

Integrated Planning



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**Academic Senate
for California Community Colleges**

LEADERSHIP. EMPOWERMENT. VOICE.



Why Integrated Planning?



Finding that point where all institutional plans and processes are working together and aligned in perfect balance!



Why Integrated Planning?



Ensuring that your performance as an institution (*which can be assessed through your planning processes*) is in balance with your mission!



Why Integrated Planning?



Ultimately – to increase your effectiveness – enabling you to achieve the greatest outcomes!



What is Integrated Planning?



- According to ACCJC Standards:
 - **I.B.3:** The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, **integrated planning**, resource allocation, implementation, and reevaluation. Evaluation is based on analyses of both quantitative and qualitative data.
 - **II.A.2.f:** The institution engages in ongoing, systematic evaluation and **integrated planning** to assure currency and measure achievement of its stated student learning outcomes for courses, certificates, programs including general and vocational education, and degrees. The institution systematically strives to improve those outcomes and makes the results available to appropriate constituencies.

What is Integrated Planning?



- According to ACCJC Standards:
 - **III.A.6:** Human resource planning is **integrated** with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.
 - **III.B.2.b:** Physical resource planning is **integrated** with institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.

What is Integrated Planning?



- According to ACCJC Standards:
 - **III.C.2:** Technology planning is **integrated** with institutional planning. The institution systematically assesses the effective use of technology resources and uses the results of evaluation as the basis for improvement.
 - **III.D.4:** Financial resource planning is **integrated** with institutional planning. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement of the institution.

What is Integrated Planning?



- According to ACCJC Standards:
 - **IV.B.2.b:** The president guides institutional improvement of the teaching and learning environment by the following:
 - ✦ establishing a collegial process that sets values, goals, and priorities;
 - ✦ ensuring that evaluation and planning rely on high quality research and analysis on external and internal conditions;
 - ✦ ensuring that educational planning is **integrated** with resource planning and distribution to achieve student learning outcomes; and
 - ✦ establishing procedures to evaluate overall institutional planning and implementation efforts.

What is Integrated Planning?

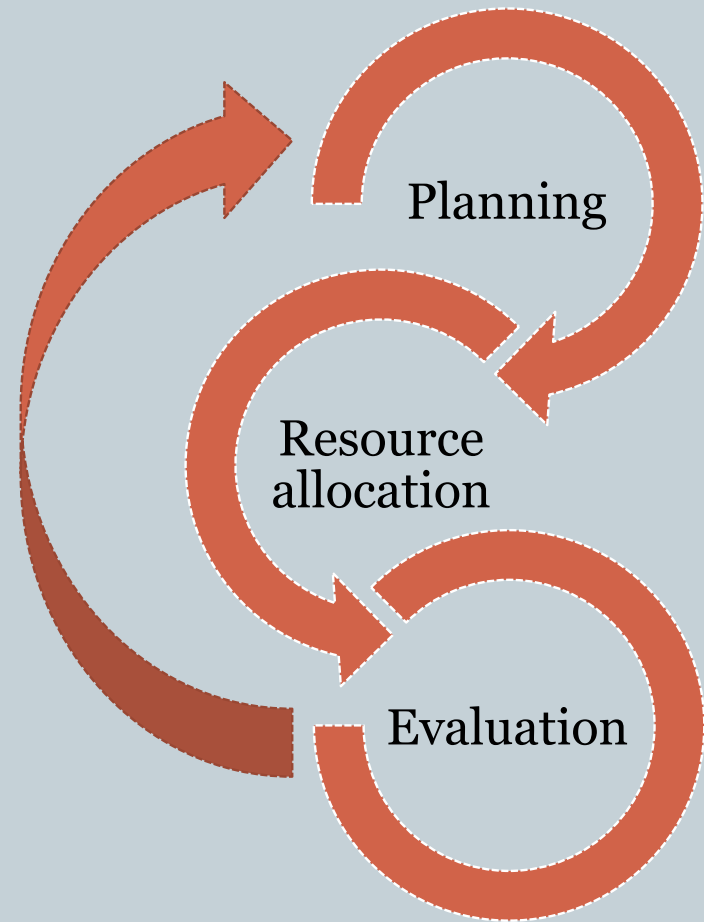


- According to ACCJC Standards:
 - **ER 19: Institutional Planning and Evaluation:** The institution systematically evaluates and makes public how well and in what ways it is accomplishing its purposes, including assessment of student learning outcomes. The institution provides evidence of planning for improvement of institutional structures and processes, student achievement of educational goals, and student learning. The institution assesses progress toward achieving its stated goals and makes decisions regarding improvement through an ongoing and systematic cycle of evaluation, **integrated planning**, resource allocation, implementation, and re-evaluation.

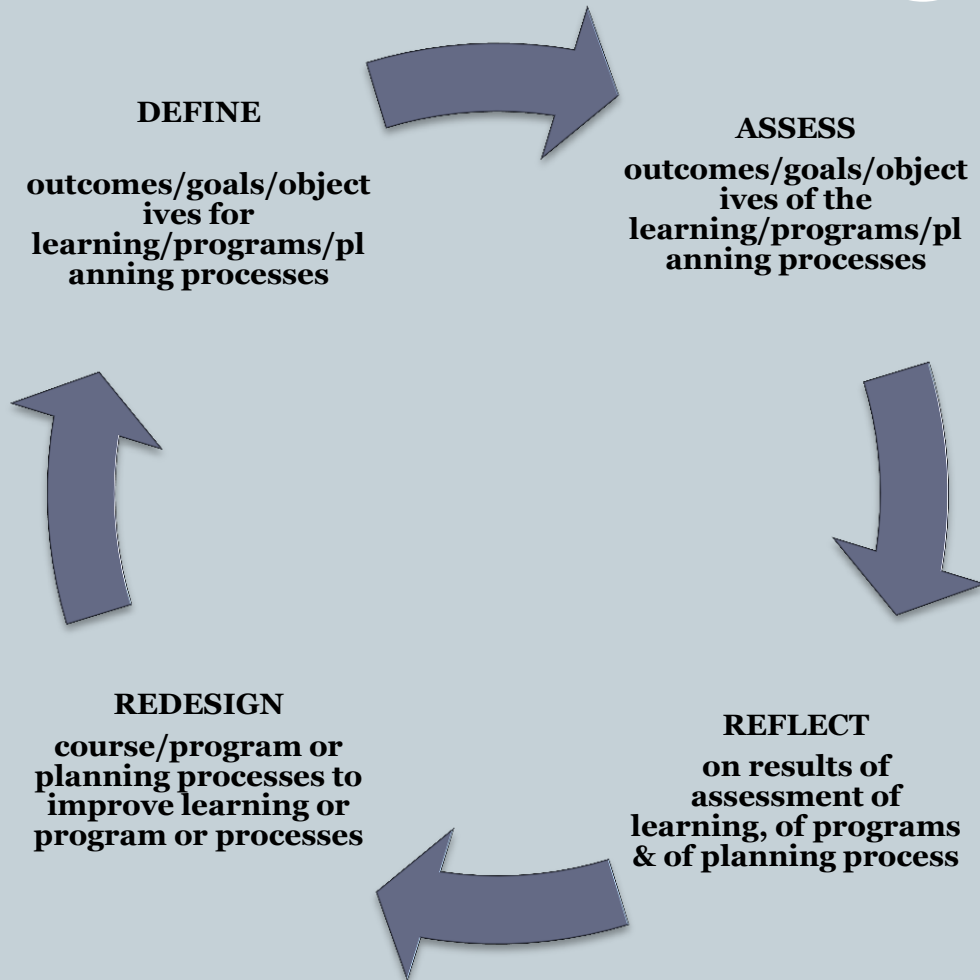
What is Integrated Planning?



- Planning for next year
- Implementing this year
- Reviewing past years



What is Integrated Planning?



- We are engaged in an iterative process
..... that is never completed.



How is Integrated Planning Done?



Human Resources

District Budget Committee

District Education Technology Committee

District Curriculum Coordinating Committee

District Grants Coordinating Committee

District Basic Skills Competency Committees

District Matriculation Coordinating Committee

District Center Development Guidelines

Assessment Portability Taskforce



How is Integrated Planning Done?



OUR MISSION

Sacramento City College is an **open-access, comprehensive** community college, serving a **diverse** student population. We provide a wide range of **educational opportunities** and support services leading to transfer, career advancement, basic skills development, degree and certificate attainment, and personal enrichment. Our commitment to **continuous improvement** through outcome-guided assessment, planning, and evaluation promotes student learning. Through these efforts, we contribute to the intellectual, cultural, and economic **vitality of the community**.



How is Integrated Planning Done?



College Goal Example: SCC Goals and Strategies for 2012-13

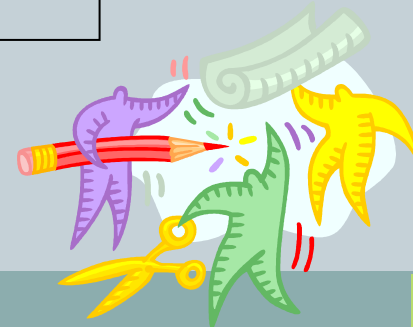
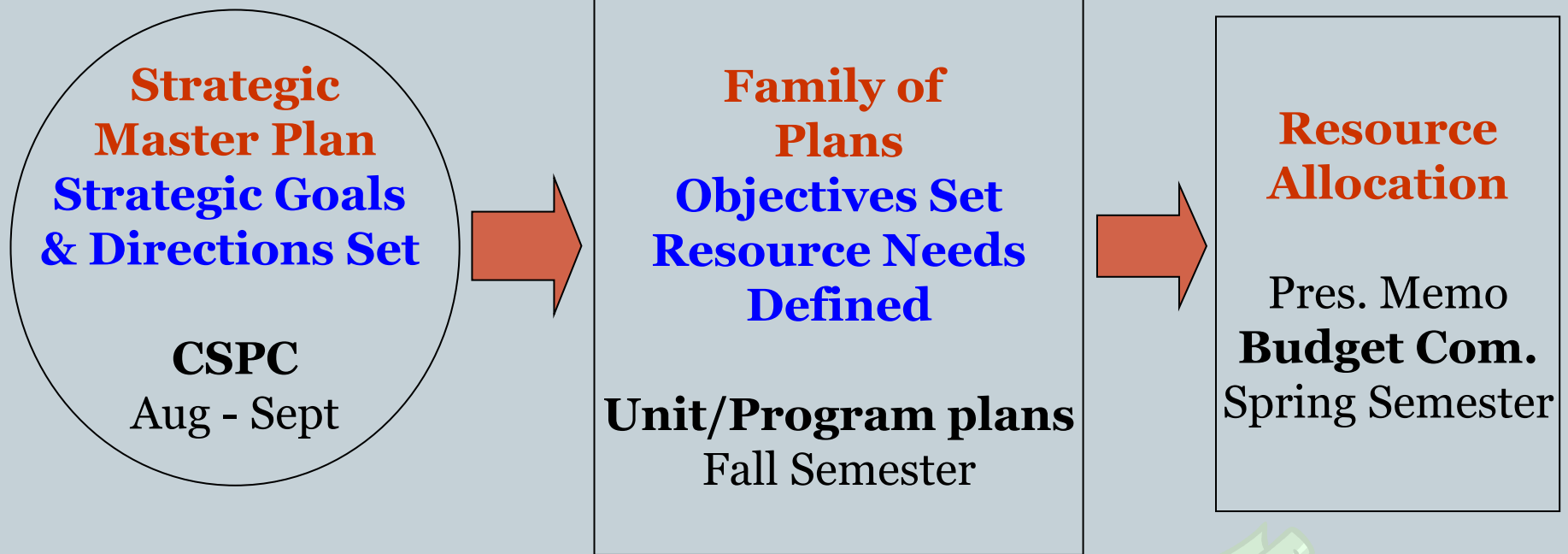
- SCC Goal A: Deliver student-centered programs and services that demonstrate a commitment to *teaching and learning effectiveness* and support student success in the achievement of basic skills, certificates, degrees, transfer, jobs and other student educational goals.
- Goal B: Align enrollment management processes to *assist all students in moving through programs* from first enrollment to completion of educational goals.
- SCC Goal C: Improve organizational effectiveness through increased *employee engagement* with the college community and *continuous process improvement*.



How is Integrated Planning Done?



Planning for next year...



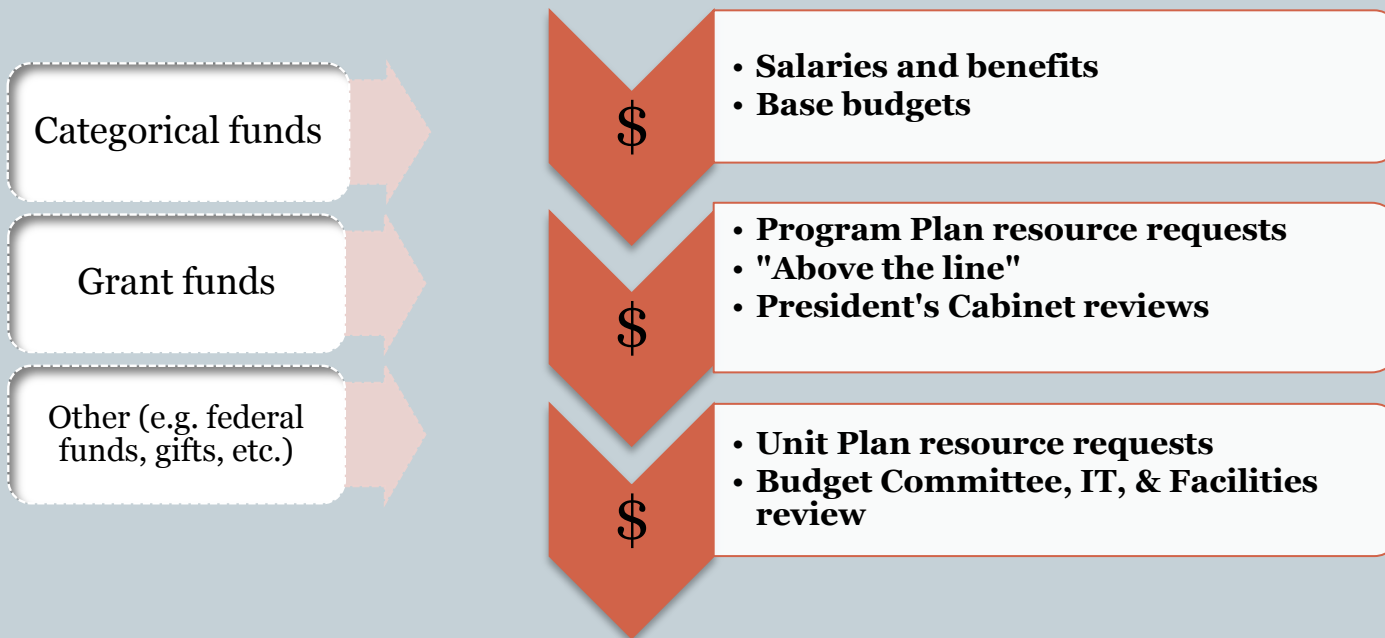
How is Integrated Planning Done?



Notes on funding sources in LRCCD



Funding from District

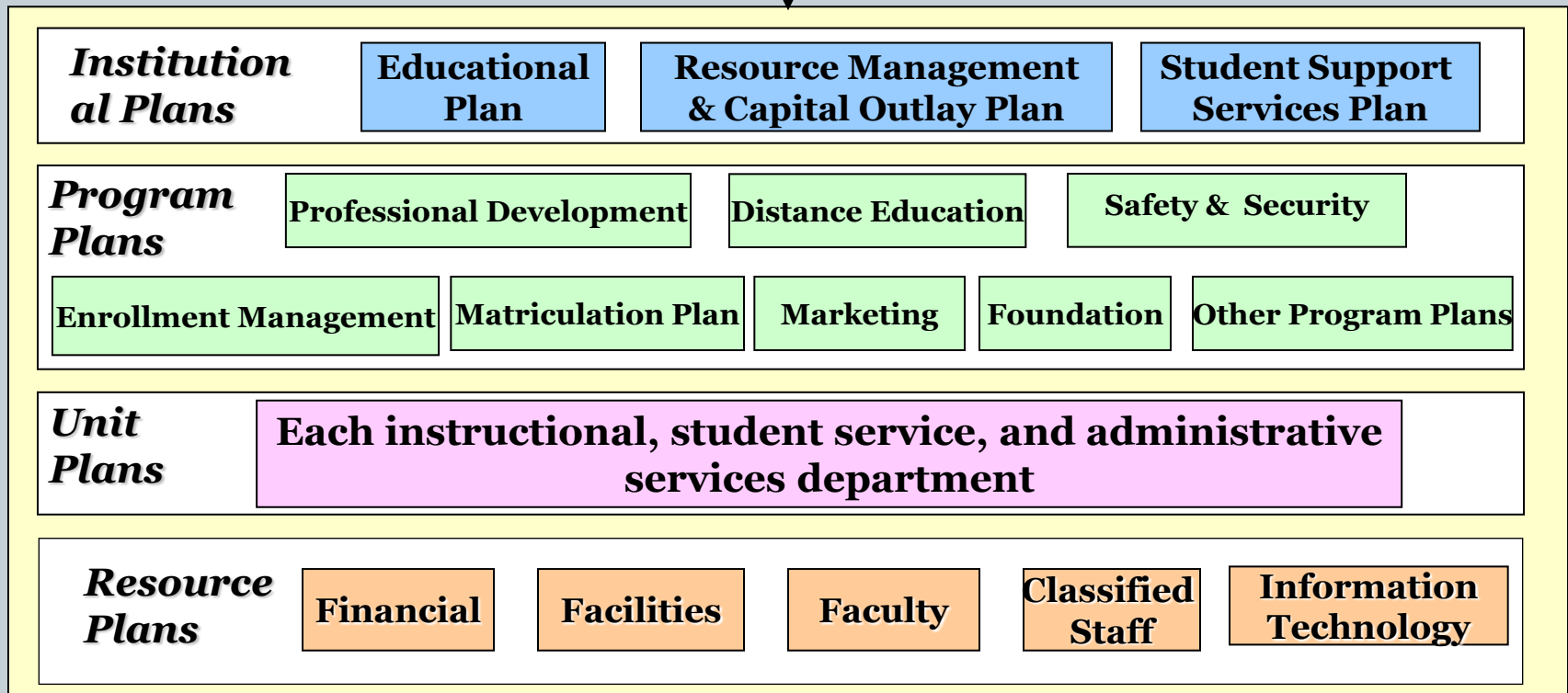


How is Integrated Planning Done?



SCC family of plans...

Strategic Master Plan



How is Integrated Planning Done?



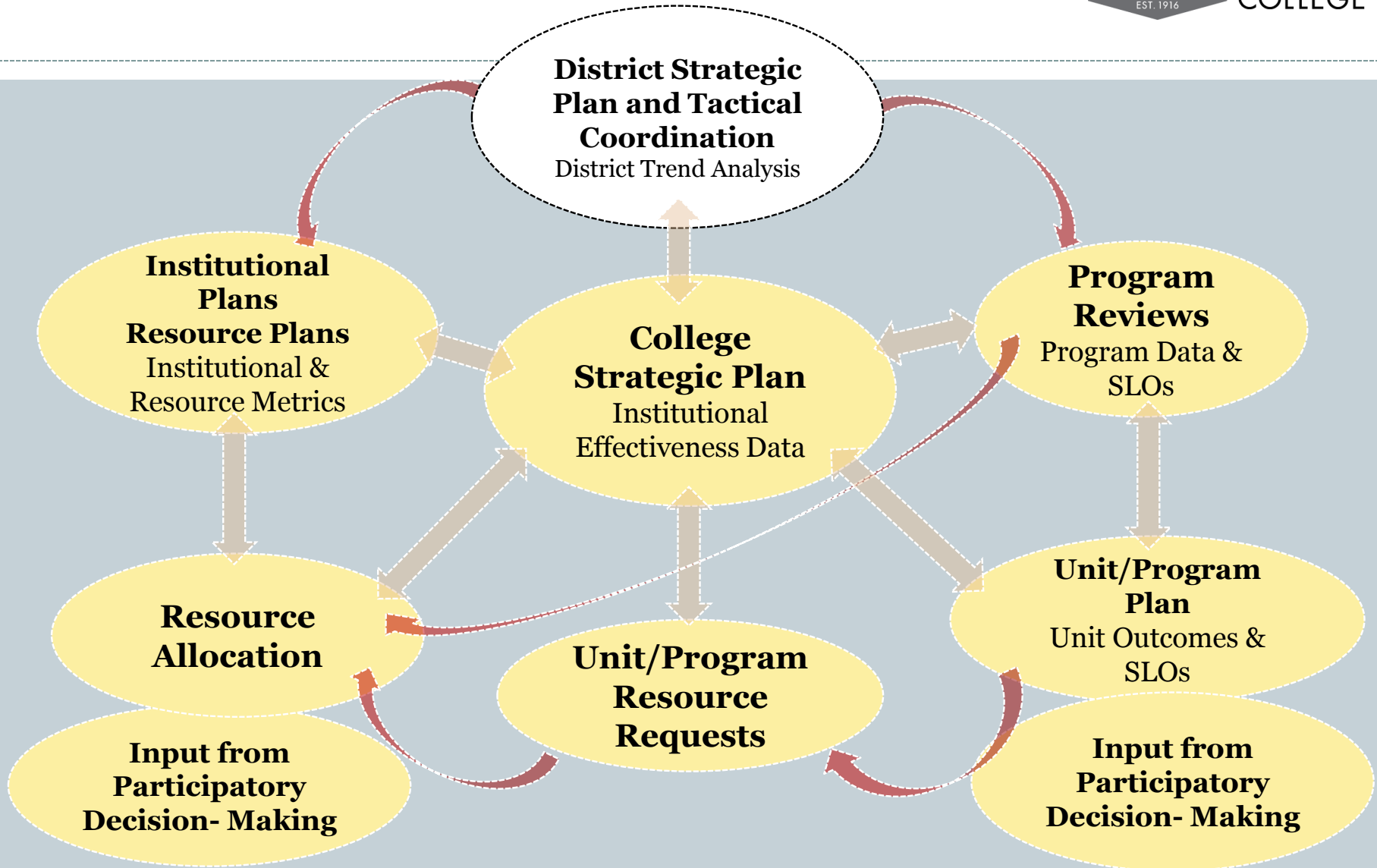
SCC Program Plans: Operational plans for key college-wide programs and services

- SECTION I: Strategic Information
 - A. Environmental scan / data review
 - B. Strategic directions
- SECTION II: Operational Plan
 - A. Program description & purpose
 - B: Accomplishment of previous year's work
 - C. Objectives, procedures, and resource requirements

Program plans are presented to President's Cabinet, which makes funding recommendations.



Feedback Loops



Palomar College Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model



Community

Educational Master Plan ¹

Facilities Plan

Staffing Plan

Technology Plan

Strategic Plan ²

Annual Implementation ⁴

College-Wide Priorities ⁴

Resource Allocation ⁵

Council Priorities ⁴

Annual Implementation ⁴

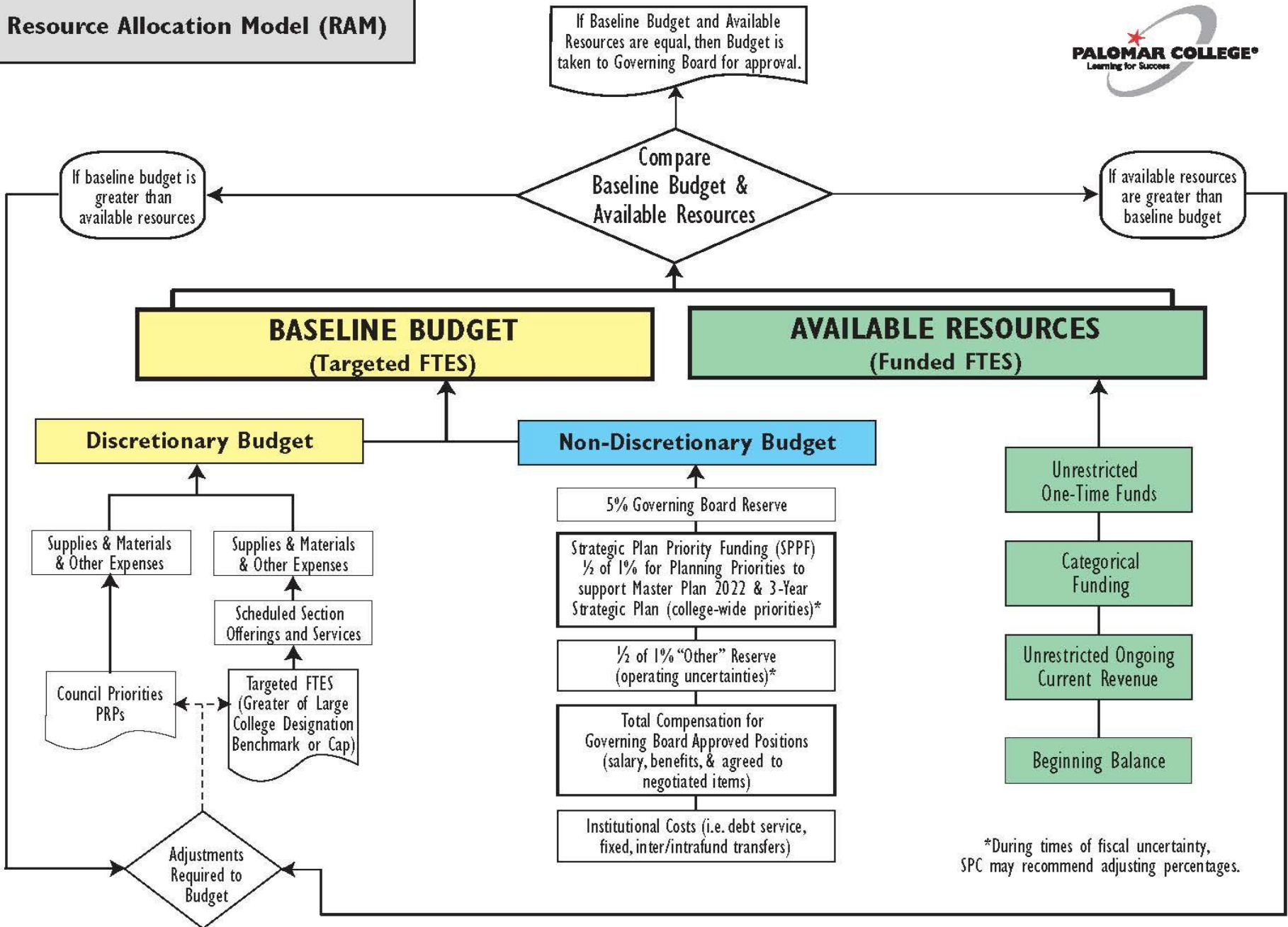
Program Review & Planning ³



Students



Resource Allocation Model (RAM)



*During times of fiscal uncertainty, SPC may recommend adjusting percentages.

How is Integrated Planning Done?



**PROGRAM
REVIEW AND
PLANNING
(PRP)**

PALOMAR COLLEGE – PROGRAM REVIEW AND PLANNING UPDATE Academic Department Resource Requests

c. Funds for Supplies (400010) (per unit cost is <\$500 supplies) Enter requests on lines below.

Click here for examples of Supplies: <http://www.palomar.edu/irp/2013CategoriesforPRPResourceRequests.pdf>

Resource Category	Describe Resource Requested	Discipline goal addressed by this resource	Strategic Plan 2016 Goal Addressed by this Resource	* Priority Number for all Resource Request categories	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's goals, plans, analysis of data, SLOACs, and the College's Strategic Plan. (If this resource is already funded in part or full, name the source and describe why the source is not sufficient for future funding.)	Amount of Funding Requested (include tax, shipping, etc.)
c1.						
c2.						
c3.						
c4.						
c5.						

d. Funds for Operating Expenses (500010) (printing, travel, maintenance agreements, software license, etc.) Enter requests on lines below.

Click here for examples of Operating Expenses: <http://www.palomar.edu/irp/2013CategoriesforPRPResourceRequests.pdf>

Resource Category	Describe Resource Requested	Discipline goal addressed by this resource	Strategic Plan 2016 Goal Addressed by this Resource	* Priority Number for all Resource Request categories	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's goals, plans, analysis of data, SLOACs, and the College's Strategic Plan. (If this resource is already funded in part or full, name the source and describe why the source is not sufficient for future funding.)	Amount of Funding Requested (include tax, shipping, etc.)
d1.						
d2.						
d3.						
d4.						
d5.						



PALOMAR COMMUNITY COLLEGE DISTRICT
OFFICE OF THE PRESIDENT

MEMORANDUM

DATE: DECEMBER 12, 2013
TO: FACULTY AND STAFF
FROM: ROBERT P. DEEGAN
SUPERINTENDENT/PRESIDENT
SUBJECT: STRATEGIC PLANNING PRIORITY FUNDS (SPPF) REQUEST FORM

Through our integrated planning and resource allocation process, Palomar College continuously strives to support our students and fulfill our vision and mission. This year the college has designated \$200,000 of our unrestricted budget to fund our Strategic Plan 2016. To this end, the Strategic Planning Council (SPC) is making a call for proposals to fund activities that address the objectives in Strategic Plan 2016 Action Plan Year 1. SPC expects that identified needs will exceed the amount set aside. Therefore, the council will review and prioritize requests for these funds.

Please use the link below to review the DRAFT Action Plan for Year 1. If you have a recommended activity that supports one of the objectives in the Action Plan, complete the attached resource request form and submit it to the "Person Responsible" for coordinating the work to complete the objective. This individual is listed in the first column of the Action Plan. Send your request to the person responsible for the objective by February 7 at 4:00 p.m.

Once applications are received, the individuals responsible for an objective will work with their assigned groups to review and prioritize requests to move forward to SPC. SPC will review the prioritized requests and make recommendations for funding on February 25, 2014. SPC requests that groups receiving SPPF funds expend their allocations within one year of distribution. Strategic Plan 2016 Action Plan – Year 1 can be found at:
<http://www.palomar.edu/strategicplanning/ActionPlanYear1.pdf>

If you have any questions please contact the individual assigned to your objective or Institutional Research and Planning at extension 2360. Thank you for working to help achieve the college's goals and objectives.



SPPF Funding!!

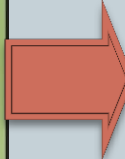
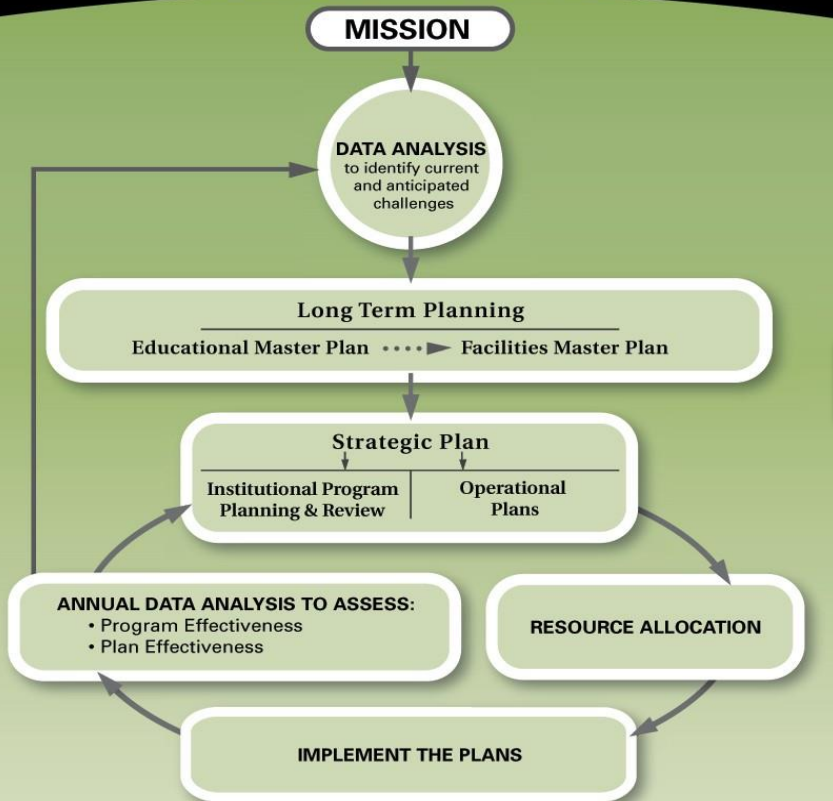


How is Integrated Planning Done?



SAN LUIS OBISPO COUNTY COMMUNITY COLLEGE DISTRICT

Model of Integrated Planning



INTEGRATED PLANNING MANUAL 2013



San Luis Obispo County
Community College District



FIGURE 1: The San Luis Obispo County Community College District Model of Integrated Planning depicts how the components in district planning processes connect to the mission and link to one another in a cycle of evaluation, development of challenges, goals and objectives, resource allocation, plan implementation, and re-evaluation.



How is Integrated Planning Done?



- The *San Luis Obispo County Community College District Integrated Planning Manual* clearly **defines all planning processes and terms** in a single document. (Standard I.B.1., I.B.3., I.B.4.)
- Planning components ensure that the district's planning processes included a **complete cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation.** (Standard I.B.3., I.B.4.)
- The Integrated planning model and manual **clearly explain the links** among all institutional planning processes. (Standard I.B.3.)
- Established **process descriptions, timelines, and responsible parties** for each planning process are also described. (Standard I.B.1., I.B.4.)



Timeline and Process for Reviewing the San Luis County Community College District Mission

<p>January 2016 And every three years thereafter</p>	<p>The Superintendent/President requests that the College Council initiate a review of the district mission. The Vice-President of Academic Affairs, co-chair of College Council, is responsible to initiate, oversee, and ensure completion of the mission review.</p> <p>The Vice-President of Academic Affairs convenes and chairs an ad hoc group and charges them with (1) developing a process to solicit district-wide feedback about the current mission and (2) based on that feedback to make recommendations regarding the current mission statement.</p> <p>The ad hoc group develops a process for gathering district-wide feedback and submits the proposed process to the College Council for review and comment.</p>
<p>February 2016 And every three years thereafter</p>	<p>The College Council reviews the proposed process for soliciting district-wide feedback on the current mission, and either approves or revises the process.</p> <p>The ad hoc group Chair implements the process for gathering district-wide feedback.</p>
<p>March 2016 And every three years thereafter</p>	<p>The Chair of the ad hoc group facilitates the ad hoc group’s review of the feedback and relevant ACCJC standards, following which the ad hoc group either recommends reaffirmation of the mission or revises the mission.</p> <p>The ad hoc group forwards the recommendation to the Academic Senate Council for their consideration.</p>
<p>April 2016 And every three years thereafter</p>	<p>If the Academic Senate Council supports the ad hoc group’s recommendation, the recommendation is forwarded to the College Council.</p> <p>If the Academic Senate Council does not endorse the ad hoc group’s recommendation, the Academic Senate Council collaborates with the ad hoc group to develop a mutually agreeable recommendation. Once agreement is reached, the Academic Senate Council forwards the recommendation to the College Council.</p> <p>If a mutually agreeable recommendation is not reached by the end of April, the Academic Senate Council sends the original ad hoc group’s recommendation and the Academic Senate Council’s suggested revision of the mission to College Council.</p>
<p>May 2016 And every three years thereafter</p>	<p>The College Council reviews the recommendation from the ad hoc group and the Academic Senate Council and makes a recommendation to the Superintendent/President either in support of reaffirmation of the mission or the recommended revisions to the mission.</p> <p>The Superintendent/President considers the College Council’s recommendation and if he/she supports the proposed reaffirmation or revisions to the mission statement, recommends the reaffirmed or revised mission to the Board of Trustees.</p> <p>If the Superintendent/President does not approve, collaboration and compromise continues until he/she approves. Once agreement is reached, the Superintendent/President recommends the revised mission to the Board of Trustees for approval.</p> <p>If the Board of Trustees doesn’t approve, the Board of Trustees will recommend to the Superintendent/President to charge the College Council with restarting the process.</p>

Mission

The San Luis Obispo County Community College District mission describes the intended student population and the services that the college promises to provide to the community. As such, all district planning processes begin with the mission, as shown by its position at the top of the district’s model of integrated planning.

San Luis Obispo County Community College District reviews its mission every three years and either reaffirms or revises the mission. The review process solicits feedback district-wide and all comments are considered by the College Council when preparing a recommendation to the Superintendent/President.

The current San Luis Obispo County Community College District mission is:

Cuesta College is an inclusive institution that inspires a diverse student population to achieve their educational goals.

We effectively support students in their efforts to improve foundational skills, transfer to four-year institutions, earn certificates or associate degrees, and advance in the workforce.

Through dynamic and challenging learning opportunities, Cuesta College improves lives by promoting cultural, intellectual, and professional growth. We prepare students to become engaged citizens in our increasingly complex communities and world.

The Accrediting Commission for Community and Junior Colleges standard most relevant to the development and review of a district and college mission statement is:

I.A. Mission

The institution has a statement of mission that defines the institution’s broad educational purposes, its intended student population, and its commitment to achieving student learning.

1. The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.
2. The mission statement is approved by the governing board and published.
3. Using the institution's governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.
4. The institution’s mission is central to institutional planning and decision making.

Note: This page has been revised from the original May 2013.



Some Challenges with Integrated Planning



- Sustainability
- Assessment
- Institutional Understanding
- Training
- Connections
- Timing
- Accountability
-



Thank You!



Questions



Marybeth Buechner



Katie Townsend-Merino



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Deborah Wulff

