



Charting Our Future

Integrated Strategic Planning Process

“Case for Change”

Working Session #1

November 9, 2007

Objectives

- Engage all college staff in planning and execution of plans that are tightly aligned with District and College goals.
- Establish a planning and decision-making process that is fully integrated with resource allocation and master planning, budgeting (including growth allocation) and performance appraisal processes.



Expected Launch Outcomes

- Development of a compelling 3 year plan that everyone in the organization can align to, commit to and follow through on
- Alignment of San Jose City College's community on a single view of the strategic direction and plan for execution
- Engagement of the full organization in development of individual commitments to action against College goals
- Establishment of decision-making, budgeting and performance appraisal processes for future planning efforts through shared governance
- Increased organizational capability and competency in planning, collaborative dialogue and decision-making
- Improved processes for monitoring accountability in achieving the College's mission and vision

Meeting Purpose:

Case for Change

Purposes:

- Establish a common view of our internal and external realities and opportunities
- Identify the top strategic issues and questions to be addressed
- Launch Strategic Analysis Teams to conduct further analysis and present at the next working session
- Commit to leading the integrated strategic planning process



Macro Design: *Case for Change*

Morning

Opening

Integrated
Strategic Planning
Process Review

Article on Success

Mid-Day

Organization
Readiness &
Leadership Report

Current Vision,
Strategy Review

Market Data
Preview

Afternoon

Identify Top
Strategic Issues &
Questions

Launch Strategic
Analysis Teams

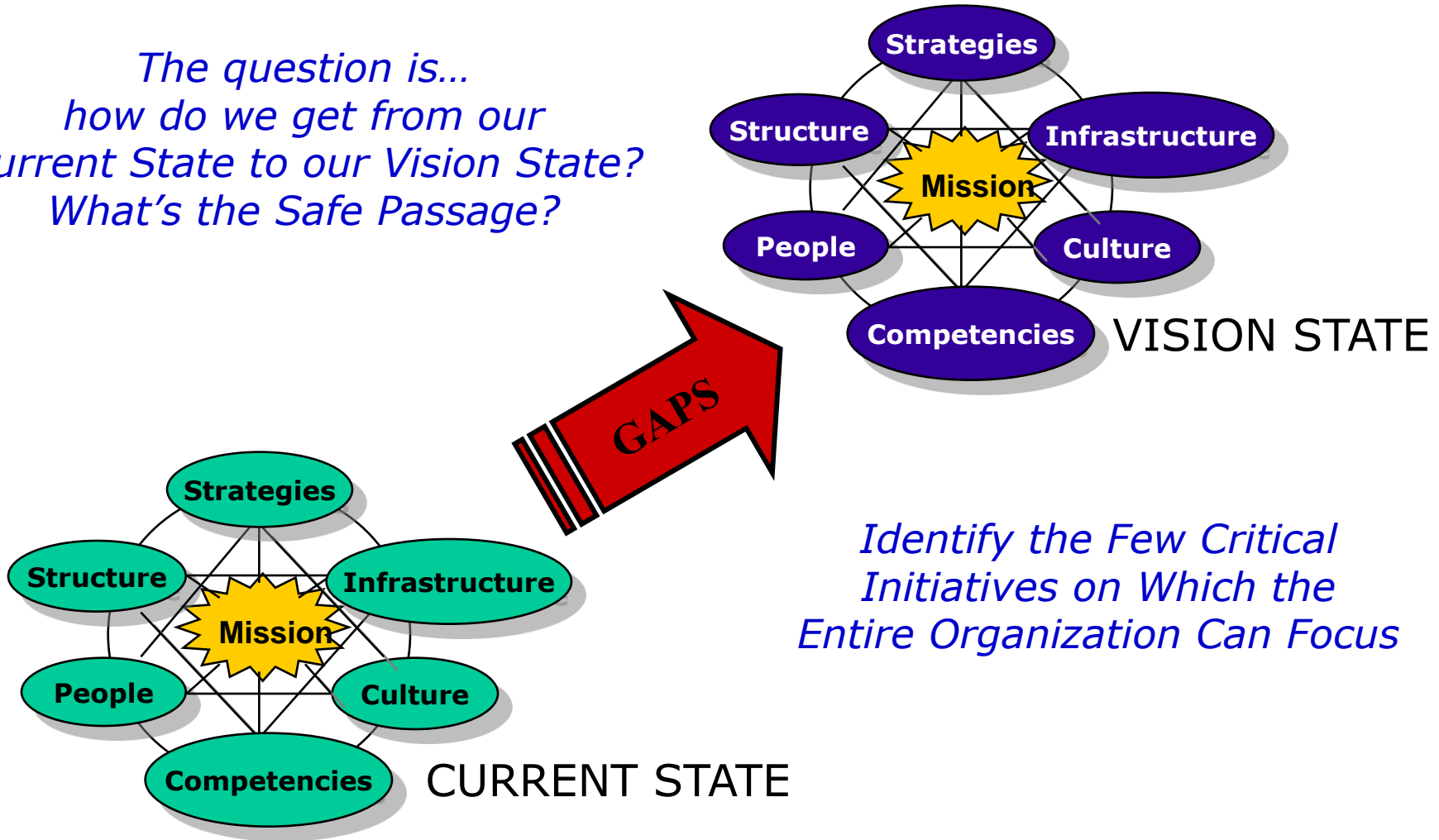
Next Steps
& Wrap Up

Integrated Strategic Planning Process Overview



Our Challenge

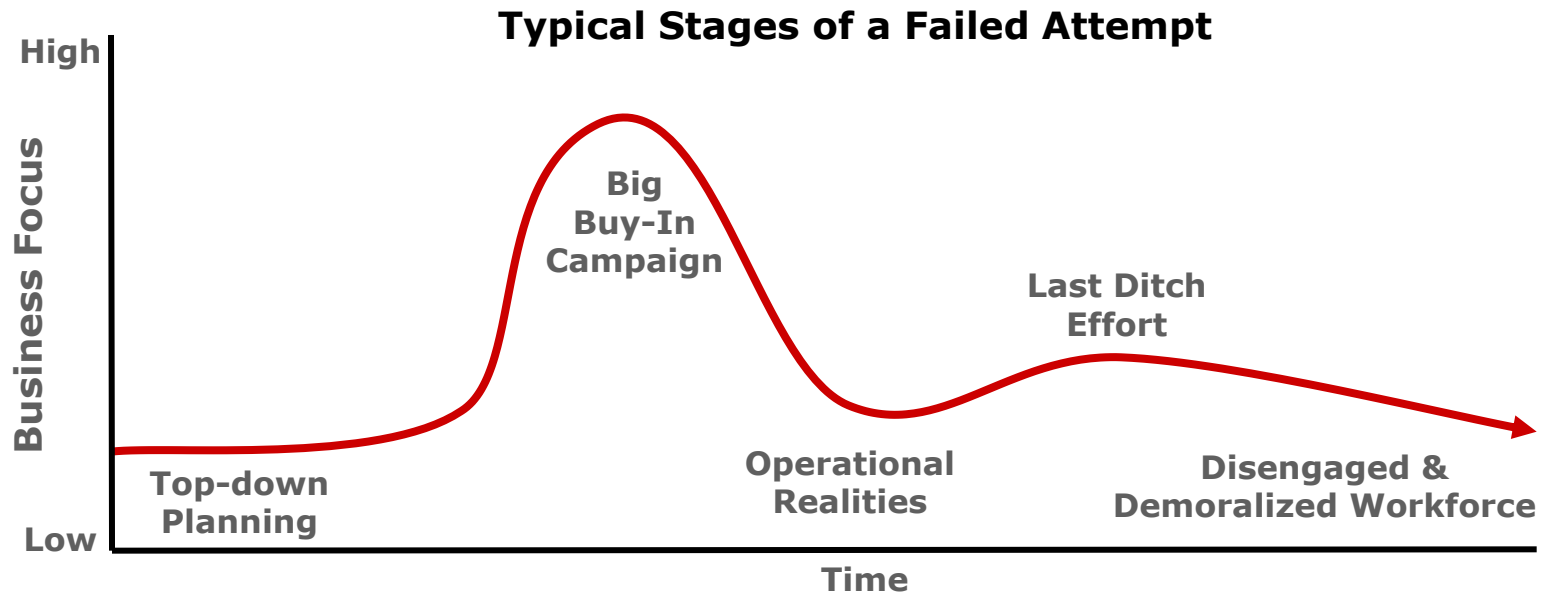
*The question is...
how do we get from our
Current State to our Vision State?
What's the Safe Passage?*



*Identify the Few Critical
Initiatives on Which the
Entire Organization Can Focus*

Most Efforts Run Out Of Energy

Top down planning that creates the need for “Buy-In”, and underestimating the time, energy, and focus required cause many organization wide efforts to fail



Common Challenges and Opportunities

The Challenge

Clarify Strategy

Fewer than ½ of surveyed employees say they have a clear understanding of what their companies are trying to achieve

Engagement

Only about 1 in 5 employees feel passionately committed to their organization's goals

Focused Alignment

Only 1 in 10 employees have a clear “line of sight” between their tasks and their organization's goals

Follow Through

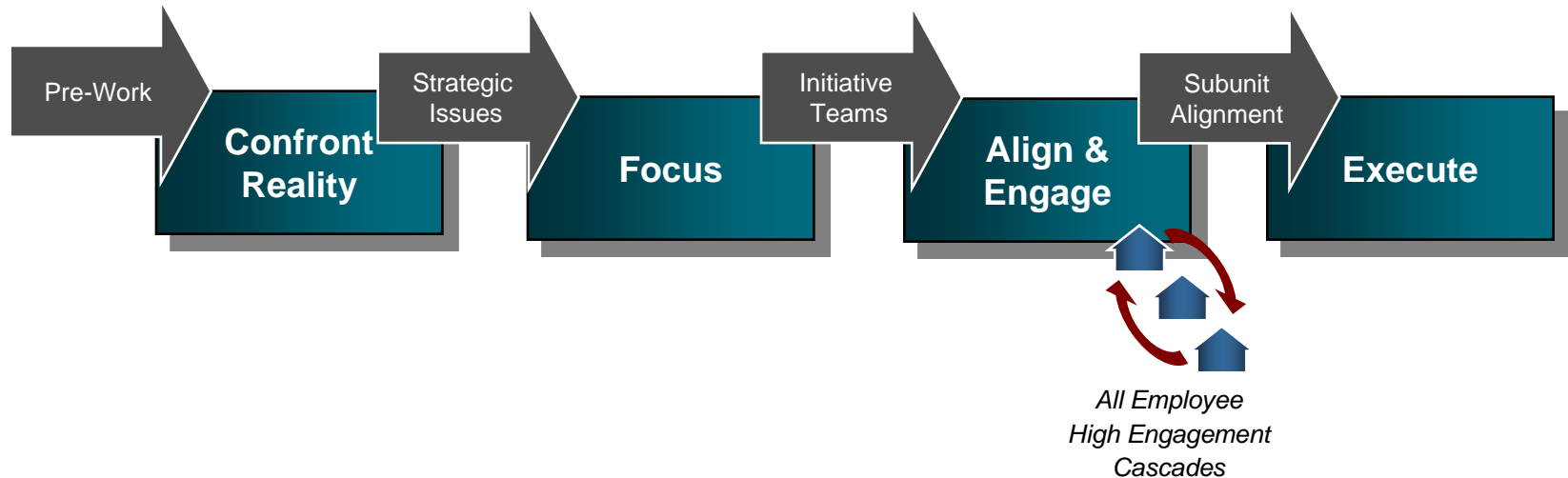
Only ½ of surveyed employees feel they follow-through with discipline on their key priorities

Source: Survey by Harris Interactive of 11,045 workers.



Safe Passage

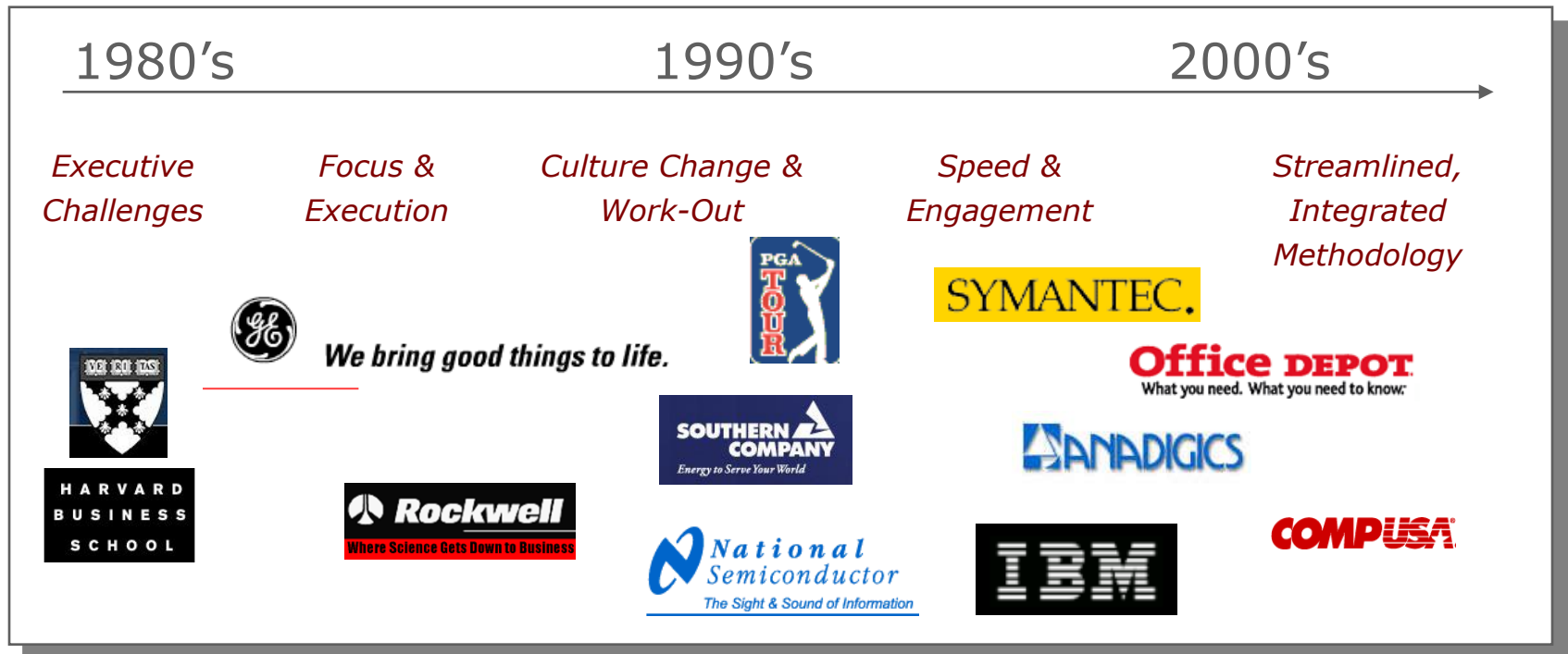
Dissero's unique ACT process addresses these challenges by quickly Focusing, Aligning and Engaging the full organization behind a common view of success



Unique and Proven Solution

The ACT Process

- Origins from the Harvard Business School executive program led by Robert Miles, Ph.D.
- Improved and streamlined through 25 years of real world applications
- Designed to be simple, fast, effective, and a part of daily operations
- Leader-led (does not require an army of consultants to implement)



ACT Addresses Challenges in Education



Facilitated a high engagement planning process for District ERP Selection



Implemented ACT in a campus-wide planning and execution process to re-align the college around a revitalized mission



Used ACT to lead the District and College Leadership through alignment and execution planning against new vision and goals

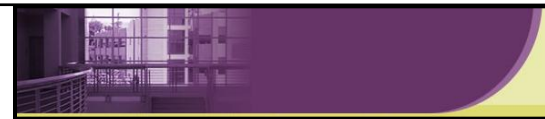


Rapid campus-wide engagement and execution planning with ties to budgeting and performance management

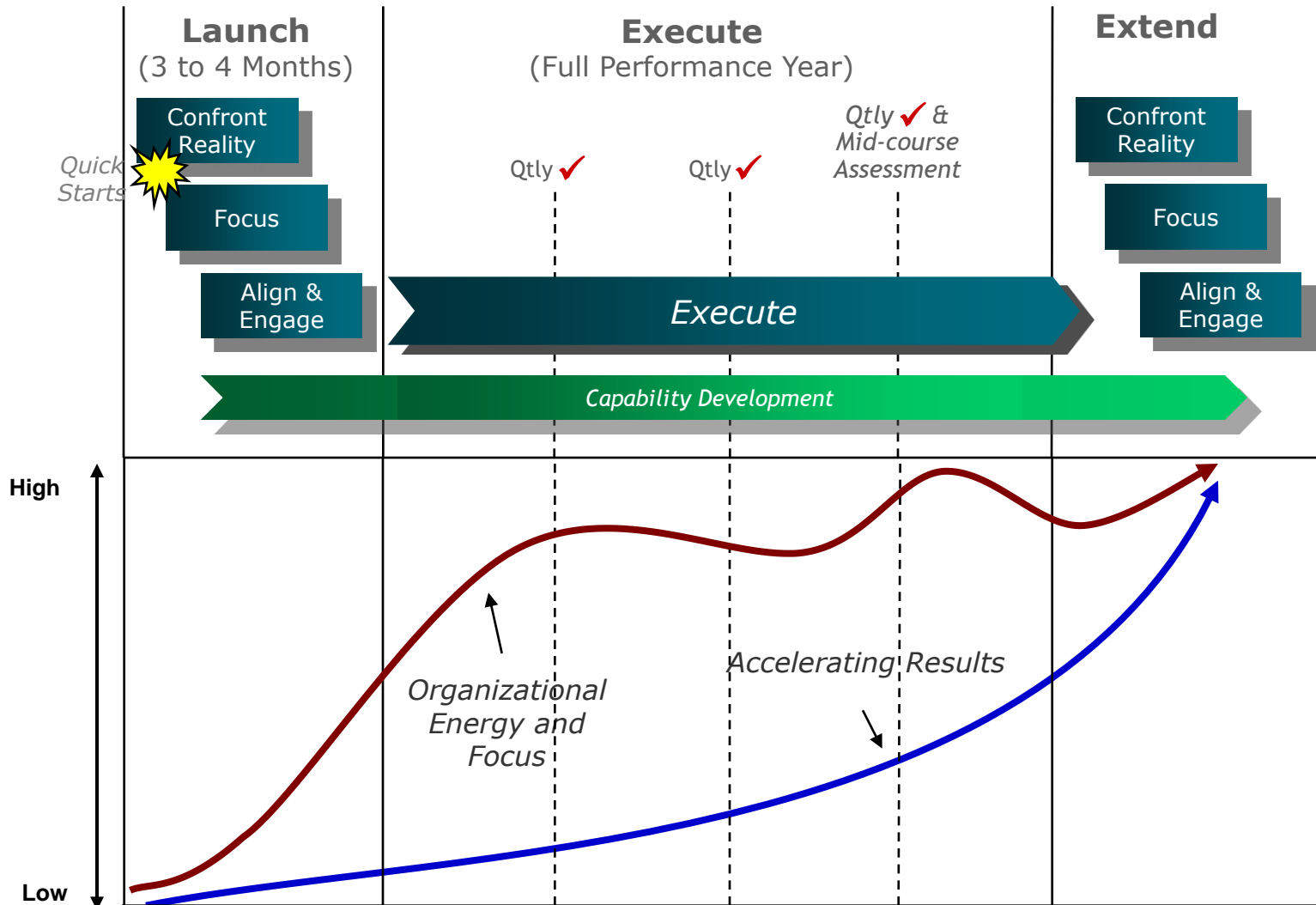
Case Study: Evergreen Valley College

Challenge: President David Wain Coon sees the need to rapidly engage the college in strategic execution against District and Accreditation Goals while also creating integrated and consensus-based process for allocation of incremental funding. Wanted to drive change in the organization through:

- Rapid engagement planning process that engages all constituencies
- Aligning the organization against current community needs and increasing “take rate” in local area
- Creating a new, positive culture and environment



Integrated Process Overview



Dissero Partners Copyright 2007

Key Features that Make ACT Work

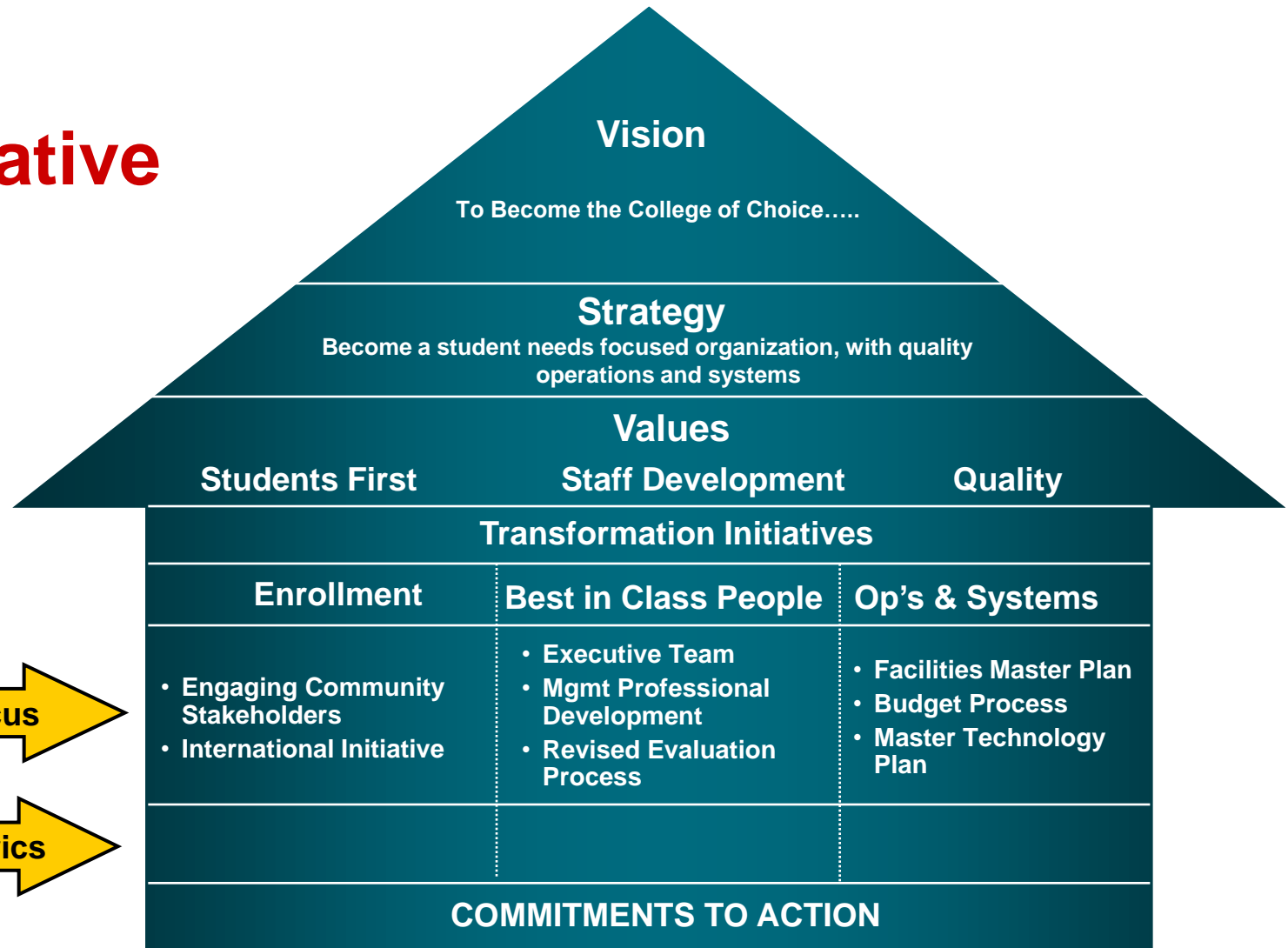
ACT is a powerful transformation process that produces dramatic performance improvement in results and culture change. The streamlined process consists of four unique features:

- **FOCUS** — Concentrated up-front strategic and organizational assessments to create a limited set of balanced transformation initiatives and capability development projects.
- **ENGAGEMENT** — High engagement process with extended leadership team and rapid cascade process for all managers and employees builds understanding, ownership, accountability and aligned action at all levels.
- **SPEED & ALIGNMENT** — Rapid alignment of sub-units and individuals, within months, with stretch goals and plans for execution that fit to the performance year.
- **EXECUTION** — Disciplined monitoring, measurement and adjustment process throughout the initial performance year insures quantum improvements and continued renewal and replanning.



Key Elements for Focus & Alignment

Illustrative



Areas of Focus

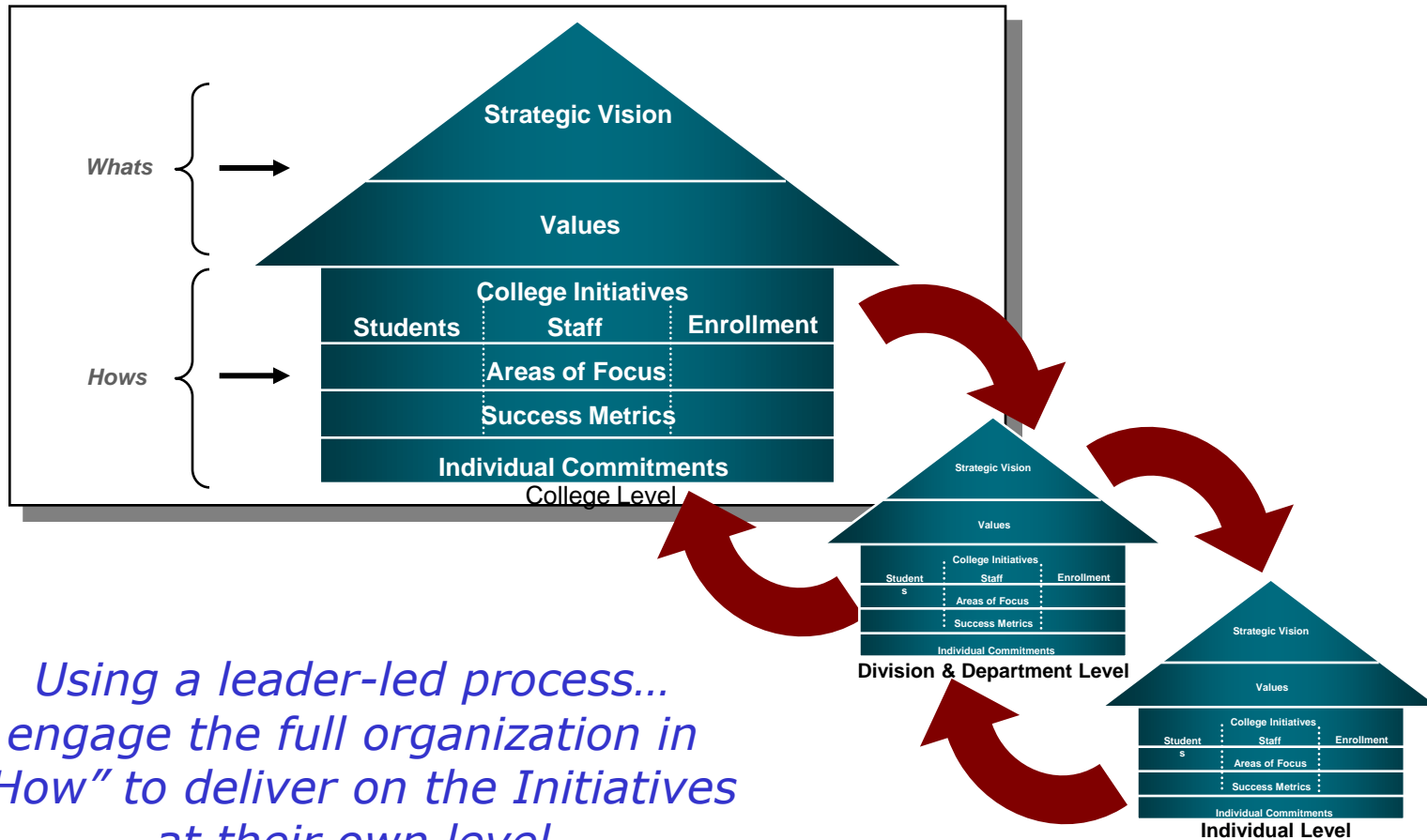
Success Metrics



Transformation Initiatives *(Example)*

Vision	Area of Focus	Success Metrics	Commitments to Action
<p><i>Provide access to quality and efficient programs and services to increase retention and meet student goals.</i></p>	<p>Access</p>	<ul style="list-style-type: none"> • Grow enrollment by 5% • Increase community education/distance education offerings by 3% • Increase the number of students from immigrant and underrepresented groups 	<ul style="list-style-type: none"> • Aggressive marketing and outreach to prospective student populations. • Use data from the MAAS report and other institutional data to develop a comprehensive plan to outreach to target student populations.
	<p>Curriculum & Programs</p>	<ul style="list-style-type: none"> • Expand occupational and vocational programs to meet and/or exceed offerings at other community colleges in the area • Increase the number of CSU/UC articulation agreements to facilitate student transfer to 4-yr institutions 	<ul style="list-style-type: none"> • Conduct comprehensive program reviews in every academic area/discipline. • Pursue the development of a University Center on the EVC campus. • Use data from the MAAS/other institutional data to develop a plan to expand academic and vocational course offerings.
	<p>Services</p>	<ul style="list-style-type: none"> • Increase course completion 10% • Increase degree completion 5% • Increase transfer rates by 5% • Decrease probation students 10% • Increase retention rates by 10% 	<ul style="list-style-type: none"> • Improve current and develop new intervention programs designed to help students succeed. • Provide students with opportunities to engage in a vibrant and active campus life. • Use MAAS report/institutional data to develop a plan to expand service offerings.

Cascade



Immediate and High Impact Engagement

How do you get thousands of people engaged and aligned in a matter of weeks?

Leader-led
(Leaders at all levels)

Staff-led

Consultant-led



Communicate

Training

**High
Engagement**

Creating Lasting Value

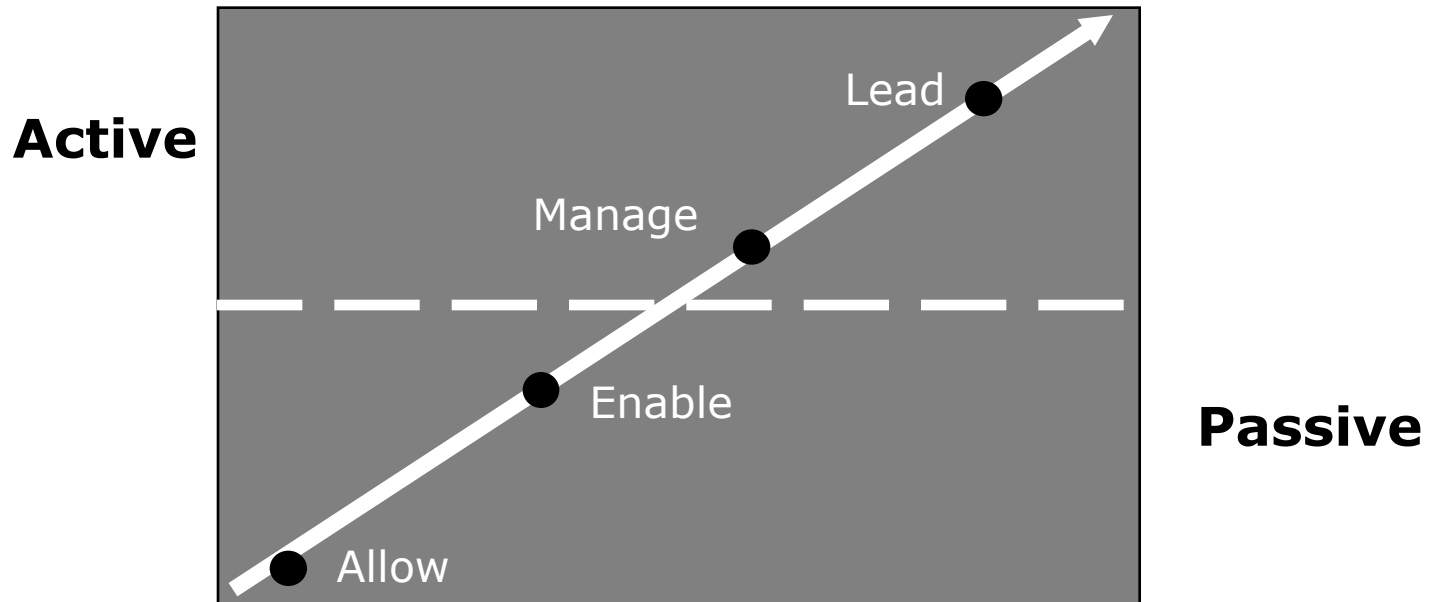
- Quantum improvements in performance
- Sustainable planning and execution process
- Clear strategic vision and direction
- Enduring culture shift and leadership practices
- Aligned and engaged organization



Everyone Must Lead The Effort



Leaders Must Model Desired Behaviors



It is not sufficient for leaders to allow, enable or manage a transformation. They must lead it.



The Process at San Jose City College

33

 San José / Evergreen
Community College District



Roles & Responsibilities

Process Support Team

- Michael Burke
- Lois Lund
- Nancy Wolfe
- Charles Montgomery
- HR, Finance, etc., as needed

- Monitor progress and provide input and guidance
- Final decisions regarding work output and process/meeting design
- Planning, design, and logistics for key meetings
- Creation of communications and materials to support the process
- Facilitation of key meetings
- Develop tracking and monitoring systems for Initiatives

Working Team

(CPC & Select Staff Members)

- Project Manager
- College Planning Council
- Key Department Heads
- Other Interested Staff
- Dissero Team

- Conduct strategy assessment
- Facilitate planning sessions in key meetings (strategy refinement, College Initiative development & implementation)
- Select Working Team members will be assigned as Co-Champions to College Initiatives Teams

Extended Work Team

(Full College)

- Administrative Staff
- Faculty
- College Support Staff
- Student Government

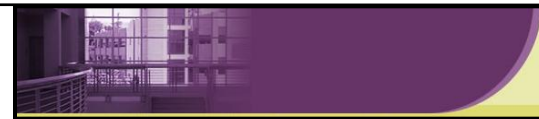
- Provide input to Operationalizing Initiatives
- Identify best practices for Initiatives
- Monitor and report on Initiatives
- Participate on cross-functional College Initiative Teams



Break



Article on Success



Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
5 Min	5 Min	20 Min	0 Min	30 Min

Article on Success






Table Team Assignment

Article on Success

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Purpose:

Gain insight to team members' vision of success.

Team process:

- *Individuals will write their article on the worksheet provided*
- *Individuals should be prepared to present their article to the team*
- *Worksheets should be turned in at the end of the exercise*



Individual Assignment

Article on Success Worksheet

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

15 Min

Team Member Name: _____

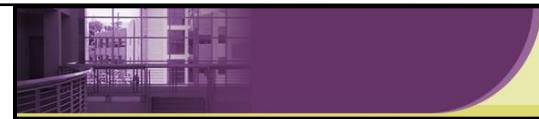
In the space below write an article that you would like to read in “Community College Monthly”, or an other top publication, two years from now after the college has been successfully transformed.



Article on Success Worksheet

Team Member Name: _____

Page 2



Article on Success Worksheet

Team Member Name: _____

Page 3



Table Team Readouts

Article on Success

Presentation

Table Work Setup

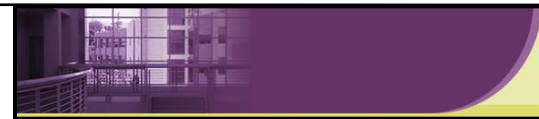
Individual Work

Table Team Work

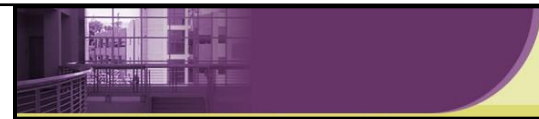
Readout

30 Min

Each Team Member will have 1-2 minutes to readout to the full group.



Organization Readiness and Leadership Readout



Part 1: Overall Assessment of Readiness

1a. How would you describe the overall magnitude of change that will be required to successfully launch and realize the next phase in the growth of the organization?

**"Huge, because of attitudes...
mistrust that needs to be left behind."**

**"Major, we need to get away from us vs. them
mentality..."**



Part 1: Overall Assessment of Readiness

1b. What are the three most important changes or improvements that have to take place in the organization for it to be successful in reaching our mission?

“We need to look at class participation, by class, by time and balance it to our students needs.”

**"I'm appalled how we're making decisions;
We need to get a better handle on our data.“**

“... we need more appreciation for classified folks and classified needs to have less defensiveness“

“... talking down to students is not working.”

"Attitude of the workers that the students see is negative.“

"Establish what is essential ...and develop priorities“



Part 1: Overall Assessment of Readiness

1c. What are the three most difficult obstacles in the path of the Organization's ability to grow?

"Teamwork, we are not working together even within the same office. People only do "just" their job and don't help each other"

"Budget, we don't have the personnel resources to achieve all the things we want to do."

"We have a low impression of ourselves ... and we need to believe..."



Part 1: Overall Assessment of Readiness

1d. What kinds of help do you and your colleagues need to successfully lead this effort?

"More time, we are all overwhelmed. We are working on everything and it's difficult to have impact on any one thing..."

"We need help to move from the talking to the doing..."

"We need to get better data from District and more support from HR..."

"We need buy-in from all segments and follow through... not just a plan

"... development for everybody on cultural proficiency and customer service."



Part 1: Overall Assessment of Readiness

1e. If the Organization is successful, what characteristics should the company exhibit at the end of calendar 2008?

"If we can all focus on one direction our populous would become involved and work for a commonality of cause..."

"...improved communication between academic affairs and student affairs; student affairs would feel their worth; more support and participating together in front of the students."

"Pride in who we are and a welcoming feeling for our students."

"Balanced curriculum..." "...new programs."



Part 1: Overall Assessment of Readiness

1f. What criteria should we use to judge the success of the Organization at the end of calendar 2008?

"More classes when students need them, not when the faculty wants to teach them..."

"Retention rate, transfer rates, graduation rates, strong early alert program, growth with more students taking more classes."

"Development of new programs, development of programs where student services and academics work together."



Part 2: Preliminary Total Systems Diagnosis

What major changes or improvements need to be made in the following aspects of the organization if the organization is to successfully execute on the strategy and growth targets?

2a. Strategy

"We try to do everything and satisfy everyone, we need to focus on a few things..."

2b. Structure

"We still have units that work in isolation, even within the administrative structure, and this needs to change..."

"... When the VP's were added they were added to bring a macro perspective to look at the broad picture - strategic planning, and not micro managing."



Part 2: Preliminary Total Systems Diagnosis

2c. Infrastructure

"HR and IT are broken, Datatel and research are also bad and both need real focus..."

"Does not function well, we have all facets but we can't pull it together to make it work."

2d. People

"The success we have had is because of a few hero's, but many times they don't get recognized."

"We are understaffed, people are having to carry way to many items and there is no way we will be able to do a good job at anything..."

"We need to have a better customer service and business attitude toward our students..."



Part 2: Preliminary Total Systems Diagnosis

2e. Culture

"We can't be all things to all people, ...we don't have the people or resources to do it all."

"We mistrust each other and it has to change; and our teachers feel intimidated by the students, which needs to be addressed..."

2f. Competencies

"We need to get better at retaining students, we spend effort getting them here but not retaining them..."



Part 3: Functioning of the Leadership Team

3a. How would you describe the current functioning of the organization's Leadership Team?

"We are as good as our separate parts, but we are not a cohesive team."

3b. What specific changes need to be made in order for the Leadership Team to be able to function in the most successful manner?

"A commitment to more collaborative planning, so we create more ownership, and we need more collaboration across the District and Campus, such as on growing enrollment."



Part 3: Functioning of the Leadership Team

3c. What does the Leadership Team need from Michael Burke in order to be able to successfully lead this phase in the growth of the company?

“...provide leadership to direct the rest of the team.”

“... We need him to take to the District our ideas, not just bring their ideas to us.”

“Michael has some great ideas like this strategic planning and he needs to keep on going.”

“The ability to meet personally with me, keep attending the meetings and being open to discussions.”



Part 3: Functioning of the Leadership Team

3d. What immediate issues does the Leadership Team need to resolve within the next 90 days?

"We need to make the final decisions of full time faculty hires and execute on getting them hired."

"We need to start planning and stop doing the shotgun approach."

"Formulate a clear process that is communicated to the full campus. The leadership needs data to make sound decisions."



Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
30 Min	5 Min	15 Min	35 Min	30 Min

Organizational Readiness & Leadership Exercise






Table Team Assignment

Develop Top College Action Items

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Purpose:

Identify and prioritize the major organization action items that may be distilled from the Interview Results Readout.

Team process:

- **Assign Facilitator** to help the team arrive at the **top** responses after **all** members have shared their best response to the questions
- **Assign Presenter** to be prepared to present the Team's Worksheet.
- **Assign Recorder** to type and turn in the Worksheet(s) at the end of the exercise



Individual Assignment

Develop Top College Action Items

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

15 Min

Individuals take a moment to complete their view of the questions

Q1. What are the most important action items based on the Interview Results Readout?
(Please prioritize your responses, starting with #1 as highest priority.)

1.

2.

3.

4.

5.



Individual Assignment

Develop Top College Action Items

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

15 Min

Individuals take a moment to complete their view of the questions

Q1. What are the **really bold things** we could do based on the findings of the Interview Results Readout?

1.

2.

3.

4.

5.

Q2. What are the **really stupid things** we could do based on the findings of the Interview Results Readout?

1.

2.

3.

4.

5.



Table Team Assignment

Develop Top College Action Items

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

35 Min

- **Individual Readouts:** facilitator requests each person to read out their *top* answer to the key questions
- **Additional Ideas:** after all people have reported, the facilitator will ask for any ideas not yet stated
- **Team Answers:** facilitator guides the team to select the *top* answers for the team
- **Record Answers:** recorder captures the team's output on the team worksheet



Table Team Assignment

Develop Top College Action Items

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
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Table Team: _____

Q1. What are the most important action items based on the Interview Results Readout?
(Please prioritize your responses, starting with #1 as highest priority.)

1.	
2.	
3.	
4.	
5.	



Table Team Assignment

Develop Top College Action Items

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
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Table Team: _____

Q1. What are the *really bold things* we could do based on the findings of the Interview Results Readout?

1.
2.
3.
4.
5.

Q2. What are the *really stupid things* we could do based on the findings of the Interview Results Readout?

1.
2.
3.
4.
5.



Table Team Readouts

Develop Top College Action Items

Presentation

Table Work Setup

Individual Work

Table Team Work

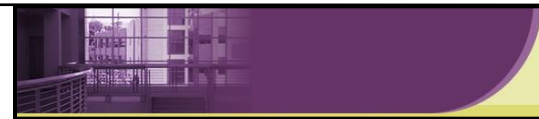
Readout

30 Min

Each Table Team presenter will have 5 minutes
to readout to the full group.



Working Lunch



Current Strategy Review



District Vision Statement

We value, honor and respect the multiple cultural traditions represented in our students' heritages. We stand for social justice...Being a microcosm of the world provides our region and our colleges with a powerful advantage in this new global economy, for the future belongs to those who can comfortably interact and effectively communicate with the peoples of the world.



District Initiatives

Administrative Effectiveness

Institutional Effectiveness

Student Success



Student Success - District Initiative

Vision	Area of Focus	Success Metric	Commitment to Action
<p>The SJECCD is committed to developing students and building community</p>	<p>Master Planning</p>	<ul style="list-style-type: none"> • Completion of education and facilities master plan 	<ul style="list-style-type: none"> • Allocation of appropriate resources
	<p>Research & Data Analysis</p>	<ul style="list-style-type: none"> • Establish baselines • Identify student community & workforce needs • Identify opportunities • College specific targets • College specific plan 	<ul style="list-style-type: none"> • Development, modification, and elimination of programs • Outreach. Marketing, and strategic action plans
	<p>Student Success</p>	<ul style="list-style-type: none"> • Graduation • Transfers • Degree & certifications • Basis Skills • Course completions • Increased access 	<ul style="list-style-type: none"> • Update matriculation to reflect changing demographics • Formalize expand w/K-12, 4 yr other community agencies • Implement Student Equity Plan



District's Current Initiatives

1. Update Vision, Mission, Values for the District
2. Complete the revision of Board policies, paying special attention to the review of the District's Administrative Services Policies and Procedures (Chapter 6) through the shared governance process, and provide training as necessary to ensure appropriate implementation. Note: the former Policies manual is dated November 21, 1967.
3. Design an annual strategic workplan for the District administration.
4. Implement the new budget model, including allocations to the colleges, that link both enrollment targets and student success targets. Train administrators as necessary to ensure success in linking college and district planning and budgeting processes.
5. Develop a sustainability plan for Chancellor/Board of Trustees approval that addresses waste recycling, carpooling, campus energy use, and green architecture.
6. Improve campus safety, security, and student wellness:
7. Invest in the development of the Foundation to support its new mission:
8. Improve services delivered by ITSS...
9. Create Board adopted priorities and guidelines for community partnerships related to opportunities for educational collaborations, including a formal plan for a Milpitas Center.



District's Current Initiatives

10. Plan and implement new District purchasing processes that encourage more minority- and women-owned companies and proprietorships to do business with the District.
11. Design and implement a Basic Skills plan, using funds made available through the State Chancellor's Office, setting benchmarks for student learning, research and staff development. This plan will incorporate themes that address cultural competence, immigrant education, and popular education pedagogy.
12. Formalize a relationship with the local adult schools with renewed articulation agreements and support services that transition students to our colleges.
13. Increase the participation of Latinos in ESL by 3%
14. Increase the retention of historically underrepresented students coming directly from local high schools in the first semester of the freshman year by 5%
15. Increase the retention of students of color, especially Latino, in elementary algebra by a percentage which is based on an analysis of historical trends.
16. Increase the persistence of students of color, especially Latino, from elementary Algebra to Intermediate Algebra, by a percentage which is based on an analysis of historical trends.
17. Increase the participation and completion of students of color in workforce programs. Objectives to be determined after analysis of current participation and success rates.



District's Current Initiatives

18. Develop a plan for coordinating workforce education in the district that incorporates the contract education services provided by IBP.
19. Increase the number of workforce programs offered in the district by four, including programs containing courses that are taught in languages other than English in order to provide workforce opportunities for residents in our community that have heretofore not been served.
20. Assess the quality of services and the comprehensiveness of educational opportunities available to evening students.
21. Complete an analysis of staffing and standards of excellence for the Office of Human Resources
22. Develop a responsible plan for managing retiree health benefits by working with a steering committee to define and implement a GASB 45 compliance plan to address the accrued unfunded liability for these benefits.



What I See in SJCC...

- Enormous potential as a community college in the heart of a diverse city
- Frustration over lack of direction
- Readiness to start anew
- Concern for helping students succeed
- Compassionate, committed faculty and staff
- Frustration over diminished resources
- Desire to make a difference

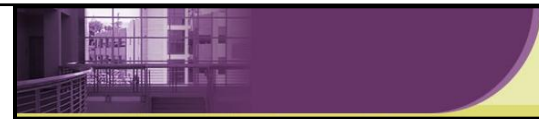


My Vision for SJCC...

- The college of first choice.
- We, not me.
- Purposeful, collaborative community.
- Silo-free environment.
- Data-driven, not data-free, decisions.
- Planning not thrashing.
- Active community engagement.
- SJCC: Where Students Succeed.



Market Data Preview





Charting Our Future:

San Jose City College
Environmental Scan

November 9th, 2007

**Integrated Strategic Planning 2007
College Planning Council
Dissero Partners**

SJCC's Unrealized Potential

5 mi. Radius = 568,552 residents

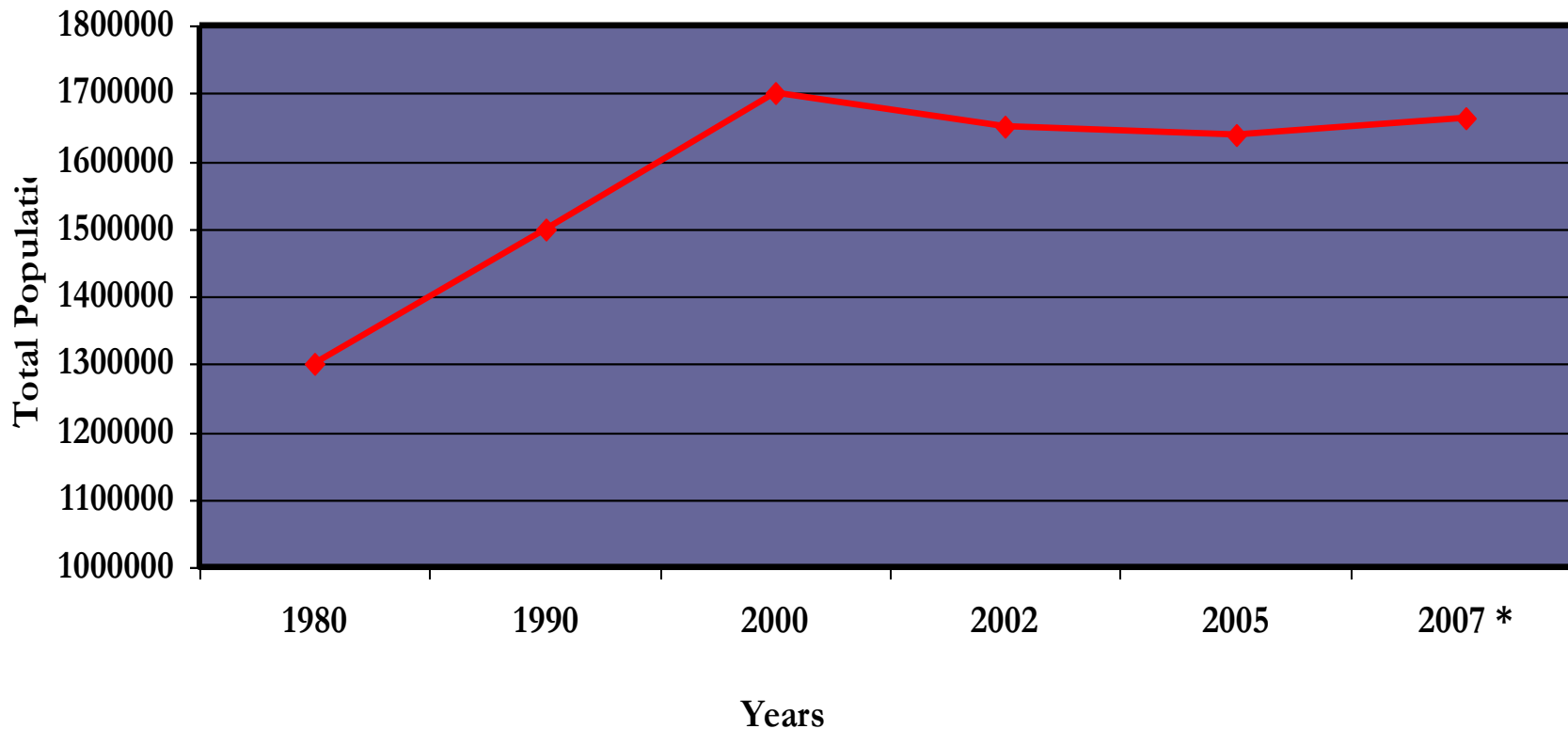


- **State Participation Rate:**
55/1,000 population
- **SJCC Potential:**
31,267 students
- **SJCC Fall Headcount: 10,585 students**
- **Yield: 18 per 1,000 (33% of average)**

Source: Maas Report, 2005

Slow Growth Environment:

Santa Clara County Population, 1950-2007

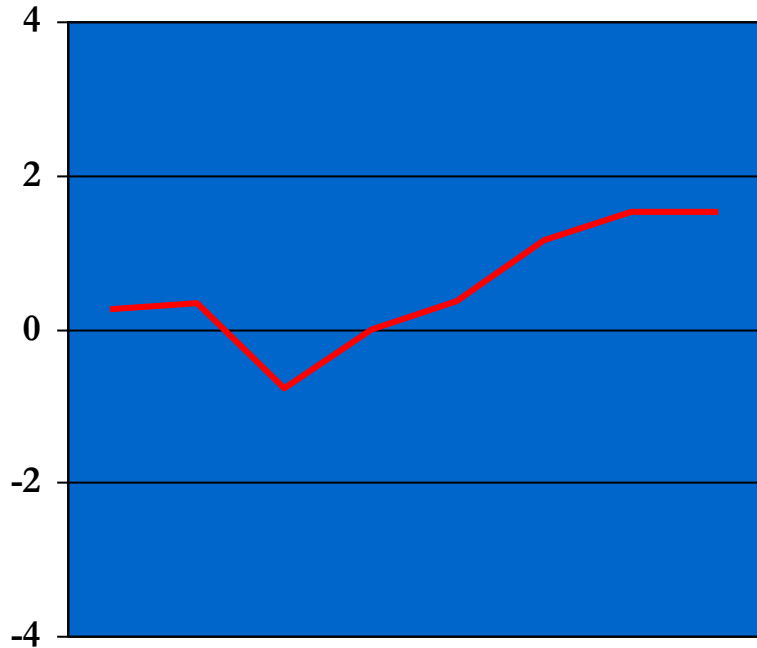


Near Term: Population will reflect level to slight growth.

Source: U.S. Census

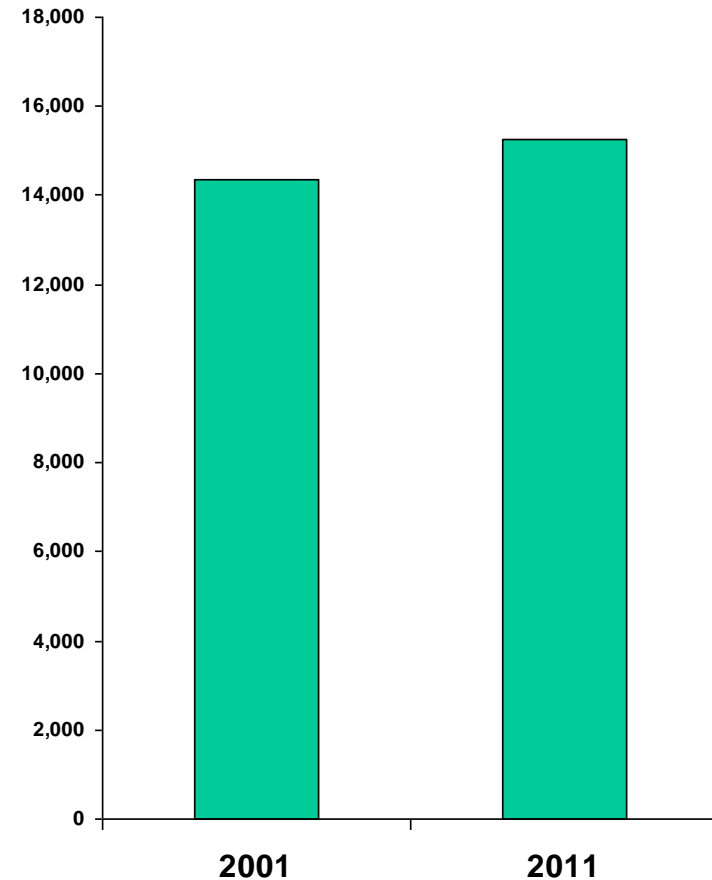


Annual Population Growth at 0-2%



**Santa Clara County
Population: 2000-2007**

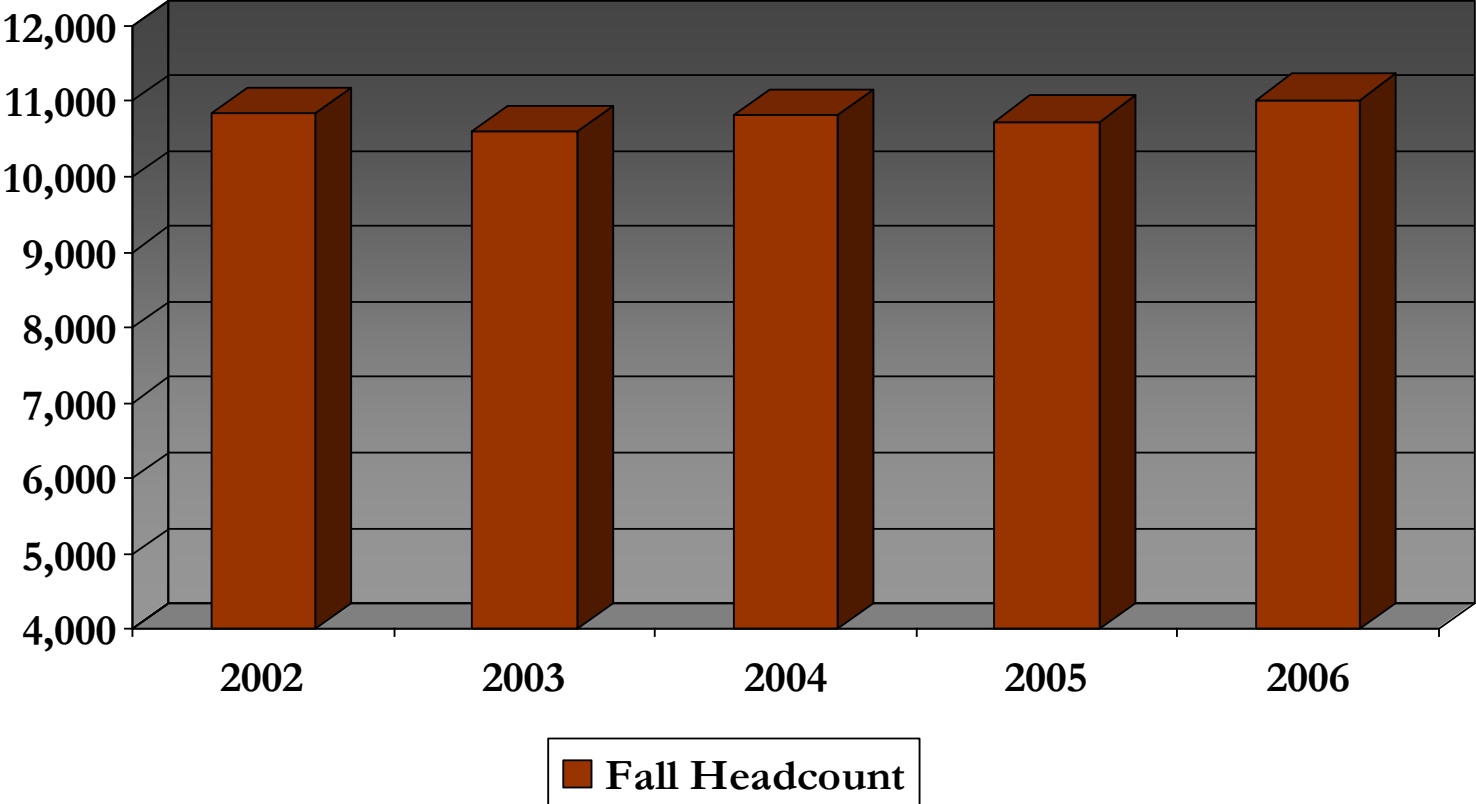
Source: US Census



High School Population, 2001-2011

Source: NCPPHE

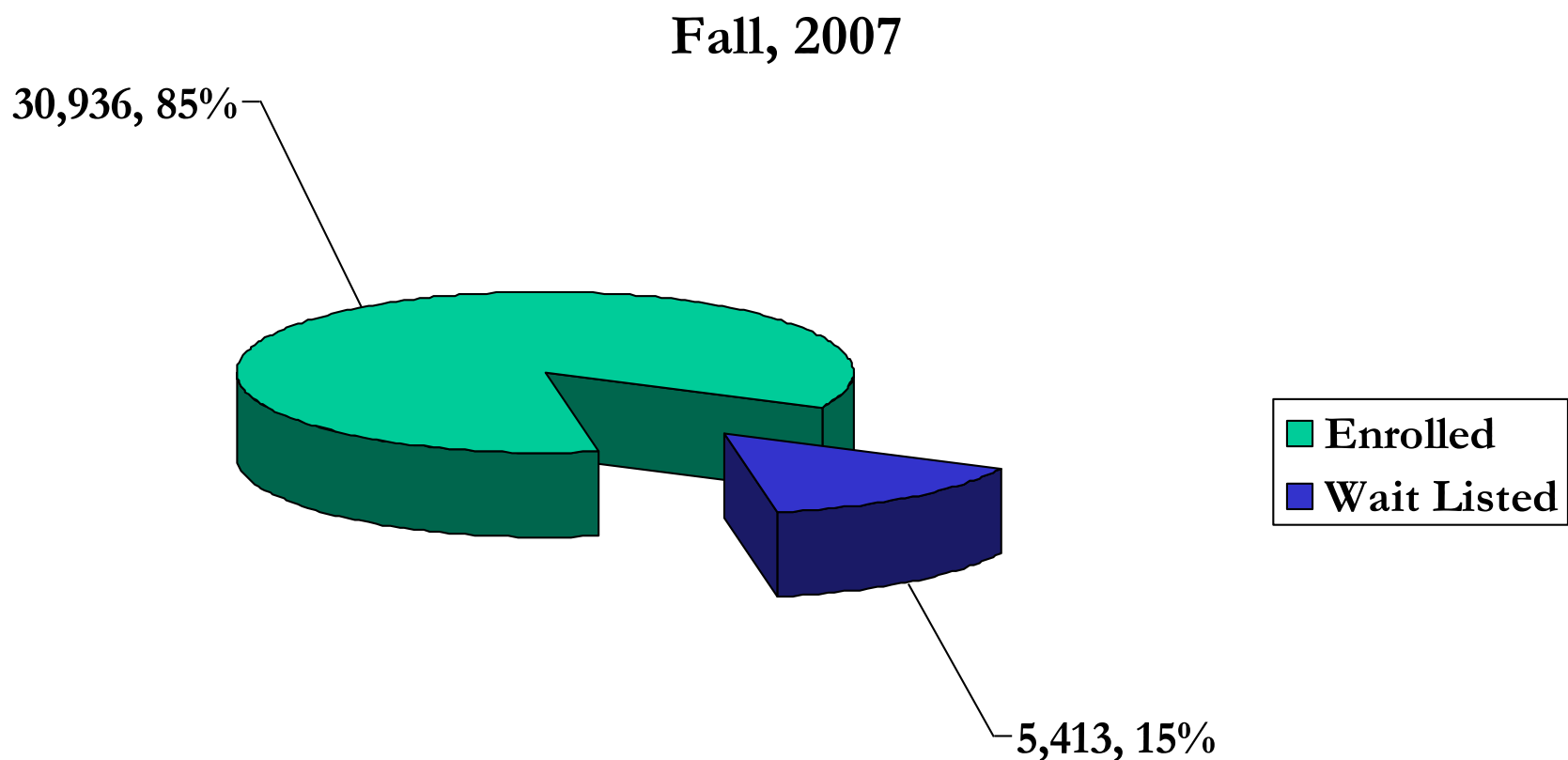
SJCC's Enrollment Flatline



Source: District Office of Research and Institutional Effectiveness



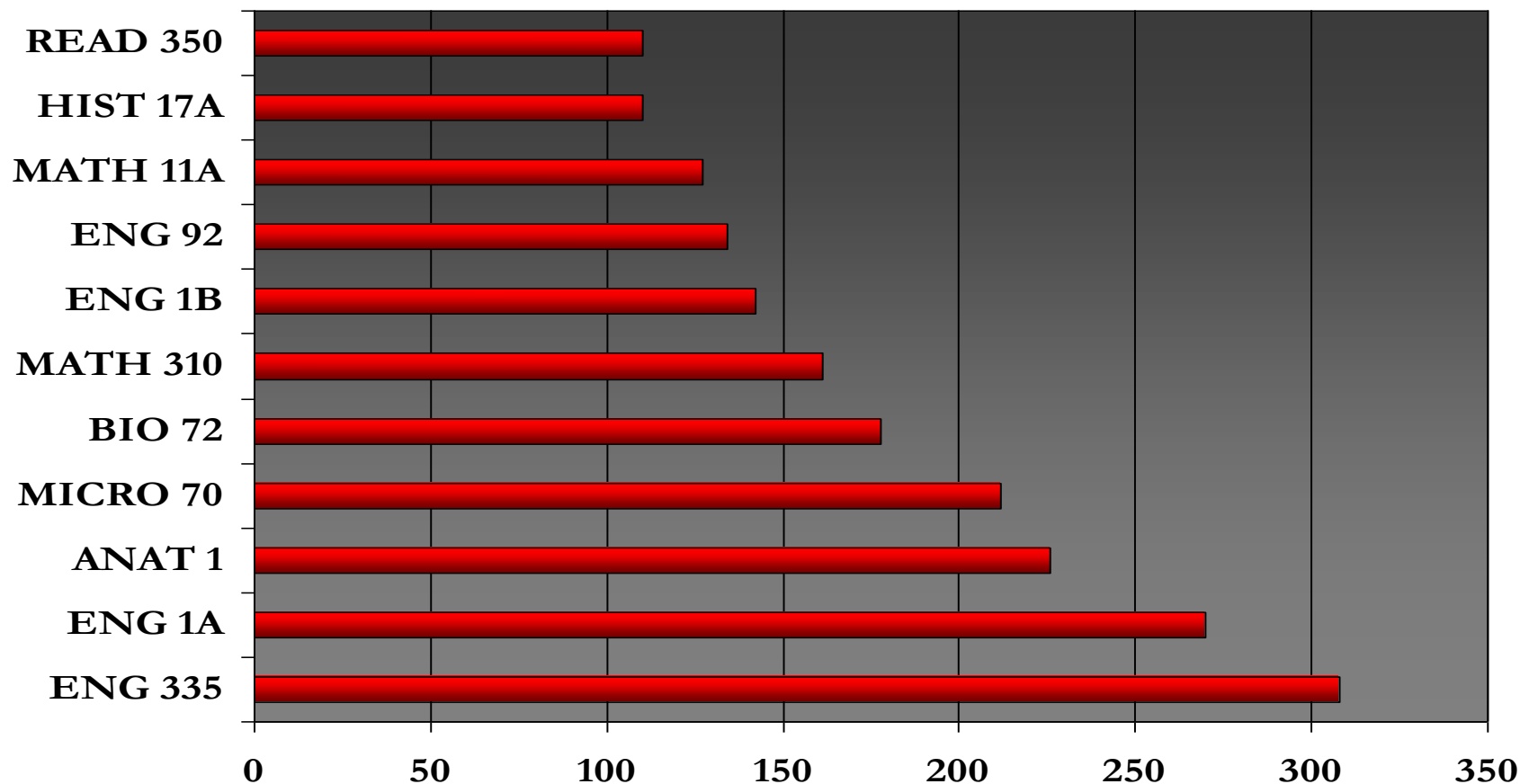
Missed Opportunities...



Total # of duplicated students on waitlists: 5,413

Source: RIE

Top 11 Wait Lists



Total = 1,978

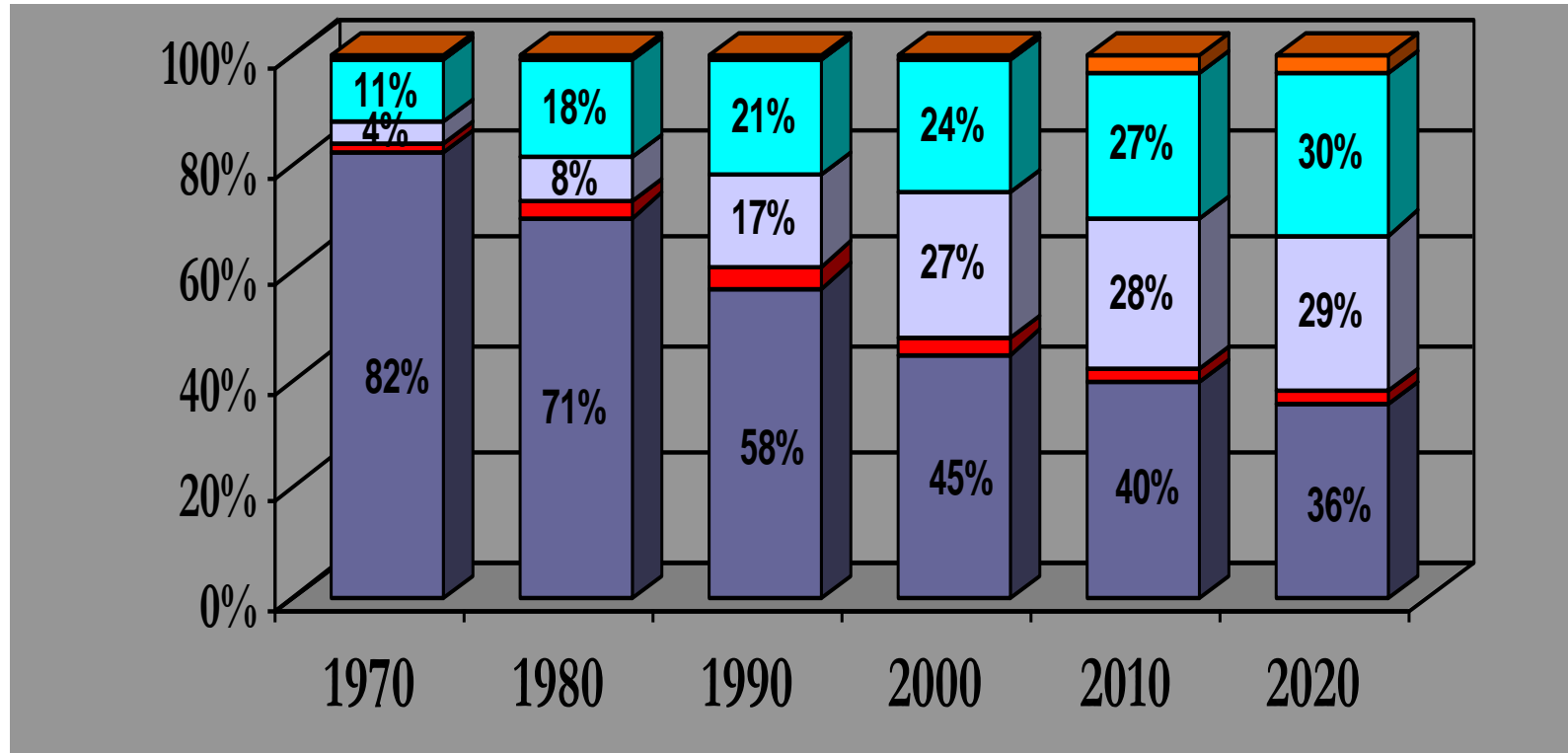
Students

Source: RIE



Our Changing Demographics:

Santa Clara County, 1970-2020



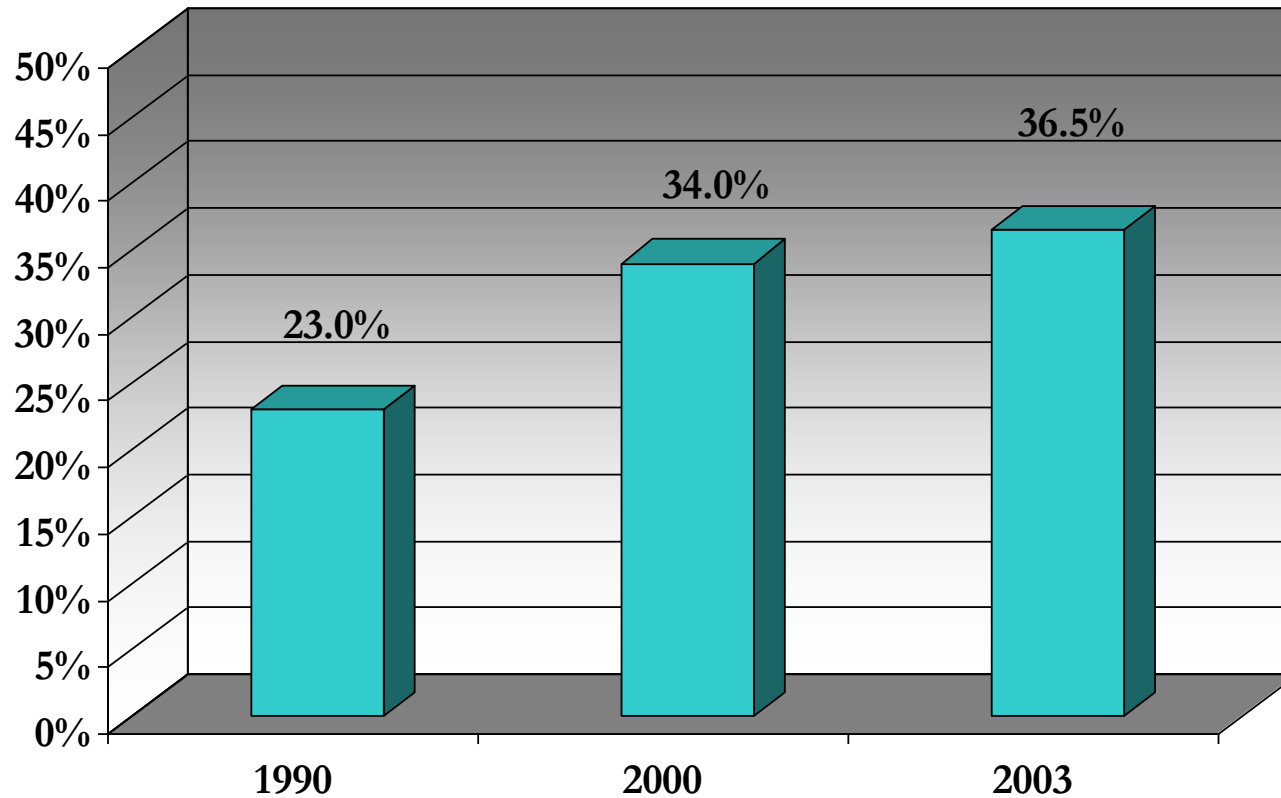
■ White ■ African American ■ Asian/PI ■ Latino ■ Other

Source: CA Department of Finance, Demographic Research Unit, 2005



Foreign-Born Population

Santa Clara County

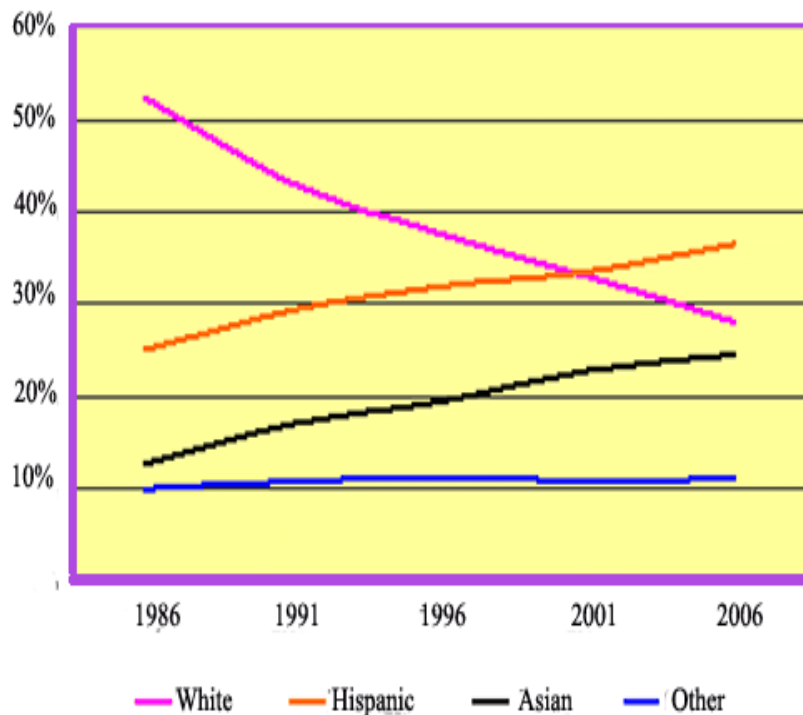


Every third person you meet was born in another country....

Source: United Way

K-12 Demographic Shift

**Santa Clara County K-12 Ethnicities
1986 to 2006**

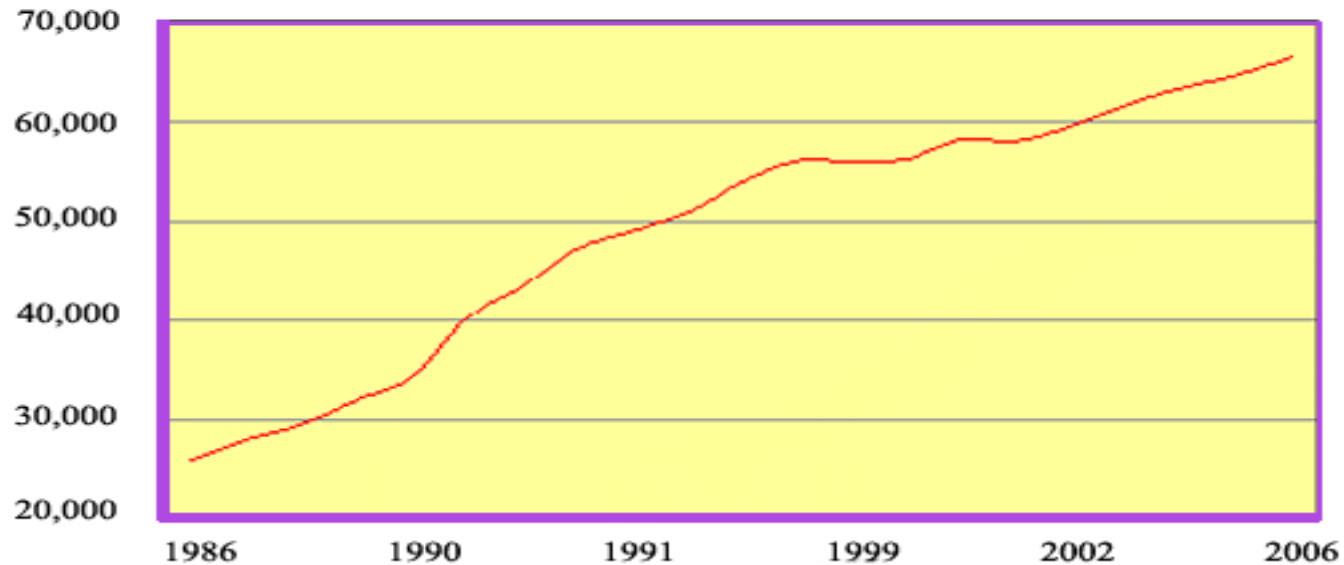


- **Significant decline in white population (-45,000)**
- **Steady increase in Asian (+34,519) and Latino (+37,616) populations**
- **Other ethnicities increasing (+5,889)**

Source: Santa Clara Office of Education

K-12 English Language Learners

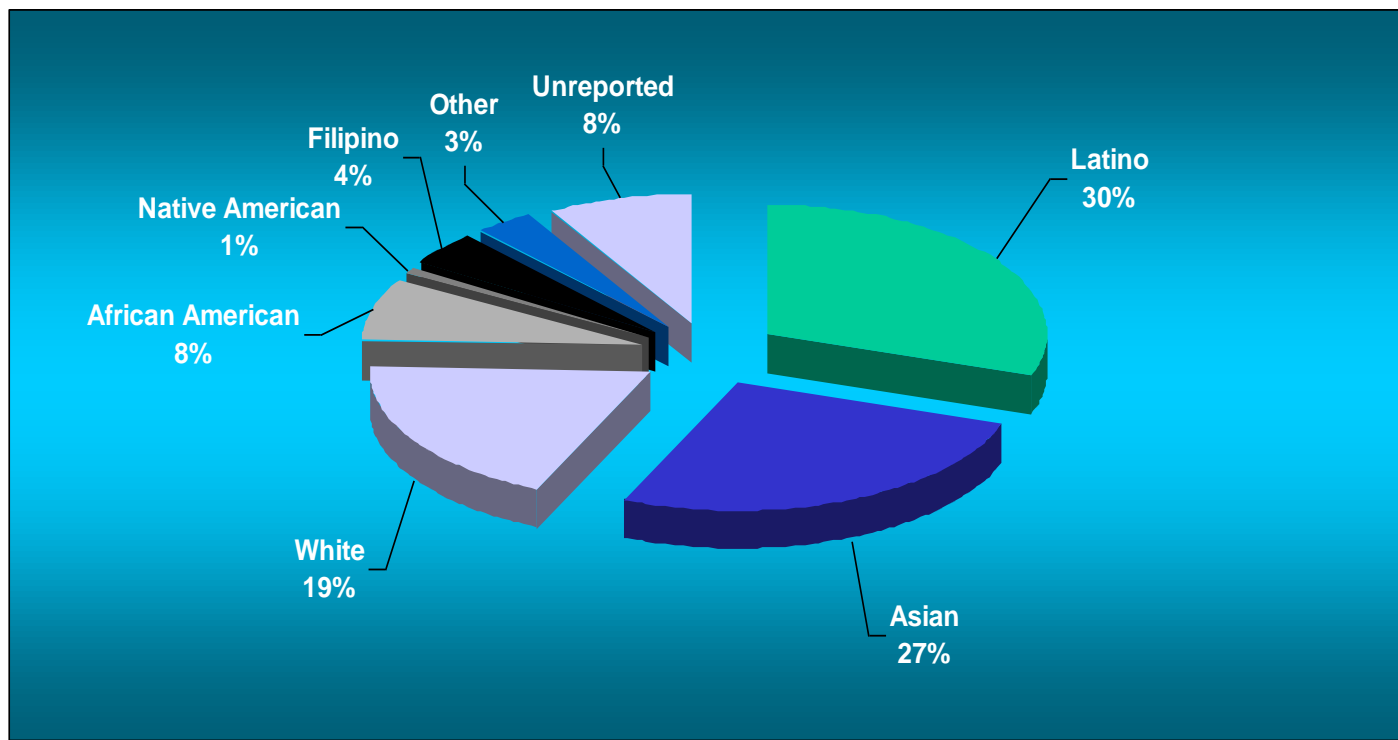
**Santa Clara County English Learners
1986 to 2006**



Source: Santa Clara Office of Education

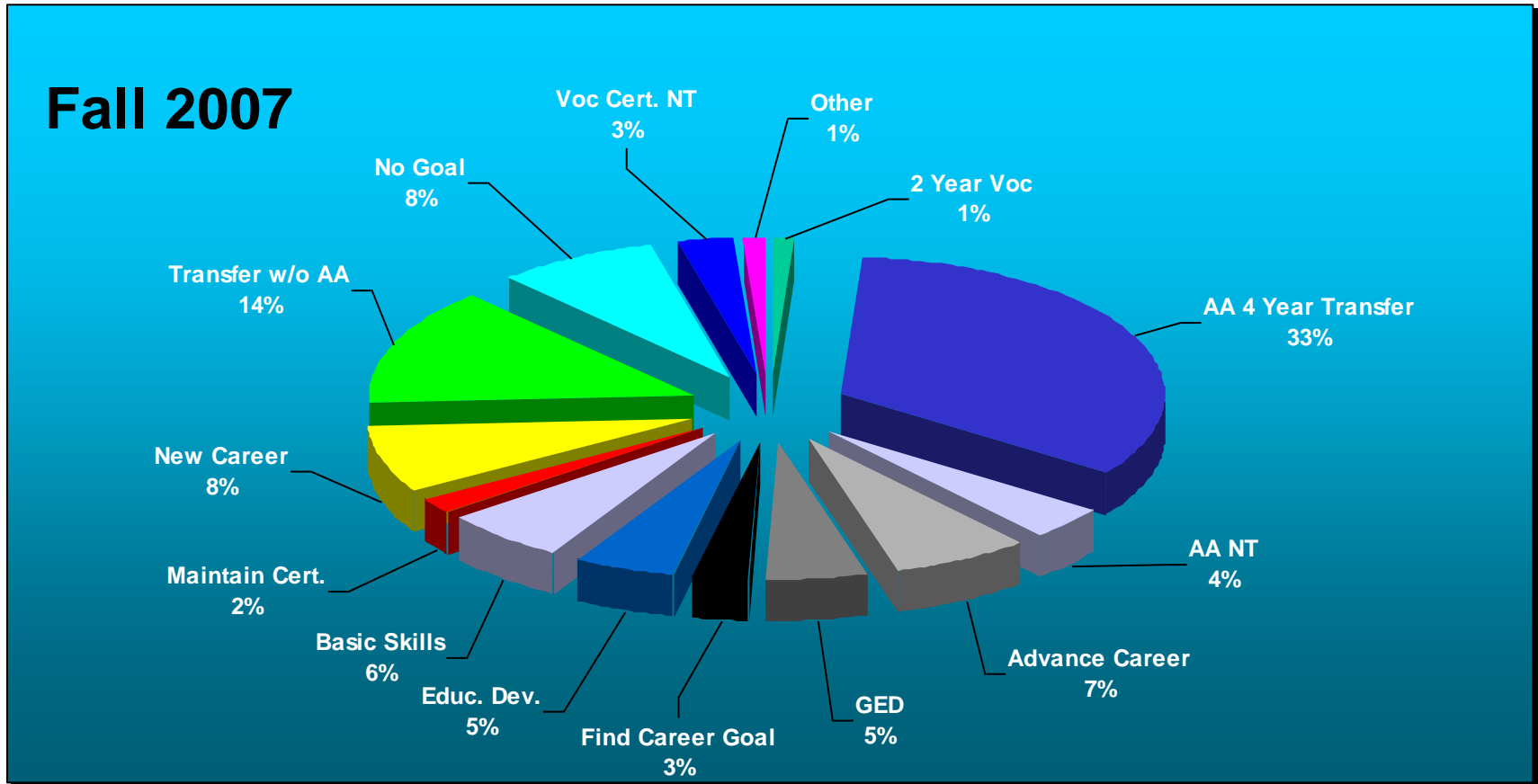


SJCC Demographics, Fall 2007



- **SJCC is a majority-minority campus.**
- **African American students here at 2X the population.**
- **Latino population is growing.**

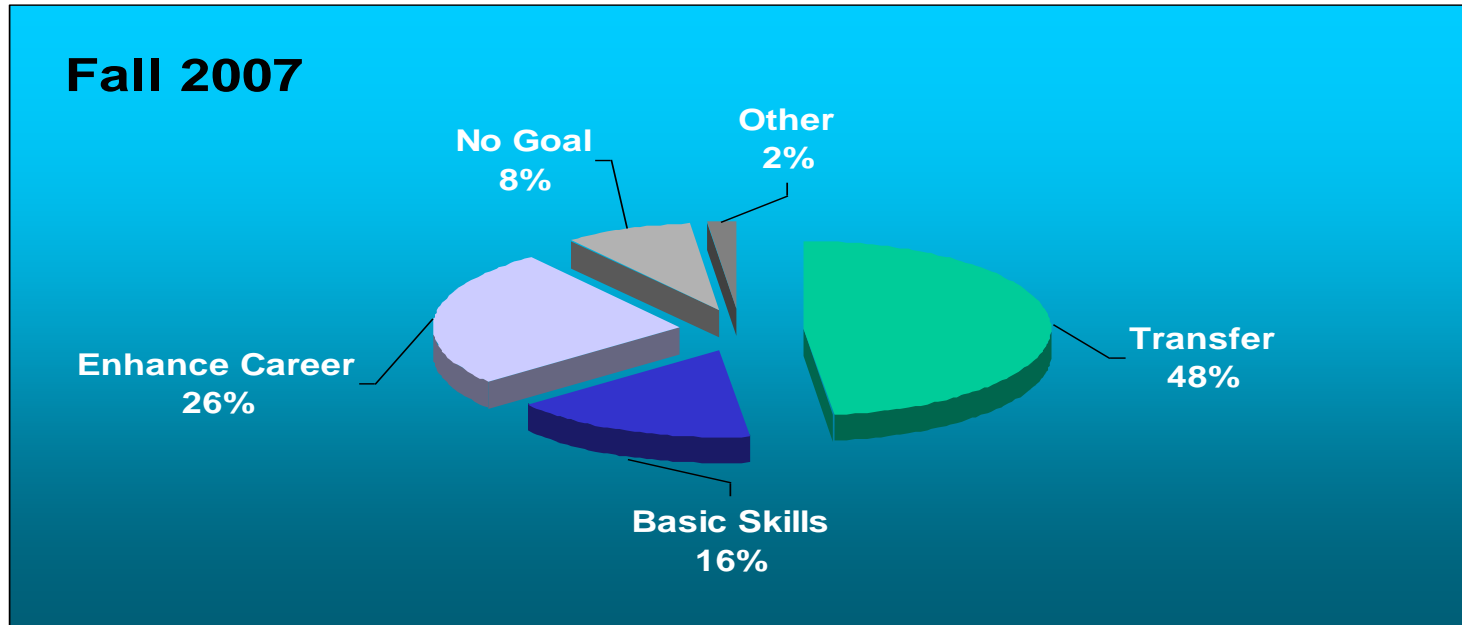
The Complexity of Student Intent



Our students' motivations and goals are complex.

Source: RIE

Common Themes in Student Intent



- **One-half of our students intend to transfer.**
- **One-fourth are career-oriented.**
- **One-sixth are pursuing basic skills.**
- **Only 8% say they have no goal.**

Source: RIE

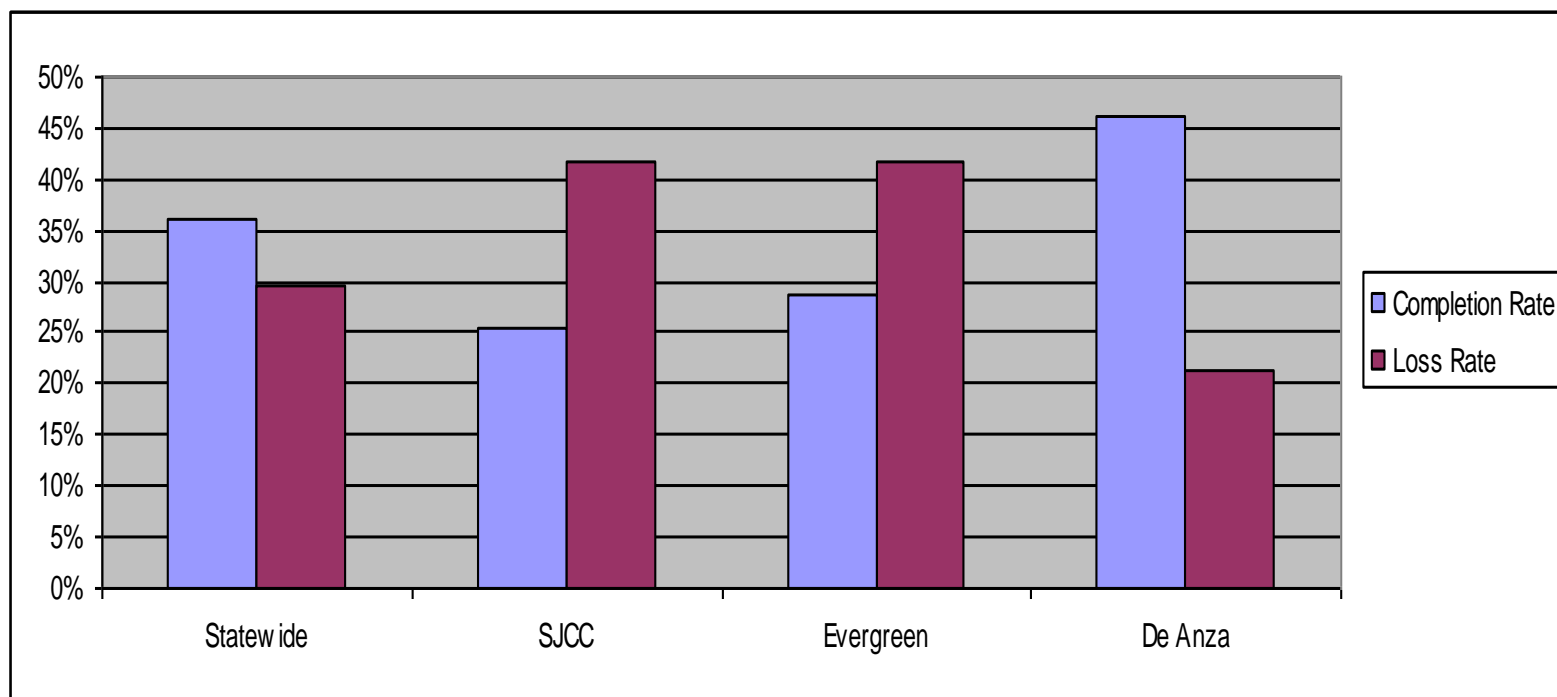
Our Success Metrics...

College	<i>Transfer</i>	<i>Achievement</i>	<i>Success</i>
De Anza College	58.05%	65.8%	76.88%
West Valley	48.47%	53.4%	64.42%
Evergreen Valley	45.43%	55.4%	62.09%
Mission College	45.41%	53.4%	65.26%
SJCC	43.93%	50.8%	61.95%

Source: CA Community Colleges
Chancellor's Office



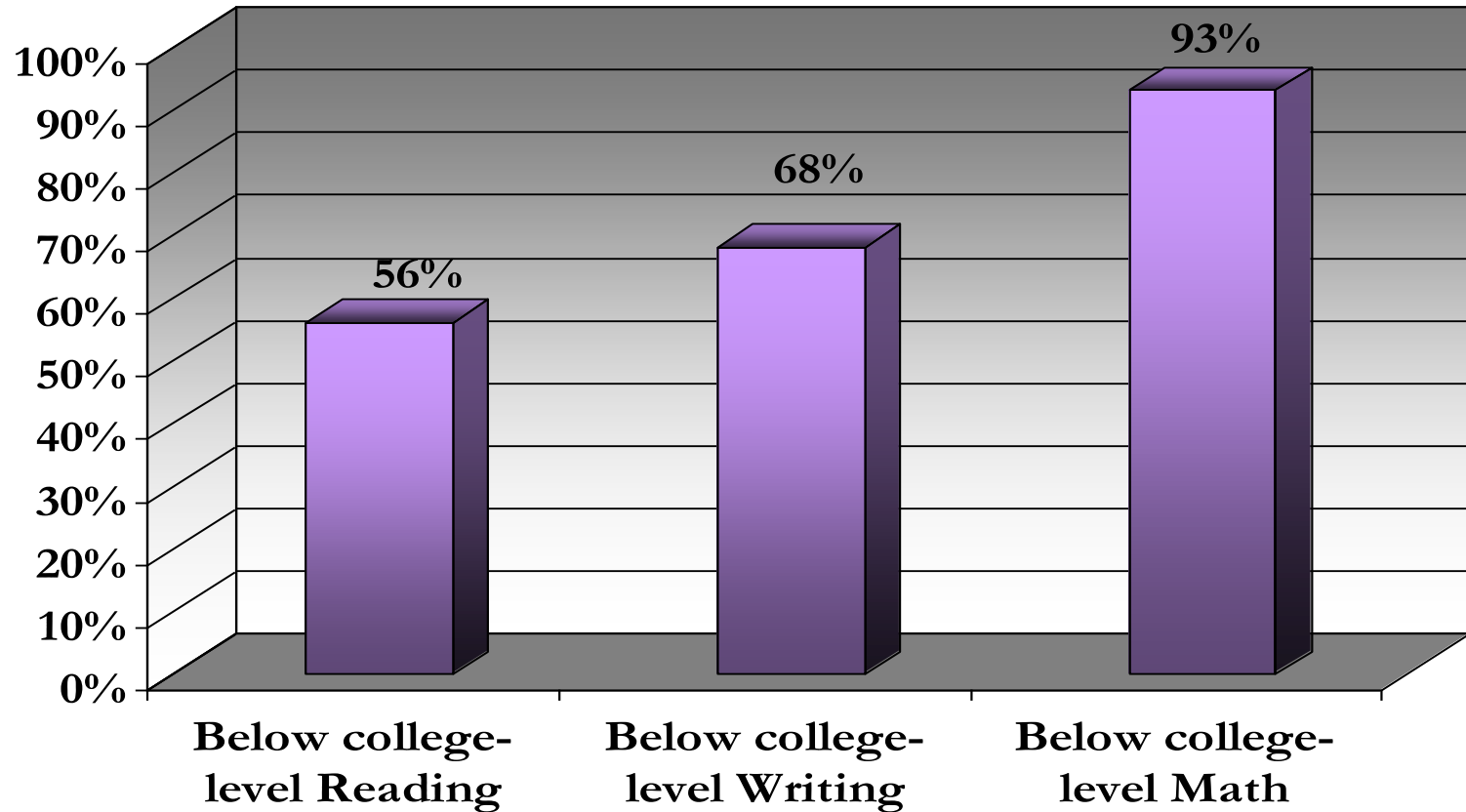
Staying vs. Leaving:



Over 40% of SJCC students transfer to other community colleges.

Source: CCCCCO

The Basic Skills Challenge

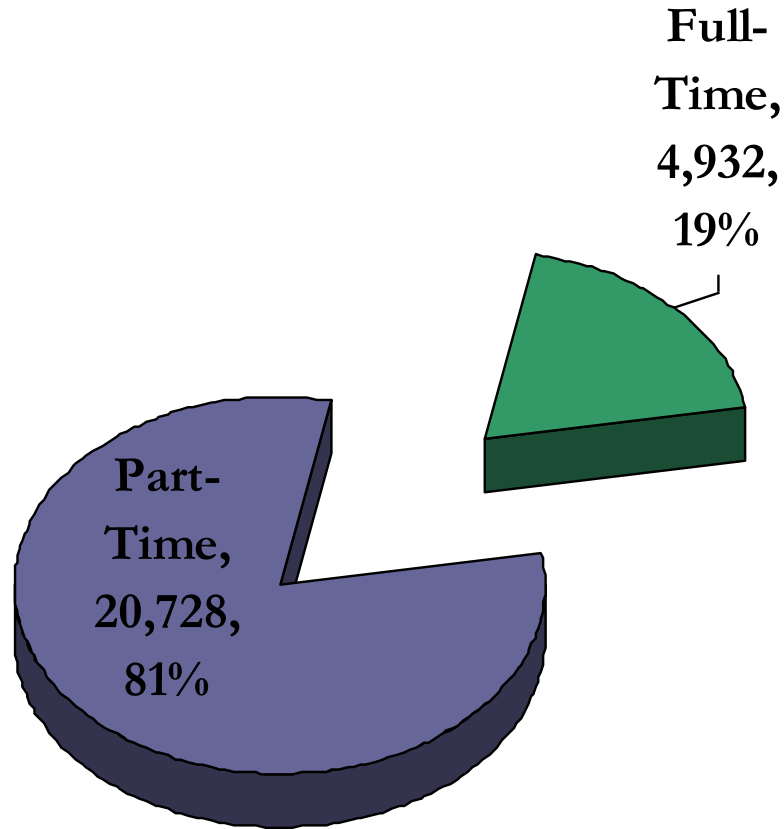


Source: 2006 Compass Placement Summary Report

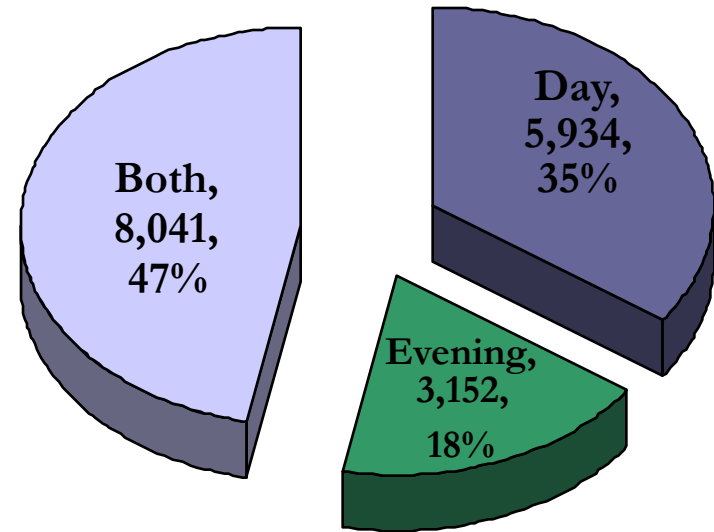


Enrollment Patterns,

2006-07



Enrollment by Full-Time vs. Part-Time Status, 2006-07

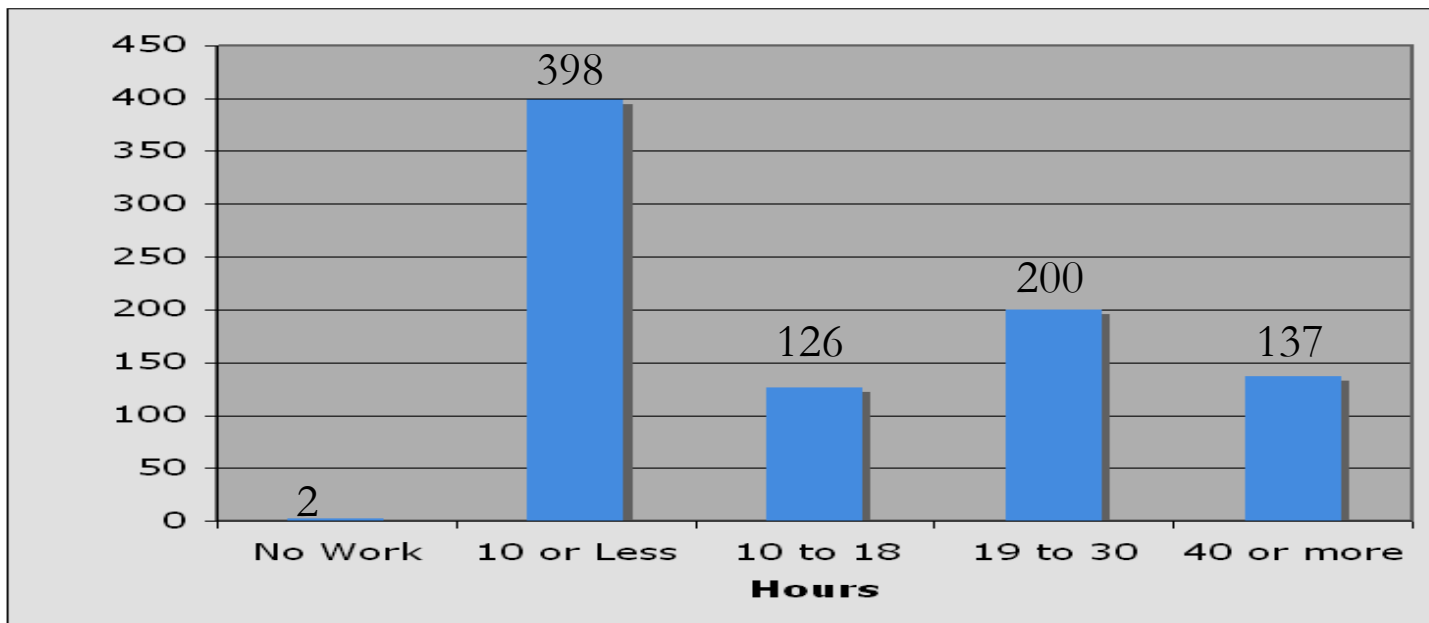


Enrollment by Time of Day, 2006-07

Source: RIE



All Our Working Students

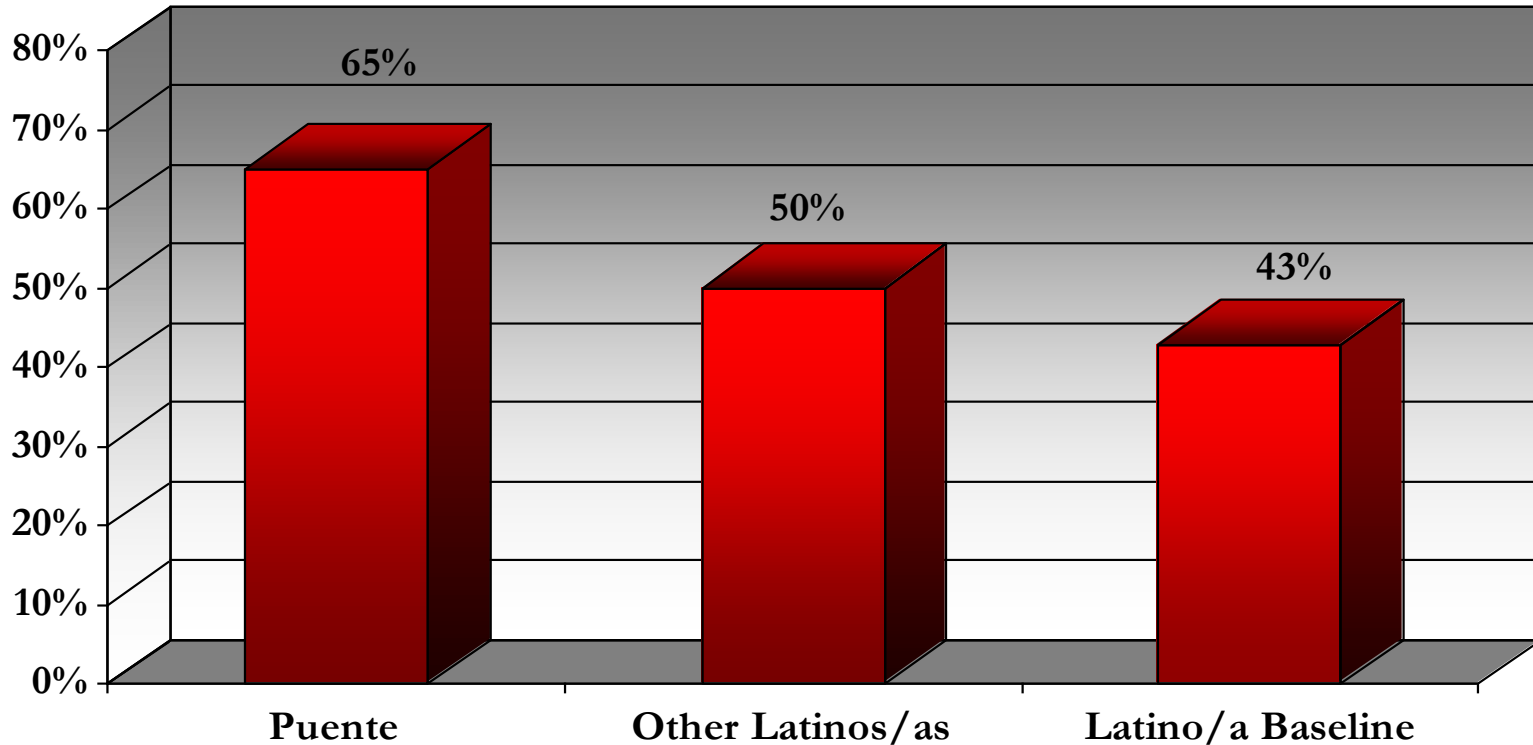


- **SJCC survey of 911 students in 2004**
- **All but 2 worked....**
- **Many SJCC students work ½ time or greater while enrolled.**

Factoid: 4,735 students in Fall, 2006 received financial aid.

Student Support Programs Work:

Puente Success Rate



Puente Students have 30% higher success rate.

Source: RIE



Summary

- **Our community & student demographics have changed dramatically.**
- **We are not meeting our enrollment potential and the needs of our students.**
- **Our success metrics must improve.**
- **We must be more purposeful to be more successful.**



Break



Select Strategic Issue Areas for Further Analysis



Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
45 Min	5 Min	10 Min	30 Min	30 Min

Select Strategic Issue Areas for Further Analysis






Table Team Assignment

Identify Strategic Issues for Further Analysis

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Purpose:

Identify and prioritize the set of primary strategic issues to address for further analysis.

Team process:

- **Assign Facilitator** to help the team arrive at the **top** responses after **all** members have shared their best response to the questions
- **Assign Presenter** to be prepared to present the Team's Worksheet.
- **Assign Recorder** to capture the team's final responses and turn in the Worksheet(s) at the end of the exercise



Individual Assignment

Identify Strategic Issues for Further Analysis

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

10 Min

Individuals take a moment to complete their view of the questions

Q1. What are the primary strategic issues facing the College in reaching its objectives?

(Please prioritize your responses, starting with #1 as highest priority.)

1.

2.

3.



Table Team Assignment

Identify Strategic Issues for Further Analysis

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

30 Min

- **Individual Readouts:** facilitator requests each person to read out their single *top* answer to the key questions
- **Additional Ideas:** after all people have reported, the facilitator will ask for any ideas not yet stated
- **Team Answers:** facilitator guides the team to select the *top* answers for the team
- **Record Answers:** recorder captures the team's output on the team worksheet



Table Team Assignment

Identify Strategic Issues for Further Analysis

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

Table Team: _____

Q1. What are the primary strategic issues facing the College in reaching its objectives?

(Please prioritize your responses, starting with #1 as highest priority.)

1.

2.

3.



Table Team Readouts

Identify Strategic Issues for Further Analysis

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

30 Min

Each Table Team presenter will have 5 minutes
to readout to the full group.



Strategic Issues Working Teams

Strategic Issues
Team #1

Please sign up

Strategic Issues
Team #2

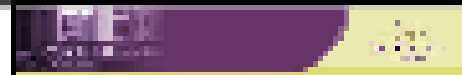
Please sign up

Strategic Issues
Team #3

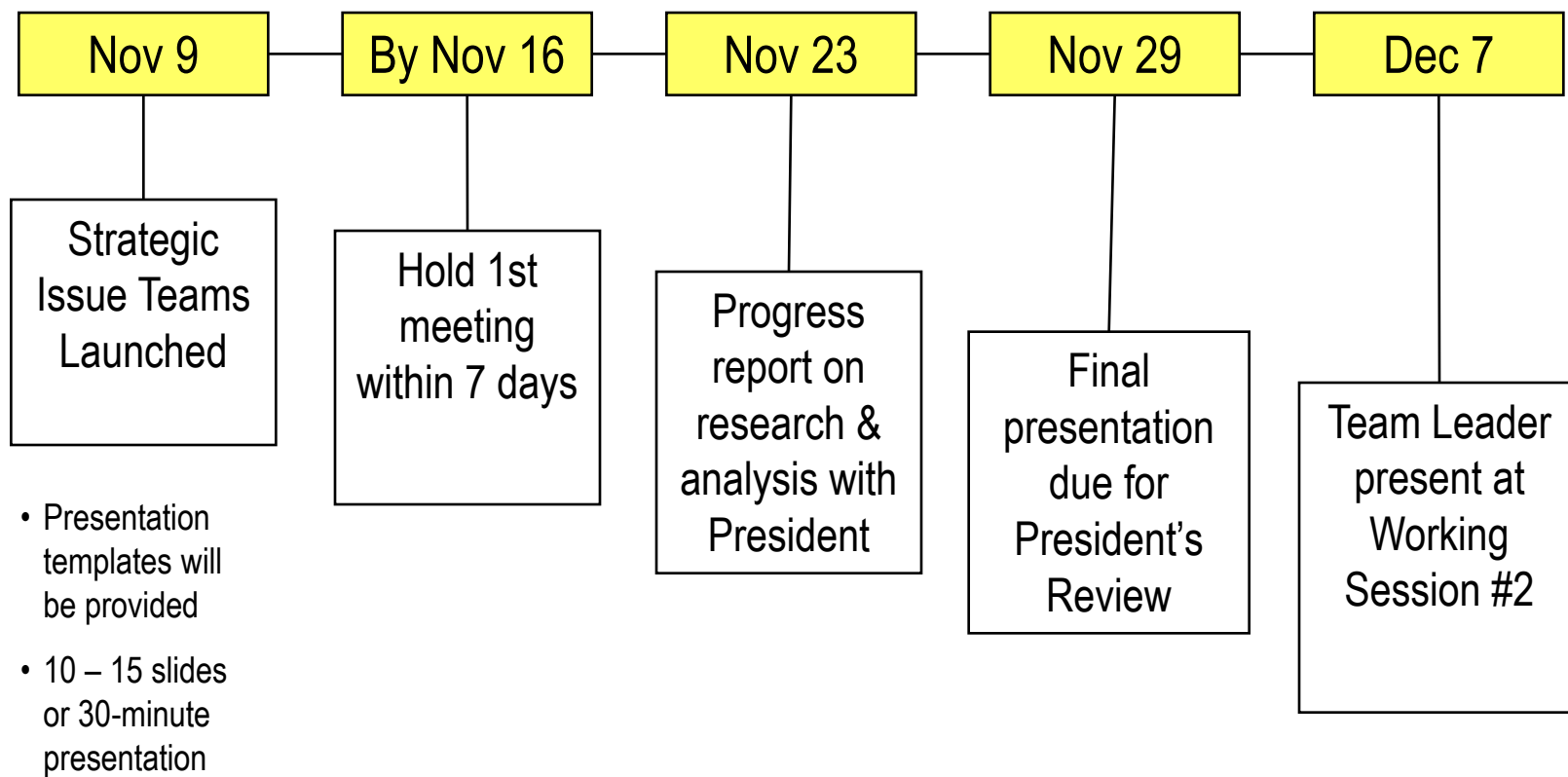
Please sign up



Strategic Issues Team Meetings



Strategic Issue Team Draft Work Plan



Note: A Strategic Issue Team Template is provided in the Appendix

Strategic Issues

First Team Meeting

Strategic Issue Team: _____

Each team will meet for 30 minutes to accomplish the following items and then read out their answers to the full team.

Identify a Leader for the team.

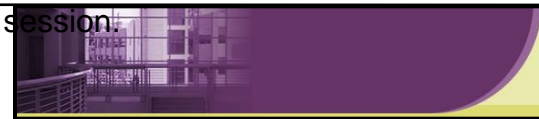
NAME:

Schedule meeting dates over the next few weeks up to Nov 29th:

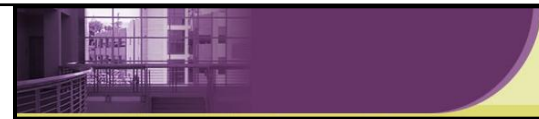
Define key questions that need to be answered for your strategic issue:

Identify data needs/sources and make initial assignments:

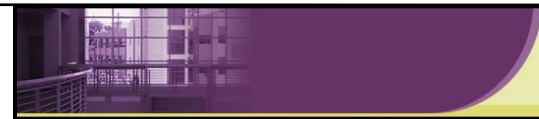
Recorder: Please turn in at the end of session.



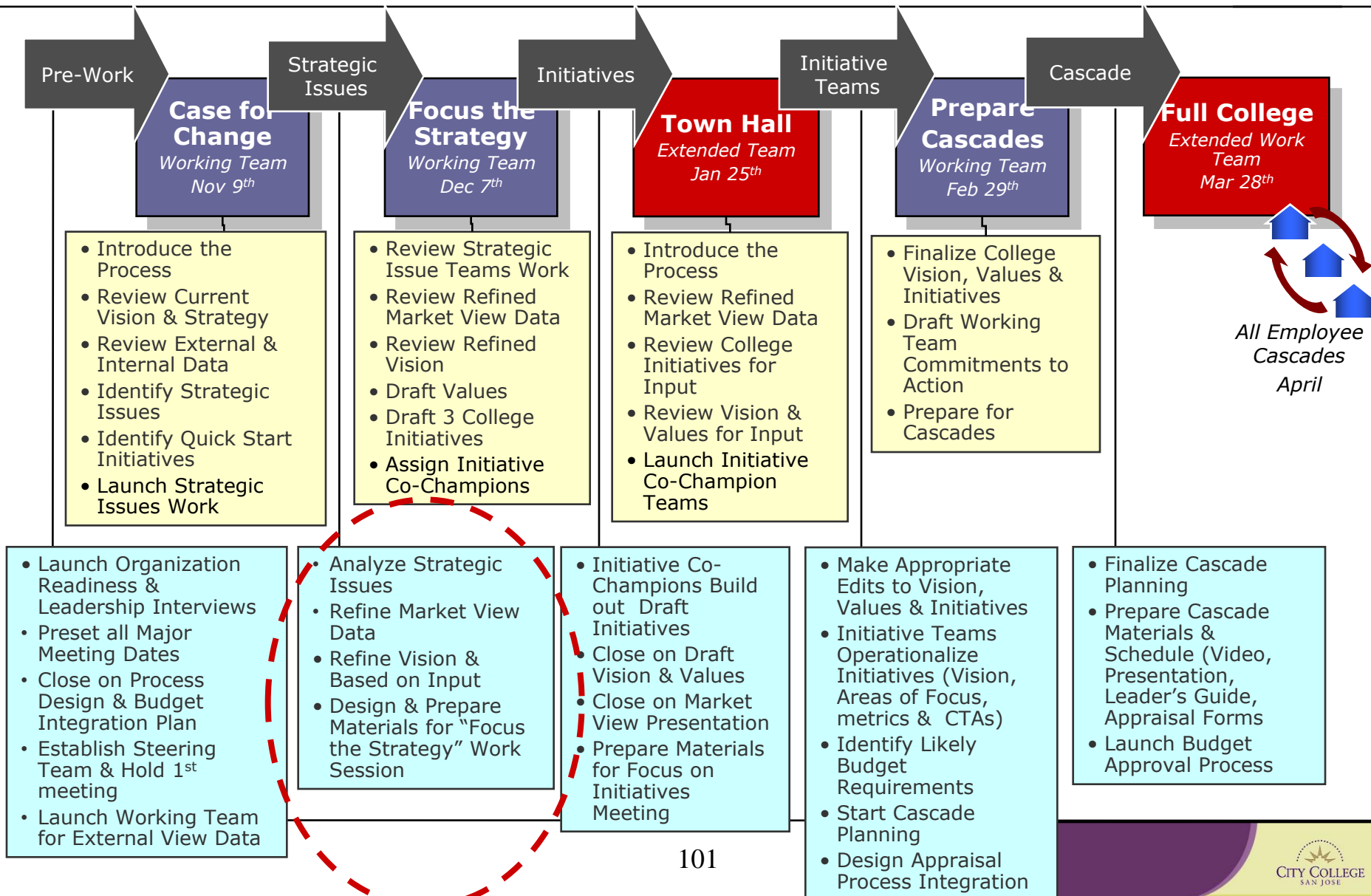
Readouts



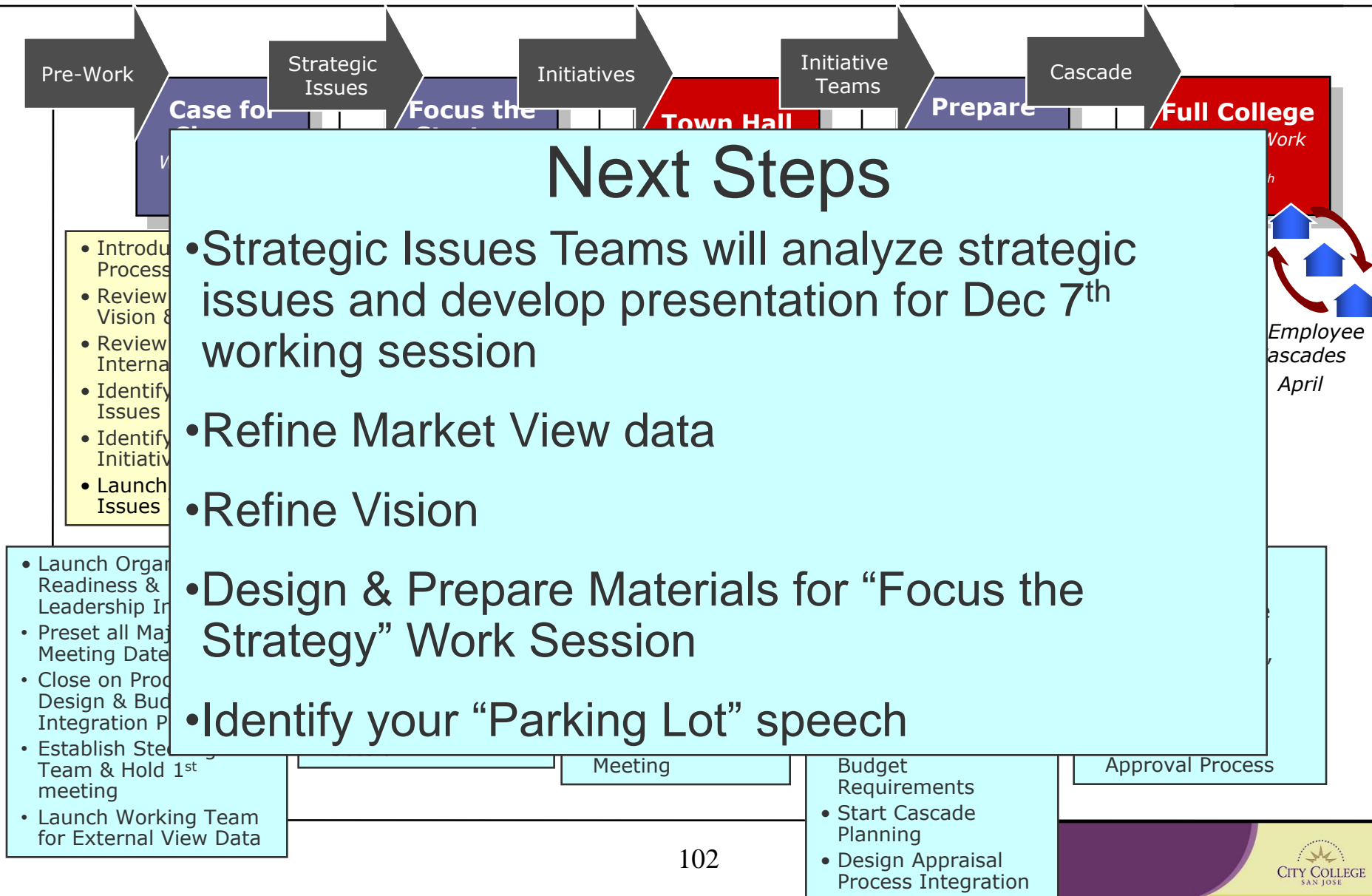
Next Step



College Launch Roadmap *(with tentative dates)*



College Launch Roadmap *(with tentative dates)*



Evaluation

Please complete and turn in prior to leaving.

1. Rate the overall effectiveness of this working session.

Circle one: **Low** **1** **2** **3** **4** **High**

2. Rate the overall effectiveness of the process in engaging and aligning the organization.

Circle one: **Low** **1** **2** **3** **4** **High**

3. Rate the overall transparency of this process?

Circle one: **Low** **1** **2** **3** **4** **High**

4. How would you rate your current willingness to help lead this process in your area?

Circle one: **Low** **1** **2** **3** **4** **High**

Other Comments:

Media Release

Please sign and turn in prior to leaving.

As you know, we have taken both video and photographs of today's event, and intend to take additional photographs and video in the upcoming working sessions (*Working session are currently planned for November 9, & December 9, 2007, January 25, February 29, and March 28, 2008. Dates may be adjusted.*) for the purposes of communicating and marketing our efforts. We request your release allowing us to use the media of any pictures or videos you might appear in.

I hereby grant to San Jose City College and Dissero Partners, LLC the irrevocable and unrestricted right to use and publish photographs and video of me, or in which I may be included, for editorial, trade and advertising; and to copyright the same. I hereby release san Jose City College and Dissero Partners, LLC from all claims and liability relating to said photographs and video.

NAME (PRINT)

DATE

SIGNATURE

Wrap Up



Appendix

(Strategic Issues Team Templates)





Strategic Issues Team
(Draft Templates)

December 7, 2007

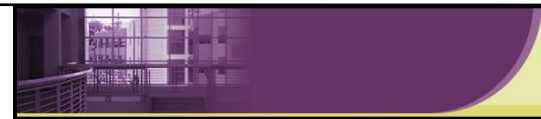
Outline

- Strategic Issue Team Process
- Introduction
- Key Questions
- Executive Summary
- Analysis
- Insights
- Implications
- Recommendations



Strategic Issue Team Process

- *Develop Questions/Queries*
- *Gather Data*
- *Analyze Output and Develop Insights*
- *Document Implications*
- *Make Recommendations*



Introduction

- Brief description of Strategic Issue(s) assessed by the team
- List of members/contributors
- Other key points, e.g., required clarification, terms



Key Questions

- List the Key Questions that the team identified and analyzed

Example: Strategic Issue – Enrollment

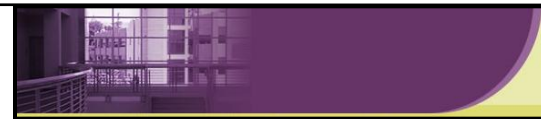
Key Questions:

- What's the most important factors to attract students?
- What are the real facts about our enrollment?
- How do we build and better develop online enrollment?



Executive Summary

- 3-5 key points that represent key insights, conclusions, or recommendations, based on the team's analysis of the Strategic Issue



Analysis

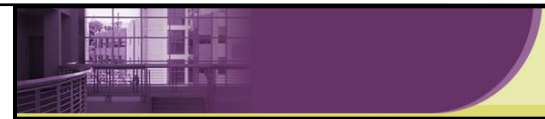
- 5 – 10 slides that represent the team's analysis that address the Key Questions



Insights

Summarize “What we Know and What we Don’t Know” regarding the available research and data

What additional information/data is required to further our understanding and to make well informed business decisions?



Implications

- Gaps and/or Opportunities

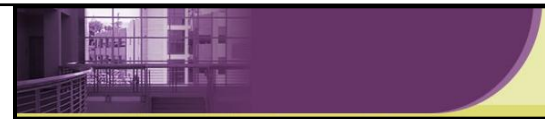


Recommendations

- What are the major initiatives that you recommend SJCC execute against in 2008 to address this issue?



-
- Appendix – Back-up Data



Backup Information

- Any detailed data that provides essential back up of high-level findings and analysis



Appendix (extra worksheets)

Article on Success Worksheet

Team Member Name: _____

Page 3

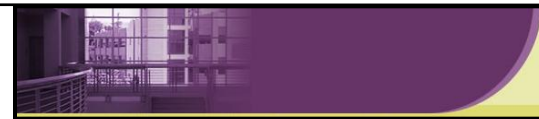


Table Team Assignment

Develop Top College Action Items

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
--------------	------------------	-----------------	-----------------	---------

Table Team: _____

Q1. What are the most important action items based on the Interview Results Readout?
(Please prioritize your responses, starting with #1 as highest priority.)

1.	
2.	
3.	
4.	
5.	



Table Team Assignment

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
--------------	------------------	-----------------	-----------------	---------

Table Team: _____

Q1. What are the **really bold things** we could do based on the findings of the Interview Results Readout?

1.
2.
3.
4.
5.

Q2. What are the **really stupid things** we could do based on the findings of the Interview Results Readout?

1.
2.
3.
4.
5.



Table Team Assignment

Identify Strategic Issues for Further Analysis

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

Table Team: _____

Q1. What are the primary strategic issues facing the College in reaching its objectives?

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1.

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Strategic Issues

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