

Iowa Community College Strategic Planning Survey Results 2002

State	#1 Do you have a statewide strategic plan?	#2 Is funding tied to plan?	#3 Are these goals tied to: A) a non-traditional program? B) the recruitment, enrollment, and success of minority students? C) the recruitment, hiring, or promotion of women and minorities?	Comments	
AL	No	No		Established by court decrees monitored and enforced by federal courts; Department houses and employs a monitor.	
AR	Yes	No	No	The Arkansas Association of Two-Year Colleges formed a committee of President's and business leaders to develop the plan. In reality, the plan is more of a statement of issues than a true strategic plan. The plan was approved by the committee and all the presidents and chancellors.	
CT				The plan will be written by our executive planning committee. This group consists of our 12 college presidents, the Chancellor, and select members of the chancellor's staff. This group is supported by an operations committee and received input and feedback from a broad based advisory committee. The plan will ultimately be approved by the Chancellor. It will be determined if funding is tied to achieving the objectives of plan. We are unsure at this time but in all likelihood, the answers to A, B, and C will be yes.	
FL			Yes	Yes	Yes A statewide community college strategic plan was developed in 1998 and approved in January 1999 by the State Board of Community Colleges (SBCC). On July 1, 2001, the SBCC was dissolved and community colleges were placed under a unified K-20 strategic plan that incorporates many community college issues, goals and objectives. Documents related to this new strategic plan can be viewed from the link marked "Strategic Planning" on the Florida Board of Education's website at: www.flboe.org . Funding is not currently tied to the new K-20 strategic plan. However, beginning with the 2005-06 fiscal year, state statute requires that 10% of community college state funds be tied to an accountability/performance funding plan that incorporates FBOE goals. For this fiscal year 2002-03, the Florida Legislature has funded a small performance based funding program that is tied to outcomes and goals that were included as components of the old SBCC strategic plan. Within its new K-20 strategic plan, the state recognizes the need to increase and retain non-traditional students in order to meet a goal of increased credential production. State statute requires community college accountability plans that address strategies for the recruitment, enrollment, and success of minority students. Performance funding is tied to the success of African-American students. Also, Florida has implemented the "One Florida" plan to encourage and support minority student access to postsecondary education.

FL						Specifically, students in the top 20% of every public high school graduating class (known as the "Talented 20") are guaranteed access to the state university system. This stratified approach to access has allowed more minority students access to Florida's state universities, and has thus encouraged more high school students to complete the rigorous high school courses that ensure success at community colleges. These mechanisms remain in place as part of the new K-20 system. State statute also requires community college employment equity accountability plans that address the recruitment, hiring, retention and promotion of women and minorities. The law requires community colleges to identify means within their own budget to advance the annual goals established in their plans. Additionally, implementation of the plan is a component of each president's evaluation at the local level. This mechanism remains in place as part of the new K-20 system.
GA	Yes	Yes	Yes	Yes	Yes	DTAE has a system of 34 technical colleges. Georgia Department of Technical and Adult Education (DTAE) uses participatory planning in which the central office, technical colleges, and adult literacy service providers are represented in planning meetings. The Core Planning (CP) team consisted of three technical college presidents; six technical college vice presidents, including the Georgia Virtual Technical College; one adult literacy director; the agency CIO; and other personnel from each of DTAE's functional divisions. The CP developed a draft plan based on local input and central office interviews. The Information Technology and Planning (ITP) and Workforce Planning (WFP) teams interfaced with the CP. The commissioner and the DTAE Senior Management Team participated in interviews to contribute to the mission, vision, values, goals, outcomes, and objectives of the agency; they contributed to further development of the three draft plans provided by the teams and approved a finalized draft plan. The State Board of the Department of Technical and Adult Education approved the plan. The DTAE strategic plan correlates to Office of Planning and Budget Zero-Based Budget and Results Based Budget measures.
HI	Yes		Yes	Yes	Yes	Yes, we have a statewide strategic plan. The plan was developed by the Office of the Chancellor for Community Colleges with participation of faculty, administration, and student leaders. It is approved by the University of Hawaii Board of Regents. Funding is not directly tied to the plan; rather it set priorities for the acquisition of new resources and/or the reallocation of existing resources.
KS	Yes	No	No	No	No	Our strategic plan is very dated. It was developed and approved by the Kansas State Department of Education.
MA	No					Massachusetts community colleges each have strategic plans that are updated every three to five years. The Board of Higher Education is in the process of developing a system-wide strategic plan based on the system mission statement and performance objectives. Colleges submit annual updates of institutional mission plans to the Board.
MD	No					
MI	No	No				
MO	Yes	Yes	Yes	Yes	No	The Coordinating Board for Higher Education, in consultation with community college presidents and chancellors developed the plan. The Coordinating Board for Higher Education approved the plan. Funding recommendations were linked to parts of the plan to help community colleges implement the initiatives. To date, appropriations have not been possible for the plan given the downturn in the state's economy, withholdings and core cuts for the state's colleges and universities.

NC	Yes	No	Yes	Yes	No	
						<p>The strategic plan is developed by the System Planning Council. The Planning Council has representation from: the State Board of Community Colleges, the Trustees Association, the Presidents' Association (local college presidents), and someone representing every major functional area of a college. The president of the statewide student government association also sits on the Council as well as the System Office Vice Presidents. In total, 27 individuals comprise the Planning Council. Final approval is the responsibility of the State Board of Community Colleges.</p> <p>However, the strategic plan provides the framework for the System's biennial budget request. The goals and objectives are tied to the funding items.</p>
NH						New Hampshire CC Board of Trustees is currently working on this now.
NM		No	No	Yes	Yes	<p>The New Mexico Association of Community Colleges developed a dated statewide strategic plan that was never fully actualized. Individual institutions have developed their own comprehensive strategic plans and subsets of those plans related to our new performance objectives. There is no formal approval process for such plans, although our NM Commission on Higher Education has asked institutions over the next several years to present their plans for review.</p> <p>Through the directives of New Mexico Accountability in Government Act passed by our Legislature in 1999, agencies and educational institutions have been developing performance objectives which are to relate or be integral to their more comprehensive strategic plans. Our community colleges through the Association have come up with seven performance objectives that we now have measures and targets for.</p> <p>During this legislative session, legislation will be introduced to set-up a performance fund in the treasury for higher education. It is not expected, however, that this will be funded or implemented this year. An accompanying "Memorial" is being introduced to develop associated guidelines for performance-based funding for higher education. If all goes as planned, there will be funding tied to our performance-based objectives in FY 05.</p> <p>Our performance objectives do relate in some way to some of these statements. Some of these statements directly relate to the measures and others may relate in some way to the improvement plans developed by our institutions in their strategic plans that relate to their performance objectives. Our Perkins performance objectives that are not necessarily a part of the state's performance-based measures, relate more so to these measures.</p>
NV	Yes	No	No	Yes	Yes	It is a strategic plan that includes all universities, state colleges, community colleges, and our Desert Research Institute. The Board of Regents, Chancellor, and Presidents developed the plan and the Board of Regents approved the plan.
NY	Yes	No	Yes	No	No	The System Administration Office for Community Colleges, working with a diverse representation of community college constituencies across the state. The SUNY Board of Trustees approved the plan.
OR	No	No	No	No	No	
PA						Pennsylvania does not have a strategic plan specifically for community colleges. We have a master plan for all of higher education, developed by the State Board of Education. It is a document that will also be approved and implemented by the State Board of Education. I do not have information regarding the financial goals included or how they will be funded.
RI	No	No				

SC	Yes	No	Yes	Yes	Yes	Following an environmental scan and trend data collection by a representative committee of the System, the key planning assumptions were reviewed and ranked by the college presidents and executive level staff of the state office. Further input was provided at a joint meeting of State Board members, college presidents, and local area board members who also reviewed and revised the System's vision, mission, and values statement. The State Board approved the plan.
TX	Yes	No				With the assistance of an advisory committee of community college presidents, the plan is prepared every two years by law by the staff of the Coordinating Board. For the plan due in June 2002, the report was prepared by Lynette Heckmann, Director of Special Projects, Community and Technical Colleges, Texas Higher Education Coordinating Board. The Coordinating Board approved the plan.
UT	No					
WV	Yes	No	Yes	No	No	It is part of the overall plan for higher education in WV developed by the Chancellor's office. The Higher Education Policy Commission (state-level) approved the plan.
WY	Yes	No	Yes	No	No	The Commission put it together with substantial input and data from the seven Wyoming community colleges. The commission approved the plan.