

## Triton College Strategic Plan Development Summary

To create this strategic plan, Triton College engaged in an inclusive, collaborative, multi-perspective process to develop a meaningful and impact-driven seven year strategic plan that aligns with stakeholder’s goals and interests. The data-driven process was designed to foster internal and external participation as a means of furthering the institution’s understanding of the dynamic local, national, and global context, and achieve alignment among stakeholders. The process also focused heavily on accountability and impact for Triton’s students, community, and the institution as a whole.

### Early Plan Development Activities

With the help of consultants Maher & Maher, the institution established a framework for its plan development process. The strategic plan project was sponsored by President Granados, with College Council serving as the steering committee. The president’s cabinet serves as the strategic plan’s core team.

The core team and steering committee chose to align the structure of its new strategic plan with a report by the 21st-Century Commission on the Future of Community College titled “Reclaiming the American Dream” by focusing on three key strategic goals: increase college readiness, improve college completion rates, and close skill gaps (see Fig. 1).

*Fig. 1*

| Summary of Planning Focus Areas              |
|--|
| Focus Area: Increase College Readiness       |
| Focus Area: Improve College Completion Rates |
| Focus Area: Close Skill Gaps                 |

### Environmental Scan: Stakeholder Survey and Economic, Workforce, and Education Data Analysis

Next, Triton completed an environmental scan. The scan, completed in early 2013, was designed to solicit input from internal and external stakeholders and consolidate data that would provide context to the institution’s regional landscape. The data provided in this scan became one essential tool in the development on the institution’s strategic directions, tactics, and actions.

**Strategic Planning Retreat**

April 3-4 2013, Triton College held a Strategic Planning Retreat designed to engage internal and external stakeholders in discussion and develop strategic directions in the areas of college readiness, college completion, and closing skill gaps. The retreat brought together thought-leaders in the community, including educators, community partners, business leaders, elected officials, and other strategic thinkers. Through interactive, dialogue-driven panel discussions, community leaders helped Triton College define broad directions for the institution and ensure its alignment with the community’s present and long-term needs. Triton’s internal attendees, comprised of representatives from all employee groups, utilized input and information from the environmental scan and strategic planning panel discussions to craft five responsive strategic directions for the college (see Fig. 2).

*Fig. 2*

| Summary of Strategic Directions  |
|--|
| <b>Focus Area: Increase College Readiness</b>  |
| <b>Strategic Direction:</b> By 2020, increase by 50% the number of students entering college prepared for college-level work.                                    |
| <b>Focus Area: Improve College Completion Rates</b>  |
| <b>Strategic Direction:</b> Identify and scale best practices.   |
| <b>Strategic Direction:</b> Restructure support services with an emphasis on at-risk and low-performing populations and first-year students.                     |
| <b>Focus Area: Close Skill Gaps</b>  |
| <b>Strategic Direction:</b> Identify regional and global workforce needs, skills, and credentials and align college programming and curriculum with those needs. |
| <b>Strategic Direction:</b> Develop and implement educational pathways that include accelerated and competency-based approaches.                                 |

These directions are broad, guiding principles that are designed to remain the same for the length of plan. Following the retreat, Maher & Maher created a comprehensive post-session report to inform the development of the final strategic plan. Please note: While the substance of the directions have remain unchanged since their development, the language was revised between the FY2015 and FY2016 plans to simplify and clarify.

### **Post-Retreat Plan Development Activities**

In the fall of 2013, the strategic planning core team used the environmental scan and strategic planning retreat report to articulate 15 distinct strategic tactics underneath the institution's long-term strategic directions. These tactics were specific objectives for the institution, designed to help Triton College achieve overarching directions.

To maintain the inclusive nature of the development process, the steering committee opted to complete the development of the plan through tactic teams comprised of staff and faculty volunteers. In November 2013, the president issued a call of volunteers via all-staff e-mail and "Tactic Teams" were formed from these volunteers (see Appendix A). Tactic Teams worked throughout the spring 2014 semester to develop actionable items/projects under each tactic, prioritize actions, identify resources needed, and identify individuals and departments that would need to be involved in completing the actions. Tactic Teams then forwarded their recommendations to the core team, who reviewed them for conflict, cohesion, and fiscal soundness. Following core team review and input, recommendations were then sent to the College Council for review, feedback, and endorsement.

College Council endorsed Year 1 (FY2015) plan actions in February 2014, and endorsed the final version (V.1) of the strategic plan in June 2014.

Following the implementation of the strategic plan on July 1, 2015, the day-to-day monitoring of the strategic plan actions was delegated to action champions and integrated into the institution's shared governance structure. Therefore, the tactic teams ceased their work following the implementation.

For FY2016, the steering committee chose to streamline the plan by eliminating the core-team created "tactics" and moving the "actions," which were developed by the tactic team volunteers, directly underneath the Strategic Directions. This eliminated an unnecessary layer of verbiage and moved the actions and their outcomes into direct alignment with the colleges 5 Strategic Directions.



## Appendix A: FY2014 Tactic Team Members

### Tactic Team 1A

| Name               | Title  |
|--------------------|--|
| Brown, Richard     | College Relations Associate                        |
| Caban, Emilio      | Faculty, Sociology                                 |
| Frey, Kay          | Director, RSVP                                     |
| Garcia, Larissa    | Faculty, Librarian                                 |
| Gawrysiak, Jessica | Director to the VP of Academic and Student Affairs |
| Greenwald, Bob     | Faculty, English                                   |
| Mullany, Jackie*   | Faculty, Criminal Justice                          |
| Westley, Lindsey   | Chief of Staff                                     |
| Wright, Tracy      | Faculty, Counselor                                 |

### Tactic Team 1B

| Name                  | Title  |
|-----------------------|--|
| Esperanza, Emmanuel   | Director, Testing Center                             |
| Giangreggo, Jennifer  | Faculty, College Readiness Writing                   |
| Hernandez, Rosa Maria | Administrative Assistant, Adult Education Department |
| Krahenbuhl, Gail*     | Faculty, College Readiness Reading                   |
| Scalessi, Lisa        | Director, Alumni Relations                           |
| Segovia, Ric          | Dean, Arts and Sciences                              |
|                       | Assistant Director, ESL                              |
| Zachariah, Sujith     | Assoc. Dean, Enrollment Services                     |
| Zavala, Hector        | Faculty, Counselor                                   |
| Zinga, Pat            | Assoc. Dean, Financial Aid                           |

### Tactic Team 1C-3C

| Name                  | Title                                 |
|-----------------------|---------------------------------------|
| Armas, Maxi           | Faculty, Spanish                      |
| Baness-King, Debbie*  | Dean, Academic Success                |
| Cadero, John          | College Relations Associate           |
| Craig, Marilyn        | Faculty, Speech                       |
| Dugo, Jean            | Admissions Call Center Coordinator    |
| Hernandez, Luisa      | Executive Director, Nuevos Horizontes |
| Hiller, Geoff         | Faculty, Business                     |
| Mitchell, Mary        | Faculty, Nursing                      |
| Deresinski, Katherine | Faculty, Physical Education           |

### Tactic Team 2A-2B-3B

| Name                | Title                           |
|---------------------|---------------------------------|
| Blaylock, Andrea    | Faculty, Engineering            |
| Franch, Lourdes     | Faculty, Adult Education        |
| Garrity, Michael    | AVP, Information Systems        |
| Lam, George         | Faculty, Economics              |
| Paonessa, John Paul | Senior Financial Aid Specialist |
| Turner, Amanda      | Dean, Enrollment Services       |
| Werner, Jackie      | Student Success Strategist      |
| Williams, Corey*    | Dean, Student Services          |
| Quinn, Susan        | Faculty, Adult Education        |

### Tactic Team 2C

| Name               | Title                               |
|--------------------|-------------------------------------|
| Burlingame, Sherry | Director, Grants                    |
| Guzman, Gabe       | Assoc. Dean, Arts and Sciences      |
| Johnson, DeSaundra | Coordinator, Admissions and Records |
| Le'Sure, LaShanta  | Faculty, Hospitality                |
| Martin, Quincy     | AVP, Student Affairs                |
| Schauer, Adam      | Student Success Strategist          |
| Swiniarski, Tina   | Faculty, College Readiness Math     |
| Tolia, Sam         | Director, Marketing                 |
| Wester, Leslie*    | Faculty, Counselor                  |

### Tactic Team 2D

| Name                   | Title                                     |
|------------------------|---|
| Baker, Deb             | Faculty, Ophthalmic Technician            |
| Cabassa-Hess, Virginia | Dean, Adult Education                     |
| Carpenter, Alida       | Purchasing Director                       |
| Hughes, Sandra         | Interim Dean, Health Careers              |
| Jean, Mary             | Director, Professional Development Center |
| Kennedy, Kevin         | AVP, Business Operations                  |
| Moore, Mary-Rita*      | AVP, Strategic Planning                   |
| Roberts, Megan         | TAA Regional Grant Coordinator            |
| Sculfield, Rhonda      | Faculty, Adult Education                  |
| Taylor, Khallai        | Faculty, CIS Programming                  |

### Tactic Team 3A

| Name               | Title                              |
|--------------------|------------------------------------|
| Caputlu, Serpil    | Faculty, College Readiness         |
| Luster, Cora       | Secretary, Counseling              |
| Manni, Daniele     | Faculty, Philosophy                |
| Misra, Sabrina     | Faculty, Behavioral Science        |
| Nichols, Brianne   | Director, Student Support Services |
| Parker, Neal       | Faculty, Social Sciences           |
| Tiwari, Shelley    | Faculty, Math                      |
| Wright, Renee      | Faculty, College Readiness         |
| Zurawska, Izabela* | Director, Admissions Services      |

### Tactic Team 4A-4B-5C

| Name                     | Title   |
|--------------------------|---|
| Justiz, Bill             | EMC, Coordinator                              |
| Lopez, Laura             | Program Assistant, Access to Literacy         |
| Mazzuca-Pesce, Colleen * | Assistant Dean, Continuing Education          |
| McIntyre, John           | Faculty, Social Sciences                      |
| Newton, Benjamin         | TAA Grant Coordinator Sustainable Agriculture |
| Savage, Nathan           | Faculty, Counselor                            |
| Sharris, Antigone        | Faculty, Engineering                          |
| Watkins, Brenda          | Public Relations Associate                    |
| Zicher, Marie-Ange       | Instructional Technologist                    |



## Appendix A: FY2014 Tactic Team Members

### Tactic Team 5A-5B

| Name                   | Title                                  |
|------------------------|--|
| Antonich, Cheryl       | AVP, Academic Affairs                  |
| Dillow, Robin          | Faculty, Geography                     |
| Dodt, Lorette          | Coordinator, Visual Communications     |
| Donatelli, Silvia      | Faculty, Counselor                     |
| Espino, Humberto       | AVP, Technology and Innovation         |
| Fisher, Adrian         | Sustainability Coordinator             |
| Gallagher, Sara        | TAA Coordinator/Instructional Designer |
| Jensen, Paul*          | Dean, Continuing Education             |
| Tobin, Mary Ann        | Director, Teaching and Learning        |
| Vogt-Schuller, Michele | Faculty, English                       |

*\*Team Leader*

