

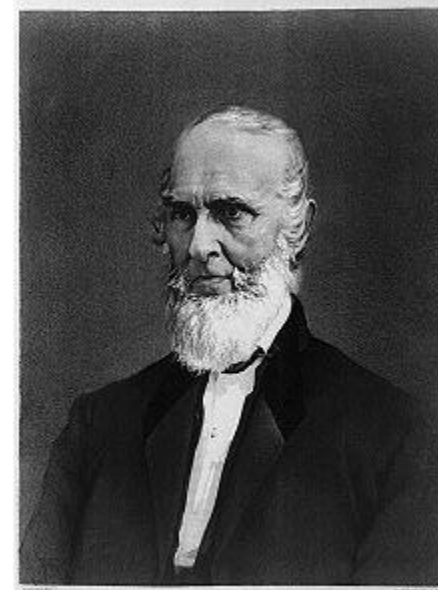


Our Strategic Planning Journey in the Middle of a Pandemic



About Whittier

- Founded 1887
- > 1,500 UGs
 - HSI/MSI
- OIRA – est. 2014



Outcome of Presentation

1. Background on our Strategic Planning Process
2. Understand how the Core Value Survey was used for Strategic Planning
3. Articulate how Focus Group data collected pre-Covid-19 can be used in relation to Strategic Planning
4. Understand the impact that Covid-19 had on the working plan for offices and departments within the institutions.

1. The Strategic Process

- **Develop a culture of equity and inclusion**
- **Develop a shared vision of student success.**
- **Focus on revenue drivers.**
- **Align the organization and resources to our mission.**

Goals of Committee

- Guide the College's priorities, resource development, & decisions about actions
- *Create meaningful opportunities to contribute by proactively soliciting participation*
- Generate values and visions statements that provide structure for decision making
- Include research on internal and external opportunities and challenges
- Coordinate, inform, & be informed by other planning efforts
- Develop a set of high-level strategic imperatives that will become topics for working groups
- Produce goals, implementation plans, and assessment measures for the strategic imperatives
- Build trust and collaboration as well as new ideas and a sense of optimism

Overview of Timeline

Phase 1: Planning and Preparing | Su19-FA19

Phase 2: Evaluating, Listening, Envisioning | Oct19-Feb20

Phase 3: Refining and Reflecting | Feb – April20*

Phase 4: Building and Integrating | Feb – Oct20*

Phase 5: Assessing, Updating, and Improving | Oct20 – TBD*

* Pandemic

Timeline

Phase 1: Planning and Preparing | Su19-FA19

- Refine the Charge
- Compose the Committee
- Share information about Strategic Planning and collect input about College Core Value (Survey & Focus Groups)

* Pandemic

Timeline

Phase 2: Evaluating, Listening, Envisioning | Oct19 – Feb20

- Create and launch a Strategic Planning webpage and other communications mechanisms (Completed September 2019)
- Conduct an environmental scan to build understanding of current issues and future trends (Completed August 2020)

* Pandemic

Timeline

Phase 3: Refining and Reflecting | Feb – April20*

- Conduct update conversations with stakeholders and provide mechanisms for feedback.
- Adjust and disseminate finalized Values and Vision Statements and Strategic Imperatives.

* Pandemic

Timeline

Phase 4: Building and Integrating | Feb – Oct20*

- Create working groups and draft Implementation Plans
- Incorporate and integrate key elements of the Implementation Plans into a draft Strategic Plan.
- Provide opportunities for stakeholder feedback and make adjustments.
- Obtain approval for The Strategic Plan from the Board of Trustees.
- *Survey people in Leadership Positions

* Pandemic

Timeline

Phase 5: Assessing, Updating, and Improving | Oct20 – TBD*

- Perform assessment measures for the Implementation Plans.
- Report on benchmarks related to key performance indicators and progress toward goals.
- Incorporate goals into divisional and departmental operational plans.
- Use The Strategic Plan to guide other planning efforts.
- Make and report on notable changes in goals.
- Create the Final Report.
- Launch the next strategic planning cycle.

* Pandemic

2. Outcome

You will be able to understand how the Core Value Survey was used for Strategic Planning

Survey on Core Values

PROCESS

- Survey to gather input on institutional values (Sept. – Oct. 2019)
- 3 qualitative questions
 - a) **Think of a time when you've experienced Whittier College at its best. What were the underlying values demonstrated?**
 - b) **What are the top five values for which Whittier College should stand?**
 - c) **What are some examples of how the College has or hasn't lived up to those values?**

RESULTS

- More than 150 student, faculty, staff, and trustees responded

Results on Core Values

First Question: WC at its best

Key findings:

- Students (34 times)
- Community (29 times)
- Inclusion (26 times)
- Respect (19 times)



Results on Core Values

Second Question: top five values for which WC should stand?

Key Findings:

- Inclusion (34 times)
- Integrity (29 times)
- Respect (26 times)
- Justice (22 times)
- Community (21 times)



Results on Core Values

Third Question: examples of how WC has or has not lived up to those values

Key Findings:

- Has
 - Student (121 times)
 - Sense of campus (25 times)
- Has not
 - Inclusion (34 times)
 - Black students (5 times)



3. Outcome

You will be able to articulate how Focus Group data collected pre-Covid-19 can be used in relation to Strategic Planning

Student FG Question & Key Findings

Question 1

Why do you believe many people mentioned “community” in the survey?

- Need to integrate commuters & first year; Disconnect within and outside WC

What does community mean for students at WC?

- Connections; Extra curricular

Student FG Question & Key Findings

Question 2

What intellectual skills have you developed during your time at WC?

- Communication; Tolerance; Awareness

What experiences have you had that have allowed you to develop these intellectual skills?

- Connections; Small Classroom; Campus Interactions; Liberal Arts Curriculum

Student FG Question & Key Findings

Question 3

What are some college communities or spaces that are inclusive?

- OEI; Dean of Students; Other Campus Offices; Clubs & Societies

What can the college do in the future to become a more inclusive community?

- Marketing/Events; ADA accessible

Student FG Question & Key Findings

Question 4

Describe some moments when others on the community have demonstrated kindness towards you.

- Wellness
- Personal Time
- Orientation

Student FG Question & Key Findings

Question 5

What makes a community more sustainable?

- Long lasting materials/memories
- Accessibility

What improvements can the college make with regards to sustainability?

- Recycling
- ADA Compliance

4. Outcome

You will be able to understand the impact that Covid-19 had on the working plan for offices and departments within the institutions.

Survey Leadership

PROCESS

- Anonymous survey administered on July 31, 2020 to staff and faculty in leadership positions
- Survey was on experience in the mist of the Covid-19 pandemic.
- A total of 40 staff and faculty members completed the survey.

Survey Leadership

RESULTS from Quantitative Questions

- The impact of COVID-19 on operations at the institution level (*mean = 3.89*);
- The impact of COVID -19 on operations at the department level (*mean = 3.70*);
- Resources (i.e., tools) used by the department/office to respond to the new challenges were slightly efficient to efficient (*mean = 2.59*);
- Response to the new challenges (i.e., needs) that emerged were slightly efficient to efficient (*mean = 2.96*).

Survey Leadership

RESULTS from 4 Qualitative Questions

- The college could do better to communicate with the community;
- Communication has decreased with other campus offices;
- Activities, celebrations, etc., were things office/department had stopped doing; and
- Plans for the recovery of Covid-19 (i.e., the next 5 years) includes redefining services and programs.

Next Steps

- What we Learned
- Important Questions for Further Exploration
- Finalize the Strategic Plan

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