

# EXECUTIVE SUMMARY OF ODESSA COLLEGE STRATEGIC PLAN

## Strategic Planning

Strategic planning at Odessa College is an annual activity.

The college holds two Leadership Retreats each year -- one following the fall semester and the other after the spring semester. These Leadership Retreats include the President, all Vice Presidents and, in general, their direct reports. The annual goals and strategies to attain them are established during the fall retreat. During the spring retreat those goals and strategies are reviewed and continued or revised as necessary.

Significant attention is paid to the college's financial circumstances in the setting of priorities, establishment of goals and adoption of particular strategies. What this means in practice is that college leadership always establishes the college's annual priorities at the fall Leadership Retreat BEFORE THE BUDGETING PROCESS TAKES PLACE IN SPRING. The entire college is then informed of those priorities and "no request for a budget increase over the past year is permitted from any department unless it can be proven that it will advance one of those priorities".

## Our Vision

To become the nation's leading public community college for educational achievement, college completion and career attainment for all segments of the diverse student population we serve.

## Values, Goals and Current Strategies

**Values:** to be successful, Odessa College must remain distinctive, maximize our comparative advantages and ensure our culture and environment exemplifies our values.

- Excellence in teaching and an individual-student-focused-culture that supports student learning, student retention and student completion
- An action-oriented commitment and focus on diversity, equity and inclusion that enables students, staff and faculty to excel.
- A spirit of innovation, of looking for new approaches and of being willing to question everything we do in the service of finding ever more effective ways to recruit, educate and advance students to successful 21<sup>st</sup> century careers.
- A dedication to collaborative activities with business, workforce development and local educational institutions that foster improvement and enrichment of our community through educational advancement of all students and an ever-widening scope of opportunities for lifelong learners.

**Goals:** our values are supported by four overarching college goals

- Enrollment: making it possible to enable more students to attend college by re-envisioning the structure of the college education system itself to better align

with the economic, social and working environment in which our students and potential students work and live.

- Retention and Persistence: achieving national leading student retention and persistent rates through reinventing institutional roles of faculty, staff and administration that make it everyone's priority to participate in, support and advance programs that are effective in improving student retention and persistence.
- Graduation and Transfer: a critical opportunity to assist all students, but especially socioeconomically disadvantaged students to graduate or transfer is financial. Accordingly, Odessa College continuously seeks ways to both reduce the direct expense of tuition and textbooks but also to increase opportunities for scholarships and other forms of financial assistance.
- Career Attainment: cultivating a tight alignment between educational programs and workforce needs is the essential core of Odessa College's goals for improving career opportunities for our students. Accordingly, the college has longstanding and productive ties to business, workforce development and local community advancement/improvement organizations such as the Chamber of Commerce, the Education Foundation and the Council on Government to ensure the required tight alignment between the programs we offer and the careers available within the region.

**Current Strategies:** Due to the reduction in oil prices over the past 18 months, Odessa College's upcoming budget is \$1.2 M less than last year. Accordingly, the strategic goals that were considered budget priorities in the upcoming year remained the same as last year:

- Increasing enrollment
- Improving educational attainment, which includes learning career-relevant skills, demonstrating that learning and, ultimately, completing and transitioning as appropriate to another college or to the workforce.

The following additional strategies that have not added to the college budget are also underway for next year.

- Enrolling all students in a two-year degree plan using "Student Planner", software purchased this past spring. The college president and all vice presidents are involved in this strategic initiative and meet every week with the operational teams in student services, instruction and institutional effectiveness that are advancing this new "All In" initiative.
- Reducing the cost of education by adopting OER resources for our students. This has been made possible by a grant from Achieving the Dream. In keeping with our "All In" model infrastructure, the grant is being used to access resources and for professional development. All personnel involved in developing and operationalizing this initiative are already part of Odessa College's permanent budgeted staff.