



Triton College

3-YEAR STRATEGIC PLAN

JULY 1, 2021-JUNE 30, 2024





Starting in the fall of 2019, Triton College began the process for developing our next strategic plan. In February 2020, Triton College formed a cross-departmental committee of employees and a student representative to begin the development of the college's next strategic plan. The process started with training on the development process for the Strategic Planning Committee, and moved towards a careful review of an external scan and internal college data to determine goals to be achieved. This process was strengthened by listening carefully to the voices of the students we serve and our faculty and staff as we engaged them through surveys, focus groups, and department meetings. The insights we heard in these conversations, coupled with trends in data, were key to developing a strategic plan that advances student success.

Triton College has identified three goals to help the college achieve its mission of "Valuing the individual, educating and serving the community." The goals focus on improving student success through strengthened teaching and learning (Goal 1), expanded employee engagement through diversity, equity, and inclusion (Goal 2), and increased visibility and value to the community and students we serve (Goal 3). Our goals and corresponding action plans ensure that our mission and shared values, selected by our faculty and staff during this planning process, will inspire and impact those we serve and those we employ.

We are moving forward to accomplish these goals by June 30, 2024. As the college for the community, Triton has accomplished much in our 55 years. Collectively, fulfillment of this strategic plan will enable us to reach new levels of excellence and innovation for our students, our employees, and our community.

Sincerely,

Mary-Rita Moore

President

MISSION:

VALUING THE INDIVIDUAL, EDUCATING AND SERVING THE COMMUNITY.

THREE GOALS WILL ADVANCE THE MISSION OVER THREE YEARS:

GOAL 1

Assure quality and innovation in teaching and learning to increase student recruitment, retention and completion.

This goal aligns with the Mission focus of "Educating the Community."

GOAL 2

Cultivate a diverse, equitable and inclusive work environment that fosters employee engagement to support students.

This goal aligns with the Mission focus of "Valuing the Individual."

GOAL 3

Strengthen the college's relationships with the community and prepare students to enter the local workforce.

This goal aligns with the Mission focus of "Serving the Community."

SUMMARY OF YEAR 1 ACTION PLANS: JULY 1, 2021-JUNE 30, 2022

GOAL 1. ASSURE QUALITY AND INNOVATION IN TEACHING AND LEARNING TO INCREASE STUDENT RECRUITMENT, RETENTION AND COMPLETION.

Cabinet Champion: Vice President Susan Campos
Action Plan Leader: Dean Jennifer Davidson

ACTION PLAN 1: Strengthen instructional engagement across all courses.

ACTION PLAN 2: Develop courses, degrees and certificates in a variety of formats, including accelerated and online formats.

KEY PERFORMANCE INDICATORS (KPIs):

1. Increased success rates in courses with embedded academic support.
2. Increased instructional satisfaction scores.
3. Two new courses developed for implementation in 2023.
4. Two new programs developed for implementation in 2023.

GOAL 2. CULTIVATE A DIVERSE, EQUITABLE AND INCLUSIVE WORK ENVIRONMENT THAT FOSTERS EMPLOYEE ENGAGEMENT TO SUPPORT STUDENTS.

Cabinet Champion: Vice President Sean Sullivan
Action Plan Leader: Associate Vice President Derrell Carter

ACTION PLAN 1: Expand DEI employee professional development.

ACTION PLAN 2: Increase social events and recognition for employees.

ACTION PLAN 3: Conduct a "DEI Audit" of employee policies and procedures.

KEY PERFORMANCE INDICATORS (KPIs):

1. Satisfaction of three DEI professional development offerings.
2. Number of employees completing one of the three DEI professional development offerings.
3. Satisfaction of a DEI work environment.
4. Number of employee policies and procedures reviewed based on DEI competencies.

GOAL 3. STRENGTHEN THE COLLEGE'S RELATIONSHIPS WITH THE COMMUNITY AND PREPARE STUDENTS TO ENTER THE LOCAL WORKFORCE.

Cabinet Champion: Vice President Jodi Koslow-Martin
Action Plan Leader: Associate Vice President Paul Jensen

ACTION PLAN 1: Host Triton Invitational Series in academic and student development areas.

ACTION PLAN 2: Implement "Getting Hired: Panel Discussions With Employment Professionals."

KEY PERFORMANCE INDICATORS (KPIs):

1. Number of schools in College District 504 participating in an Invitational Series.
2. Student satisfaction with participation in Invitational Series.
3. Satisfaction of employers participating in a "Getting Hired" panel.
4. Student satisfaction with career development skills gained in curricular and co-curricular areas.

STRATEGIC PLAN LEADERSHIP STRUCTURE

Cabinet Champion

- Vice president who ensures success of a goal.
- Selects action plan leader to implement action plans each year.
- Provides resources needed by action plan leader to achieve the action plans.
- With action plan leaders, reports progress of goal at Academic Senate, administrators meetings, and College Council each quarter.

Action Plan Leader

- Selected by the cabinet champion for a goal.
- Responsible for implementation and success of action plans for the goal they lead (action plans are implemented each year for each goal).
- With cabinet champion, selects members for action plan committees.
- Leads Action Plan Committee to develop and implement action steps for action plans.

Action Plan Committee

- Selected by action plan leader and cabinet champion for a goal.
- Led by action plan leader.
- Develop and implement action steps for action plans (action plans are implemented each year for each goal).



STRATEGIC PLAN FEEDBACK AND SUPPORT STRUCTURES

STRATEGIC PLAN STRUCTURE

**Academic Senate,
College Council and
Administrators Meetings**

- Provides feedback to cabinet champions and action plan leaders when they present quarterly progress on strategic goals.
- Provides input on communication of strategic plan progress to campus.

STRATEGIC PLAN SUPPORT

**Executive Director
of Research and
Institutional
Effectiveness**

- Leads the development of the KPIs for goals and actions plans with cabinet champions, action plan leaders and executive director of Strategic Planning and Accreditation.

**Executive Director
of Strategic Planning
and Accreditation**

- Supports cabinet champions and action plan leaders on development and implementation of action plans and KPIs.
- Collaborates with Communications and Marketing to share strategic plan progress to campus.



STRATEGIC PLAN GLOSSARY

VISION

The ideal for Triton College

MISSION

The daily work of the College

GOALS

Strategies to achieve the Mission

SHARED VALUES

Workplace qualities that guide how we achieve our Mission and Vision

ACTION PLAN

A community with equitable opportunity for growth and success.

Valuing the individual, educating and serving the community.

The college is focused on three goals to improve student success: teaching and learning, employees and the community.

Collaboration: Working together and engaging productively and efficiently across Triton College.

Diversity: Including different experiences, points of view and opinions within Triton College.

Integrity: Upholding a conviction to strong moral principles and maintaining a standard of honesty.

Equity: Fostering an environment of equal access for all.

Excellence: Commitment to outstanding and exceptional work.

Sequence of action steps to achieve a goal.

For each of the three goals, action plans are implemented and completed each year.

ACTION STEPS

Specific steps to achieve an action plan.

Developed by the Action Plan Committee.

KEY PERFORMANCE INDICATORS (KPIs)

Metrics that show if performance is on track to achieve goals.

CABINET CHAMPION

Vice president who ensures success of a goal.

Selects action plan leader to implement action plans in one year.

Provides needed resources for achievement of action plans.

With action plan leaders, reports progress of goal at Academic Senate, administrators meetings, and College Council each quarter.

ACTION PLAN LEADER

Selected by cabinet champion to lead action plans for a goal.

With cabinet champion, selects Action Plan Committee.

Leads Action Plan Committees to develop and implement action steps for action plans.

ACTION PLAN COMMITTEE

Selected by cabinet champion and action plan leader for a goal.

Led by action plan leader, develops and implements action steps for action plans.

STRATEGIC PLAN DEVELOPMENT TIMELINE

January 2020	Presentation to board of trustees on strategic planning process.
February 2020	Training on development process for Strategic Planning Committee.
April-July 2020	Process and selection of five shared values after feedback from 486 employees.
July 2020	Board of trustees approval of the five shared values.
May-September 2020	Developed three goals and three-year timeframe for achieving them after internal college data review and external scan.
June-September 2020	Determined leadership and communication structure for next three years, including regular updates to shared governance committees.
September 2020	Board of trustees endorsement of three goals and three-year timeframe.
October 2020-February 2021	Developed action plans for all goals after feedback from over 240 employees and students.
March and April 2021	Determined Action Plan Committee structure for all goals.
April 2021	Presentation to board of trustees on Year 1 action plans.
April and May 2021	Year 1 Action Plan Committees formed.
July 1, 2021	Official launch of Triton College's Strategic Plan.

STRATEGIC PLANNING COMMITTEE

Andrea Bangura
Jean Dugo
Derrell Carter
Dr. Raquel Cotuno
Sarah Cuevas, Student
Dr. Bill Griffin
Dr. Gabe Guzman
Mike Garrity
Chris Hordorwich

Elaine Jamison
Paul Jensen
Audrey Jonas
Patrick Kane
Justyna Koc
Lynette Harvey-Lemons
Hilary Meyer
Dr. Jacqueline Mullany
John Pechacek

Colleen Rockafellow
Dr. Purva Rushi, Chair
Derek Salinas-Lazarski
Renee Swanberg
Shelley Tiwari
Dr. Belkis Torres-Capeles
Leslie Wester
Julia Willis



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Diane Viverito, Vice Chairwoman; Elizabeth Potter, Secretary;
Norma Hernandez; Tracy Jennings; Glover Johnson; Richard
B. Regan; Bertha Sanchez, Student Trustee
PRESIDENT Mary-Rita Moore

No matter who you are or what you aspire to be ...

There's
a place
for you.



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triton.edu

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Triton College is an Equal Opportunity/Affirmative Action institution.