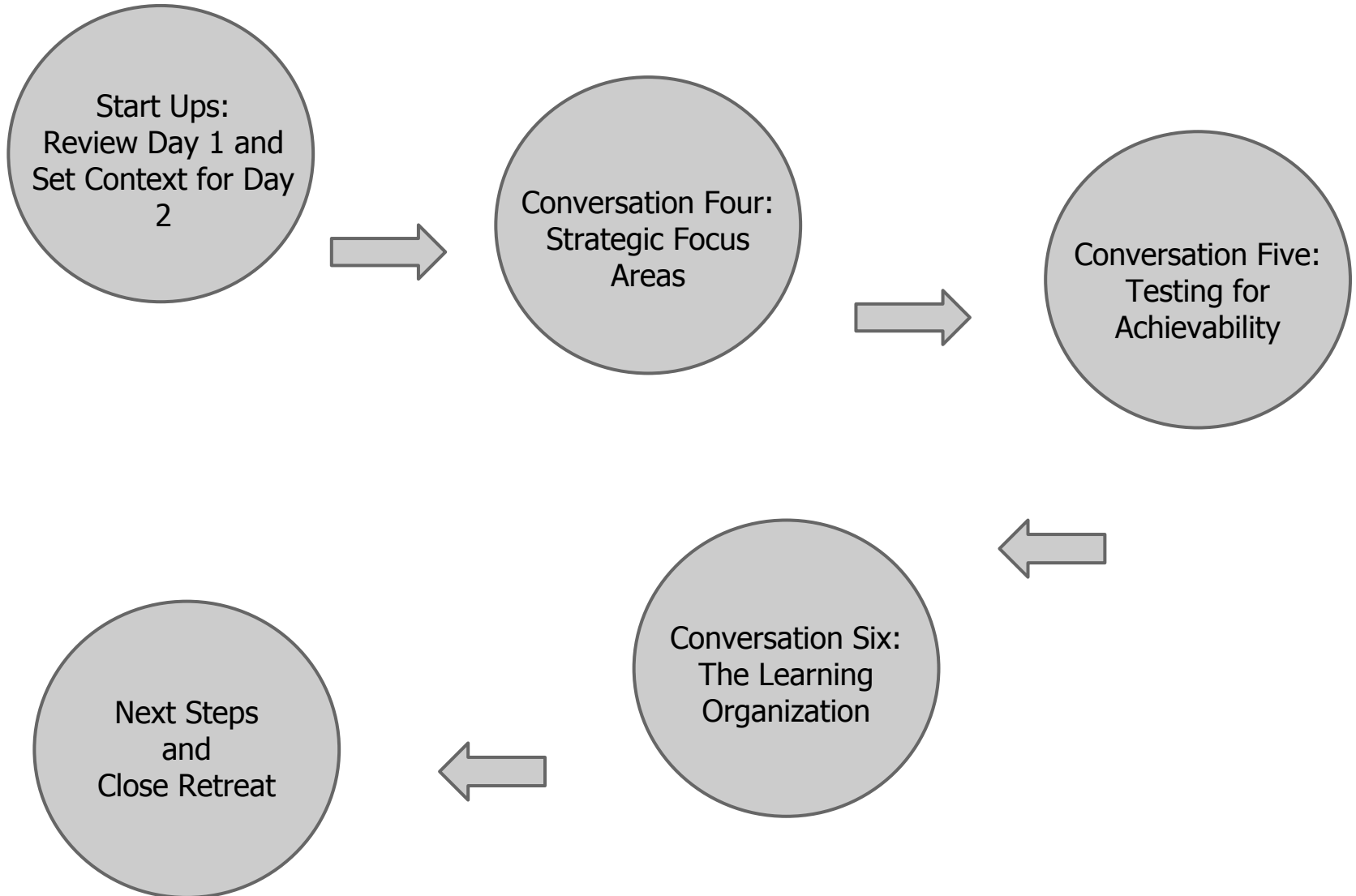
Conversation Three: Environmental Scan

Process Suggestions

- Considering the areas of focus and using the 4x6 post-its individually brainstorm 5-6 shifts, trends, opportunities or threats that you see on the external horizon (external meaning external to the program - this could be within the college or external to the college). In addition add any ideas you see in the data from the listening session that you might consider applicable to this topic.
- When finished affix your post-its to the bank of white paper on the wall near your group
- When all ideas are up on the bank of paper each participant grabs some post-it arrows and mark any idea you'd like further clarification on.
- Seek group clarification.
- Take a 10 minute break and on that break elect two people to cluster ideas that seem related in some way.
- After break examine clusters and reach general agreement that clusters seem logical and correctly grouped (**Tip - you are looking for "agreement light" here - this doesn't have to be perfect. If you think an idea belongs in a different cluster rather than disagreeing over it grab another post-it, copy idea and put duplicate ideas in both clusters**).
- Count up number of unique ideas (clusters and any ideas left standing individually) and divide that number by 3 - each participant will have that number of "votes" for the ideas they think will be critical to consider when goal setting on Day 2.
- Before finishing allow anyone in the group to advocate for any ideas in particular they have passion for/think the group needs to consider more seriously

Wrap-Up Day 1

Agenda Day 2



Conversation Four: Goals, Performance Indicators and Benchmarks

Purpose: To begin to craft tactical action plans to allow us to reach the vision for our programs.

Areas we will consider:

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Conversation Five: Testing for Achievability

Purpose: To understand what we need to put into place in order to successfully implement our goals and achieve our vision

Areas we will consider:

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Conversation Seven: The Learning Edge

Purpose: To understand what we need to put into place in order to successfully implement our goals and achieve our vision

Areas we will consider:

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Strategic Planning Retreat

Los Medanos College

December 1 & 2, 2011

Session Outcomes:

1. An opportunity to participate and collaborate with internal and external partners to strengthen your individual and collective skills in writing well-developed strategic plans.
2. A draft, 3-year plan for your program including goals, strategies, partners, action agents, and timelines to achieve your vision for your program.
3. A draft strategic plan for strengthening the workforce development system at LMC to provide our students and our community with an exceptional learning experience that translates into success for our graduates as they enter the 21st century, global workforce.
4. Shared understanding of the links between the 3-year strategic plan and your annual Program Review Update due on 12/16/2011
5. Strategic skills and tools that will prepare you for the Comprehensive Program Review (once in six years) in Fall 2012.

AGENDA

December 1 - 8:30 am -9:00 am

- Check-in, Continental Breakfast, and Networking

December 1 - 9:00 am - 12:15 pm

- Setup (Context, Purpose, Norms, Outcomes, Agenda)
- Conversation 1: Vision, Mission and Values
- Conversation 2: Environmental Scan

December 1 – 12:15 pm – 12:45 pm

- Lunch

December 1 - 12:45pm - 3:30pm

(Internal Stakeholders - Math, English, ESL, Counseling, Science, MESA)*

- Conversation 3: Internal Strengths and Challenges
- Close of Day One/Evaluation/Review of Day Two Agenda

December 2 - 8:30 am -9:00 am

- Check-in, Continental Breakfast, and networking

December 2 - 9:00am - 12:15pm

(External Stakeholders - Industry, business, and community stakeholders)*

- Review Day 1 and Setup for Day 2
- Conversations 2&3 *review to inform new participants, as appropriate*
- Conversation 4: Strategic Focus Areas: Goals, Performance Indicators and Benchmarks

December 2 – 12:15 pm – 12:45 pm

- Lunch

December 2 - 12:45pm - 3:30pm

- Conversation 4: (cont'd, as necessary)
- Conversation 5: Testing the Plan for Achievability
- Conversation 6-8: The Learning Edge, Due Diligence and Plan Execution (Review)
- Summary/Next Steps/Evaluation/Close

*Note: A set of guiding questions will be distributed for these conversations.