



STATE CENTER
COMMUNITY COLLEGE DISTRICT

Integrated Planning Model and Manual

Revised October 31, 2012; August 22, 2013; August 26, 2013

Membership of Ad Hoc Committee on Integrated Planning

- Jothany Blackwood, Liaison of Districtwide Strategic & Integrated Planning, Co-Chair of Integrated Planning
- Marilyn Behringer, Vice President of Instruction, RC, Co-Chair of Integrated Planning
- Tony Cantu, President of FCC
- Diane Clerou, District Dean of HR
- Larry Dickson, President of CSEA
- Ed Eng, Vice Chancellor of Finance and Administration
- Claudia Habib, President of FCC Academic Senate
- Thomas Mester, Dean of Instruction, Willow International
- Mark Sanchez, Dean of Counseling, FCC
- Robin Torres, Institutional Researcher, District Office

While this workgroup was responsible for the development of this model and manual, the work and revision process was continued by the District Strategic Planning Committee, which is comprised of all constituent groups from across the district, colleges and centers.

Reviewed by Integrated Planning Workgroup May 15, 2012; Revised by DSPC on Oct. 26, 2012.
Reviewed by Communications Council July 31, 2012; October 30, 2012.
Reviewed by Chancellor's Cabinet May 29, 2012; July 23, 2012; August 9, 2013; Adopted by
Chancellor's Cabinet August 26, 2013.

SCCCD Mission Statement

State Center Community College District is committed to student learning and student success, while providing accessible, high quality, innovative educational programs and student support services to our diverse community by offering associate degrees, university transfer courses and career technical programs that meet the academic and workforce needs of the San Joaquin Valley and cultivate an educationally prepared citizenry.

SCCCD Vision Statement

State Center Community college District will demonstrate exemplary educational leadership to foster and cultivate a skilled workforce and an educated citizenry who are well prepared professionally and personally to contribute to our community.

District Strategic Goals

Strategic Goal : Student Success

SCCCD is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.

Strategic Goal 2: Student Access

SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.

Strategic Goal 3: Teaching and Learning Effectiveness

SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.

Strategic Goal 4: Economic and Workforce Development

SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.

Strategic Goal 5: Communication

SCCCD is committed to open and clear communication among its constituent groups and with its external communities.

Strategic Goal 6: Organizational Effectiveness

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SCCCD is committed to continually improving its organizational process to ensure its institutional effectiveness and accountability.

Strategic Goal 7: Community and Resource Development

SCCCD is committed to optimizing its resources while maintaining its fiscal integrity.

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INTRODUCTION

The *State Center Community College District Integrated Planning Manual* is a guide to integrated planning at the District level. The processes described in this manual identify the ways that constituent groups participate in and contribute to District-level long-term and short-term planning.

This document begins with a description of State Center Community College District's (SCCCD) integrated planning model. Following that overview is a description of the process and timeline for each component in the model. This planning manual and other planning and assessment documents are located on the district intranet for review.

Each of the SCCC entities, Fresno City College, Reedley College, and Willow International, also have an integrated planning process in which the components are linked to one another. The colleges/centers that have applied for candidacy level planning processes link to District-level planning in two ways:

- The District Strategic Goals establish the districtwide institutional objectives. The colleges and centers that have applied for candidacy in turn align with these objectives and develop action plans that collaboratively contribute to the achievement of the District Strategic Goals.
- The annual progress report details progress on the District Strategic Goals and District Objectives as well as college and centers that have applied for candidacy goals and objectives.

The Vice Chancellor of Educational Services and Institutional Effectiveness is responsible for ensuring the *State Center Community College District Integrated Planning Manual* is reviewed and updated annually. The annual update prepared by the District Strategic Planning Committee (DSPC) reflects minor changes, such as descriptions, timelines or processes. In addition to this annual review of content, the planning processes described in this document are evaluated every four years. The assessment is part of SCCC's assessment of its decision-making processes. This timeline and assessment process is described in the "Assessment of Planning and Decision-Making Processes" section of this document.

As an overview, the assessment includes gathering input districtwide and then using those results to prepare an assessment report that is submitted to the Chancellor's Cabinet. DSPC reviews the assessment report and recommends revisions to Chancellor's Cabinet on planning processes as warranted based on that assessment.

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The *State Center Community College District Integrated Planning Manual* is then updated to reflect any agreed-upon changes in the planning process. Two review processes include feedback from all constituency groups, communication council and approval from chancellors' cabinet will occur every year with a full comprehensive update every four years. This document is maintained to reflect the inevitable changes in planning processes that are to be expected as part of SCCCD's cycle of continuous quality improvement.

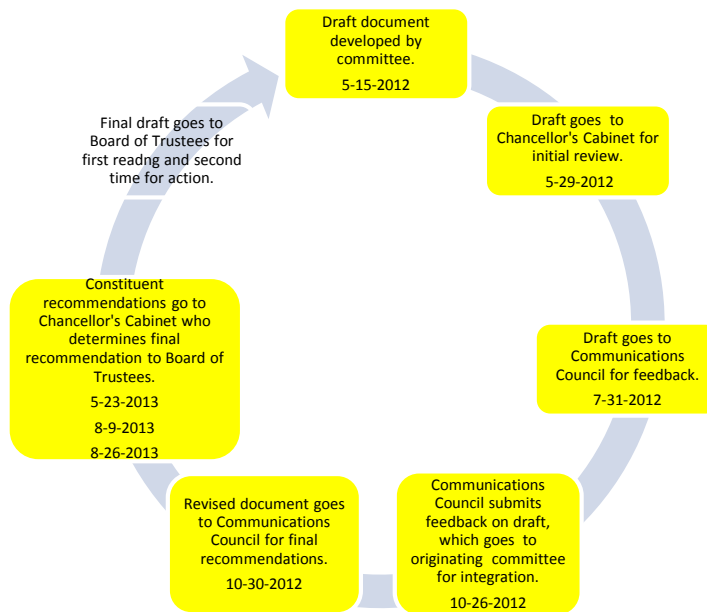
The development and approval process of the Integrated Planning Model & Manual is identified below:

- The draft manual developed by the Integrated Planning on 5-15-2012.
- The draft manual was submitted to Chancellor's Cabinet for the initial review on 5-29-2012.
- The draft manual was submitted to Communications Council on 7-31-2012 for review and feedback of the constituent groups at the colleges/centers.
- Feedback from the constituent groups was presented at Communications Council on 10-26-2012 and forwarded to the DSPC for review and integration where appropriate. DSPC has taken over the work of the Integrated Planning Workgroup.
- DSPC submitted the revised document to Communications Council on 10-30-2012 for a second review and recommendations by the constituent groups at the colleges/centers.
- Recommendations from the constituent groups was submitted via email to the Liaison for Districtwide Strategic & Integrated Planning who reported the final recommendations to Chancellor's Cabinet. The recommendations included 2 decisions not to approve the model/manual from FCC Academic Senate and RC Academic Senate. Other recommendations included 4 approvals from WI Academic Senate and the 3 Classified Senates, including FCC, WI, and RC.
- Chancellor's Cabinet has engaged in continual dialogue and reflections on the recommendations and made revisions to the document to respond to the concerns of the constituent groups who voted not to approve. Dialogue on the recommendations and revisions occurred on 5-23-2013, 8-9-2013, and 8-26, 2013. Chancellor's Cabinet voted to adopt the Integrated Planning Model and Manual on 8-26-2013.

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INTEGRATED PLANNING MODEL

The SCCCD integrated planning model depicts how the components in the District-level planning process link to one another in a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation. In this way, SCCCD's planning practices demonstrate institutional effectiveness and a cycle of continuous quality improvement.

Research is central to the SCCCD integrated planning model because plans are based on data, and plan outcomes are assessed using quantitative and qualitative data. In addition to research, the other components of the SCCCD integrated planning model are as follows:

- The SCCCD Mission Statement describes the intended student population and the services that SCCCD provides to the community. As such, this statement is the touchstone for all planning processes.
- SCCCD analyzes demographics to foresee challenges and opportunities (external scans) and compares its current status to the SCCCD Mission Statement (internal scans) to develop a District Strategic Plan. (Institutional researchers will work together in the district to make sure that information is uniform across the district)
- Based on what is learned through the preparation of the District Strategic Plan, District Strategic Goals and Objectives are collaboratively developed by the District Strategic Planning Committee and then approved by the Board of Trustees to serve as institutional goals that articulate how SCCCD intends to address current and anticipated challenges.
- The District Strategic Plan uses the District Strategic Goals (institutional goals) to derive District Objectives. The District Objectives describe specific initiatives to be undertaken to achieve the District Strategic Goals that require collaboration and coordination among District services and campus administrators, faculty, and staff. The initiatives to be undertaken at each site, intended to contribute to the achievement of the District

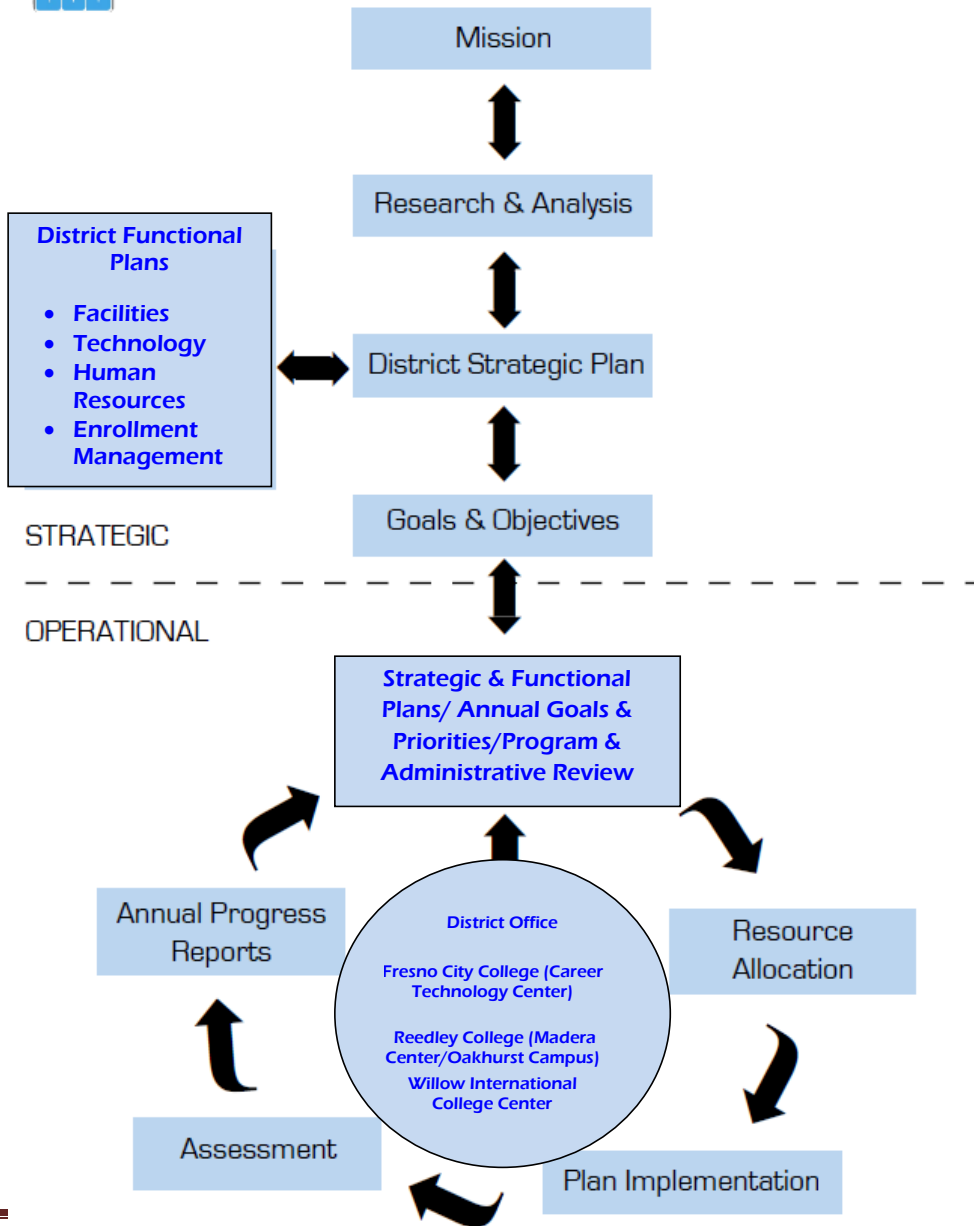
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Strategic Goals, are documented in Strategic Plans and in the Administrative Services Unit Reviews (ASUR).

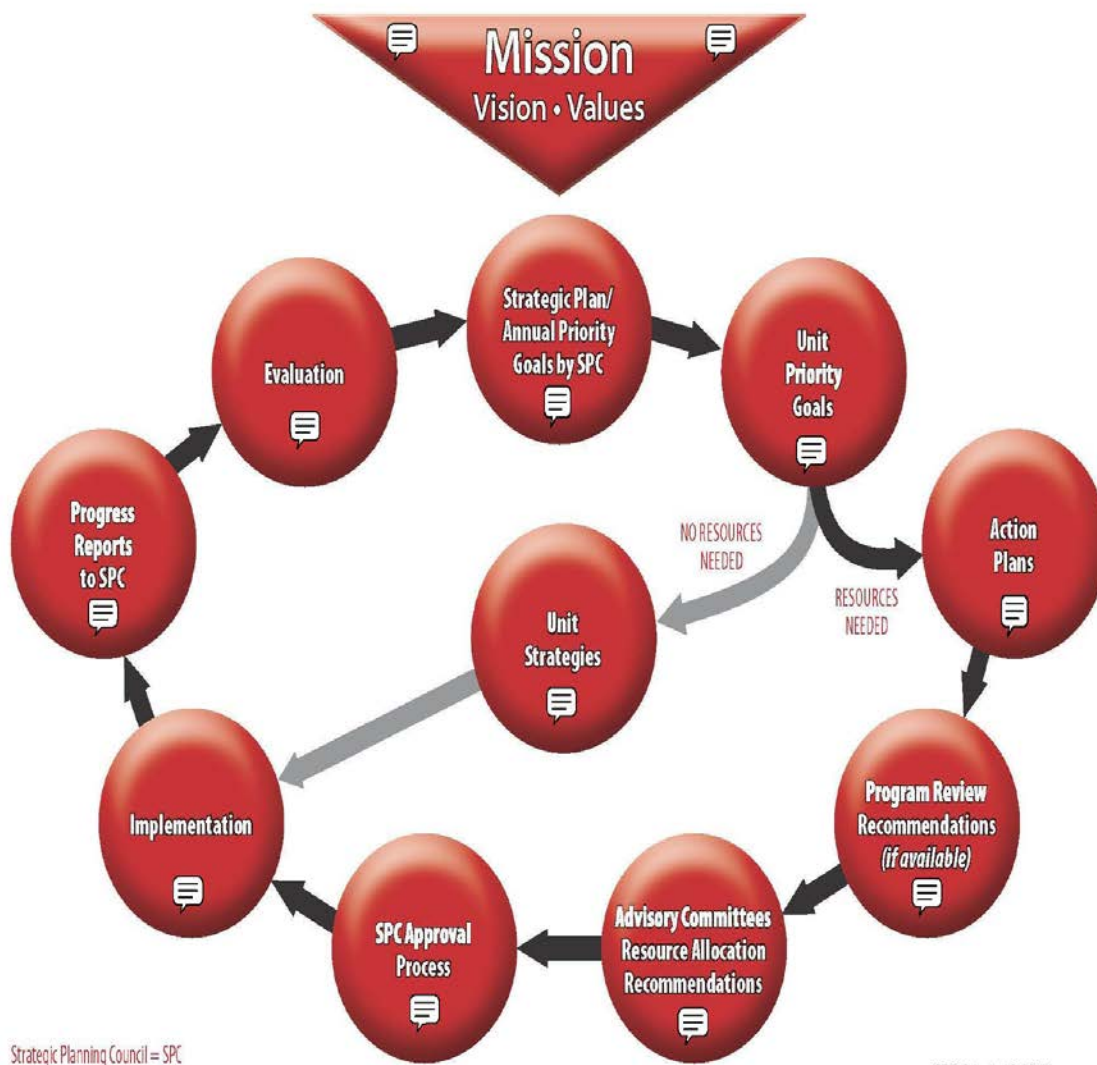
- The Administrative Services Unit Reviews (ASUR) include a thorough analysis of data and a plan for each Administrative Service Unit. This process tracks the efforts of each Administrative Service Unit to continuously improve the quality of the services provided by the District services to the campuses and to other District Services Units.
- District resources will be allocated based on the process outlined in the State Center Community College District Resource Allocation Model. The District Budget and Resource Allocation Advisory Committee (DBRAAC) has designated cost centers in their model who in turn allocate resources based on their respective strategic plan and local processes. In addition, the Districtwide Budget and Resource Allocation Advisory Committee (DBRAAC) will set aside funds, as allowable based on each budget year, to support special projects identified through the integrated planning process.
- Once resources are allocated, Administrative Services Units and the campuses implement the plans as developed at the cost centers that are identified in their respective Strategic Plans.
- SCCCDC assesses in two ways: (1) an annual assessment of progress on the District Strategic Goals and Objectives and (2) assessment and decision-making processes on a four-year cycle. The assessments will inform the Strategic Plans and the Administrative Services Unit Review.



SCCCD District Integrated Planning Model



Fresno City College Integrated Planning Process



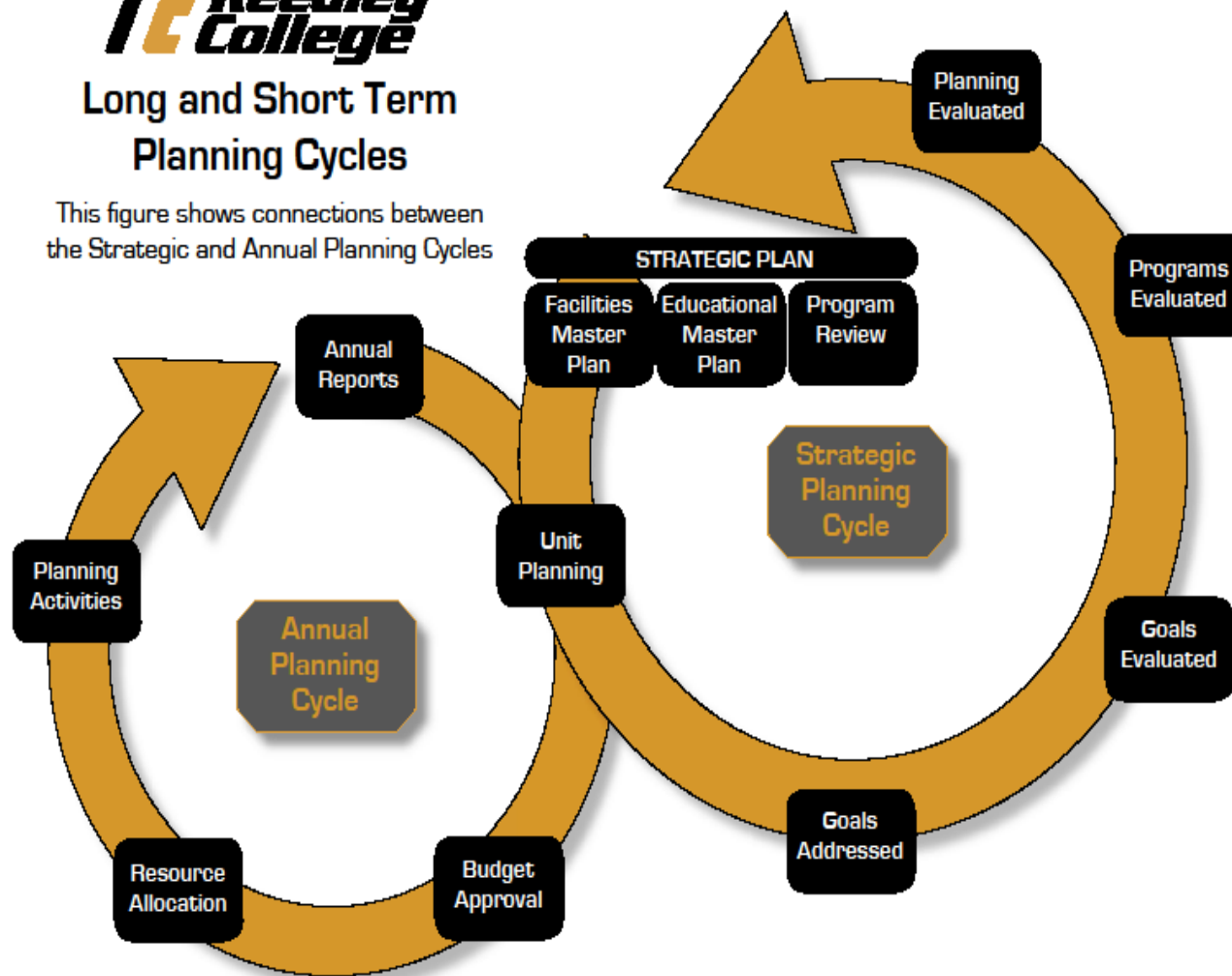
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Long and Short Term Planning Cycles

This figure shows connections between the Strategic and Annual Planning Cycles

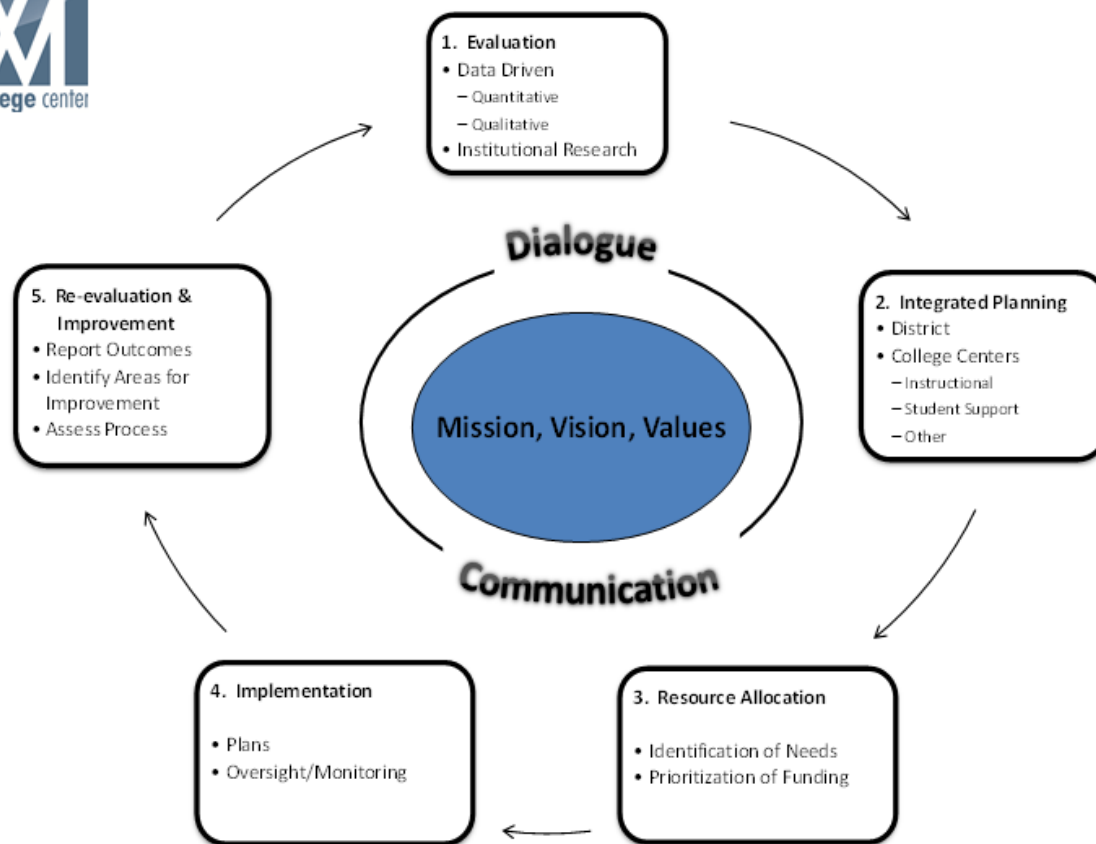


Field Code Changed

Review
Review
Review

4/27/12

Continuous Improvement – Collaborative Decision Making Process



SCCCD MISSION STATEMENT

The SCCC Mission Statement is the touchstone for the planning process in that it describes the intended student population and the services that SCCC provides to the community.

SCCC reviews its Mission Statement every four years during the development of the District Strategic Plan. The Mission Statement was most recently reviewed and approved by the Board of Trustees on June 5, 2012. DSPC reviews the Mission Statement annually and will refer it to the Chancellor's Cabinet if any revisions are recommended.

The current SCCC Mission Statement is:

State Center Community College District is committed to student learning and student success, while providing accessible, high quality, innovative educational programs and student support services to our diverse community by offering associate degrees, university transfer courses and career technical programs that meet the academic and workforce needs of the San Joaquin Valley and cultivate an educationally prepared citizenry.

The Accrediting Commission for Community and Junior Colleges standards 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.

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4. The institution's mission is central to institutional planning and decision making.

TIMELINE AND PROCESS FOR REVIEW OF THE MISSION STATEMENT

January 2012, 2016

The Board of Trustees charges the Chancellor with developing and implementing a process for a districtwide review of the District Mission Statement. The District Strategic Planning Committee reviews data and suggests changes to the SCCCD Mission Statement along with a justification or rationale for the suggestion.



February 2012, 2016

The District Strategic Planning Committee reviews the suggested changes and either
(1) Recommends revisions to the SCCCD Mission Statement or
(2) Recommends the Mission Statement remain the same



March 2012, 2016

The District Strategic Planning Committee solicits feedback through the charrette regarding recommended modifications to the SCCCD Mission Statement.



May 2012, 2016

Based on the feedback, the District Strategic Planning Committee recommends revisions to or recommends reaffirmation of the SCCCD Mission Statement to the Chancellor.



June 2012, 2016

The Chancellor considers the recommendation and if he/she approves, recommends the revised or reaffirmed SCCCD Mission Statement to the Board of Trustees for approval.

If the Chancellor does not approve, dialogue and collaboration continues until he/she approves.

Once approval is achieved, the Chancellor recommends the revised SCCCD Mission Statement to the Board of Trustees for approval.

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2012-2016 STATE CENTER COMMUNITY COLLEGE DISTRICT STRATEGIC PLAN

The *2012-2016 State Center Community College District Strategic Plan* is SCCCD's 4 year plan that guides annual operational planning.

The District Objectives describe the specific outcomes to be achieved districtwide requiring collaboration and coordination among District, campus administrators, faculty, staff and students. The initiatives to be undertaken at each site that contribute to the achievement of the District Strategic Objectives are documented and aligned with the colleges and centers that have applied for candidacy Strategic Plans, functional plans (i.e. educational master plans, technology plans, facilities plan)and in the District Office Administrative Services Unit Reviews.

The *2012-2016 State Center Community College District Strategic Plan* was developed in spring 2012, with implementation beginning in fall 2012, and will be in place until the next Strategic Plan is developed in 2016 for implementation 2013-2017.

The format for the *2012-2016 State Center Community College District Strategic Plan* is presented in the table on page 14. The primary components in this plan are:

- **District Strategic Goals** developed as part of the *2012-2016 State Center Community College District Strategic Plan*. The District Strategic Goals are institutional goals and, as such, are broad statements that articulate how SCCCD intends to address current and anticipated challenges.
- **District Objectives** describe more specifically those outcomes to achieve the District Strategic Goals that require collaboration and coordination among District Services and campus administrators, faculty, staff and students.
- **District Action Plans** describe in step-by-step sequence how the District Objectives will be accomplished and assessed. Each Action Plan includes a timeline for completion and the assignment of the group or office responsible for implementing the action.
- **Responsible Party** identifies the group or office assigned with the responsibility to launch, oversee and complete the Action Plan. The responsible group or office may complete the Action Plan or may collaborate with others to complete the Action Plan. The assignment of a responsible group or office is essential for accountability.
- **Outcome** is a brief statement describing the results of the Action Plans, and is completed for an Annual Progress Report.
- **Implications for Next Year's Action Plans** is also completed for the annual Progress Report and is used to describe adjustments that may be needed if the outcome described in the previous column requires changes to subsequent Action Plans.

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Example of a District Strategic Objective and its components:

1. Student Success SCCCD is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus (established by Institutional Research in conjunction with campuses)	Success Measures	Timeline	Responsibility
1.1. Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success.	1.1 Create and modify clear and concise steps to matriculation for new students.	1.1 Establish by district and college/center. Baseline Reg to Go sessions/Satisfaction survey of Reg to Go.	1.1 1% increase annually in satisfaction regarding the implementation in the number of students who complete the following key components of matriculation: Admissions, Orientation, and Assessment and Testing.	1.1 Data collection and analysis end of spring semester.	1.1 College/Center Vice Presidents of Instruction and Student Services / Vice Chancellor of Educational Services and Institutional Effectiveness.

TIMELINE AND PROCESS FOR REVIEW FOR THE

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DEVELOPMENT OF THE 2012-2016 STATE CENTER COMMUNITY COLLEGE DISTRICT STRATEGIC PLAN

January 2012, 2016

The Board of Trustees participates in a Visioning process to develop a vision for the Strategic Plan. The District Strategic Planning Committee begins preparing the *2012-2016, and 2013-2017 State Center Community College District Strategic Plan*.



February 2012, 2016

The Board of Trustees invites internal stakeholders to a Strategic Conversation to discuss the themes from their Visioning Process. The findings from the Strategic Conversation provide data for the community charrette which will involve internal and external stakeholders in addressing the next strategic plan.



March 2012, 2016

The District Strategic Planning Committee reviews a comprehensive data portfolio, and the quantitative and qualitative data from the Visioning, Strategic Conversation, and Charrette. Based on this review, the District Strategic Planning Committee develops District Objectives and Action Plans for the next four years. The Action Plans identify specific tasks, timelines for completion, and the group or office responsible for completing each task.



- The District Strategic Planning Committee uses data to prepare the final *2012-2016, 2013-2017 State Center Community College Districtwide Strategic Plan* and forwards the final draft to the Chancellor.
- If the Chancellor approves, the *2012-2016, 2013-2017 State Center Community College Districtwide Strategic Plan* is presented to the Board of Trustees. If the Chancellor does not approve, collaboration and compromise continues until he/she approves.
- The *2012-2016, 2013-2017 State Center Community College Districtwide Strategic Plan* is implemented beginning in the Fall semester.

Planning Calendar and Timeline for Updated SCCC District Strategic Plan

Timeline for SCCC District Strategic Plan

Reviewed by Integrated Planning Workgroup May 15, 2012; Revised by DSPP on Oct. 26, 2012.
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District Timeline runs from Fall 2012 – Fall 2016

Colleges/Centers that have applied for candidacy Timeline run from Fall 2013 to Fall 2017

District Only

Date	Duties	Area
March 2011	Survey for minor updates Timeline Created	District
April 2011	1 st Draft	District
May 2011	Final Draft	District
June 2011	Present to the Board update on the 2008 Strategic Plan	District
July 2011	Board approval of timeline And final draft which includes minor revisions	District
Aug. - January 2012	Preparation for comprehensive assessment (charrette) and full revision process. Gather data from all areas internal and external scans.	District
February 2012	Charrette & all survey information gathered	District
April 2012	1 st Draft	District
May 2012	Final Draft	
June 2012	Board approval of Strategic Plan for District	District/Board
July 2012	Implementation of new District Strategic Plan	District
Aug. – January 2013	Annual scan for District (1 st year)	District
March 2013	Summary of results from annual scan, report of progress, if changes are pertinent minor revisions made if not just report to Board	District
June 2013	Annual report to Board on District Strategic Plan	District/Board
Aug. – January 2014	Annual scan for district (2 nd year)	District
March 2014	Summary of results from annual scan, review of results	District

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	from 1 st year report, recommended changes made to the Board. (these are minor updates)	
June 2014	Minor revisions/updates to the District Strategic Plan are presented to the Board	District/Board
July 2014	Implementation of changes to District Strategic Plan	District
Aug. - January 2015	Annual scan for District (3rd year)	District
March 2015	Summary of results from annual scan, review of results from 1 st year report, recommended changes made to the Board. (these are minor updates)	District
June 2015	Minor revisions/updates to the District Strategic Plan are presented to the Board	District/Board
July 2015	Implementation of changes to District Strategic Plan	District
Aug. - January 2016	Preparation for comprehensive assessment (charrette) and full revision process. Gather data from all areas internal and external scans. (4 th year)	District
February 2016	Charrette & all survey information gathered	District
April 2016	1 st Draft	District
May 2016	Final Draft	
June 2016	Board approval of Strategic Plan for District	District/Board
July 2016	Implementation of new District Strategic Plan	District

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Colleges and Centers that have applied for candidacy only

Date	Duties	Area
June 2012	District Strategic Plan is approved	Board/District
Aug. – January 2013	Colleges/centers prepare for comprehensive assessment, charrette, internal and external scans. Colleges/centers will develop college/center strategic plans that include the District Strategic Plan goals.	Colleges/Centers that have applied for candidacy
February 2013	Charrette, all survey information gathered	Colleges/Centers that have applied for candidacy
March 2013	1 st Draft	Colleges/Centers that have applied for candidacy
May 2013	Final Draft Presentation to appropriate constituency groups	Colleges/Centers that have applied for candidacy
June 2013	Board presentation of Strategic Plan for each college/center	College/Centers that have applied for candidacy/Board
July 2013	Implementation of College/ Center Strategic Plans	Colleges/Centers that have applied for candidacy
Aug. – January 2014	Annual Scan for Colleges (1 st year)	
March 2014	Summary of results from annual scan, report of progress, if changes are pertinent minor revisions made if not just report to College Council	Colleges/Centers that have applied for candidacy
May 2014	Reports to constituency groups and College Council	Colleges/Centers that have applied for candidacy
Aug. – January 2015	Annual scan for Colleges/Centers (2 nd year)	Colleges/Centers that have applied

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		for candidacy
March 2015	Summary of results from annual scan, review of results from 1 st year report, recommend changes to the board. (minor revisions)	Colleges/Centers that have applied for candidacy
May 2015	Changes given to constituency groups, College Council and the Board	Colleges/Centers that have applied for candidacy/Board
June 2015	Board approval	Board
July 2015	Implementation of modified College/Center Strategic Plans	Colleges/Centers that have applied for candidacy
August 2015 – January 2016	Annual scan for Colleges/Centers that have applied for candidacy (3 rd year)	Colleges/Centers that have applied for candidacy
March 2016	Summary of results from annual scan, report of progress, if changes are pertinent minor revisions made if not just report to College Council	Colleges/Centers that have applied for candidacy
May 2016	Changes or report given to College Council and constituency groups.	Colleges/Centers that have applied for candidacy
June 2016	District Strategic Plan is approved	Board/District
August 2016 - January 2017	Preparation for comprehensive assessment (charrette) and full revision process. Gather data from all areas internal and external scans. (4 th year) Colleges/centers prepare for comprehensive assessment, charrette, internal and external scans. Colleges/centers will develop college/center strategic plans that include the District Strategic Plan goals.	Colleges/Centers that have applied for candidacy
February 2017	Charrette, all survey information gathered	Colleges/Centers that have applied for candidacy
March 2017	1 st Draft	Colleges/Centers

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		that have applied for candidacy
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Approved by the Board of Trustees on July 5, 2011.

DISTRICT OFFICE ADMINISTRATIVE SERVICES UNIT REVIEW (ASUR)

The District Office Administrative Services Unit Review is the annual program review process for centralized services.

Reviewed by Integrated Planning Workgroup May 15, 2012; Revised by DSPC on Oct. 26, 2012.
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The purpose of this process is to analyze and track the efforts of each District Office Administrative Services Unit to continually improve the quality of the services provided to the campuses and to other District Office services departments. The three components of the District Office Administrative Service Unit Review are:

1. Analysis of quantitative and qualitative data that reflect the services' strengths and weaknesses relative to meeting established standards, advancing the SCCCDC mission, and supporting Districtwide Strategic Goals and District Objectives.
2. A report on the progress made in achieving the previous year's plans.
3. Develop a plan for the coming year (a) to sustain or improve the services provided and (b) to contribute to the achievement of the District Strategic Plan.

The District Services that implement this review process are:

Fall 2011	Information Systems, State Center Consortium, Center for International Trade Development (CITD), International Education, Grants and External Funding, and Admissions & Records/Institutional Research.
Spring 2012	Environmental Health & Safety and Police Services.
Fall 2012	Purchasing, Accounts Payable and Maintenance & Operations.
Spring 2013	Office of the Associate Vice Chancellor, Human Resources, Personnel Commission, Accounting Services, and Accounts Receivables.
Fall 2013	Office of the Vice Chancellor, Educational Services and Institutional Effectiveness, Payroll and Transportation.
Spring 2014	Grounds and Warehouse.
Fall 2014	Office of the Chancellor/ Public & Legislative Relations/ SCCCDC Foundation, Office of the Vice Chancellor, Finance and Administration, and Construction Services.

Beginning in fall 2012, all district units regardless of their schedule with the ASUR cycle participated in developing an Annual Operational Plan so that planning priorities were linked to resources. The District Managers Group reviewed all operational plans and prioritized the resource requests based on current needs and plans for improvement. The prioritized list of planning priorities ensures resource allocations are aligned to the SCCCDC 2012-2016 Strategic Plan.

The Accrediting Commission for Community and Junior Colleges standards most relevant to the District's Administrative Services Reviews are:

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- Standard IB.5. The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.
- Standard IIIA.5. 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.
- Standard IIIB.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.
- Standard IIIC.2. Technology planning is integrated with institutional planning. The institution systematically assesses the effective use of technology resources and uses the results of the evaluation as the basis for improvement.
- Standard IIID.3. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement.

TIMELINE AND PROCESS FOR DISTRICT ADMINISTRATIVE SERVICES UNIT REVIEWS

District Administrative Service Units gathers data as needed to document progress on the prior year's

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plan as well as feedback on the District Administrative Units programs and services from a Districtwide Satisfaction Survey.

The self-study teams involve all members of a unit and the supervisor who collaborate to draft the District Administrative Services Unit Review for the area. This review includes:

- Analysis of the data to identify strengths and weaknesses by comparing performance to standards;
- Identification of links to the SCCCD Mission Statement, District Strategic Goals and District Objectives;
- Strategies to address identified weaknesses, advance the mission, and support District Strategic Goals and District Objectives; and
- Requests for funding as needed to implement the strategies identified in this review.



Managers, in collaboration with their supervising Associate Vice Chancellor or Vice Chancellor, develop the draft District Administrative Services Unit Review with other members of the unit and create venues for discussions of the draft. This includes the development of a long-term plan on a 4 year cycle and an annual operational work plan.

The Associate Vice Chancellors and Vice Chancellors and Managers consider the feedback and make revisions as warranted.



The Managers present the District Administrative Services Unit Reviews to the Response Team, who provides commendations and recommendations.

The Managers make final revisions to the document based on feedback from the Response Team and the final document is submitted to the Chancellor.

Requests for funding are submitted to the Chancellor and the District Office Executive management team composed of: Chancellor, Vice Chancellor of Educational Services and Institutional Effectiveness, Vice Chancellor of Finance and Administration, Associate Vice Chancellor of Human Resources, Associate Vice Chancellor of Business and Operations, Legal Counsel, Exec. Dir., Public & Legislative Relations and the Director of the Foundation.

RESOURCE ALLOCATION

Resource allocations align with the SCCCD Mission Statement and link District Strategic Goals and District Objectives to the resources needed to accomplish these institutional goals.

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Reviewed by Communications Council July 31, 2012; October 30, 2012.

Reviewed by Chancellor's Cabinet May 29, 2012; July 23, 2012; August 9, 2013; Adopted by Chancellor's Cabinet August 26, 2013.

The description in this *State Center Community College District Integrated Planning Manual* is an overview of the current budget development process.

Background

The district has historically utilized an incremental budget approach for the fiscal allocation process. Each year, the allocation process begins with rolling forward the prior year's adjusted base allocation. Permanent adjustments are made for new positions, COLA adjustments, growth funding, step & column increases, payroll tax, benefit rate changes, utilities and insurance increases, etc. In recent years, adjustments for workload (funding) reductions have been allocated to the various cost centers as well.

During fiscal year 2011-12, in an attempt to improve our resource allocation process and to incorporate integrated planning, the chancellor appointed a Districtwide Resource Allocation Model Taskforce (DRAMT). This taskforce's composition was consciously determined to ensure broad representation in the development of the resource allocation model. The DRAMT's charge was to develop and recommend a resource allocation model that defines the process for allocating fiscal resources to the SCCCDC entities of the district. The model should be focused on fiscal resources, with the long-range goal of addressing all resources including human, physical and technology.

DRAMT evolved into the District Budget and Resource Allocation Advisory Committee (DBRAAC) in the spring 2013. DBRAAC has continued the work started by DRAMT to develop a new resource allocation model and determine the factors in the distribution of funds to the SCCCDC entities. That draft model is currently being vetted districtwide prior to an anticipated implementation for the 2014-2015 fiscal year. Upon approval, the manual will be updated to reflect the new resource allocation model, which will also help ensure a fully developed integrated budget allocation process is established.

The Accrediting Commission for Community and Junior Colleges standards most relevant to resource allocation processes are:

- Standard IB.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.

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- Standard IIID.3. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement.

TIMELINE AND PROCESS FOR RESOURCE DEVELOPMENT

January 2012. 2013

- The business office generates a preliminary projected cost of salaries and benefits for the budget year and sends this information to college/centers for review.



February 2012. 2013

Reviewed by Integrated Planning Workgroup May 15, 2012; Revised by DSPC on Oct. 26, 2012.
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- The Chancellor/Vice Chancellor of Finance & Administration presents a budget workshop.
 - Update on current year budget
 - Reviews the governor's January budget
 - Estimated state funding
 - Projected funded Credit FTES
 - Review reserves
 - Proposed guiding principles
- Board of Trustees approves budget calendar at the February Board meeting



March 2012. 2013

- During the annual Board Retreat, staff reviews the current budget, the tentative budget assumptions, proposed strategies, and the proposed lottery decision packages



April 2012. 2013

- The tentative budget is developed.
- The Board of Trustees adopts the lottery decision package at the April Board meeting.



May 2012. 2013

- Vice Chancellor of Finance and Administration reviews state budget changes in the May Revise and incorporates those changes into the final budget.



June 2012. 2013

- The tentative budget is presented to the Board of Trustees for adoption and implications from the May Revise are discussed.



September 2012. 2013

- The final budget is presented to the Board of Trustees for approval.
- Open hearing for the public on the final budget.

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STRATEGIC PLAN IMPLEMENTATION

Through the development of the Districtwide Strategic Plan, an office or group is assigned responsibility for each Action Plan. The responsible group or office may complete the Action Plan or may collaborate with others to complete the Action Plan.

To ensure implementation of the identified activities that will move SCCCD toward accomplishment of the District

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Strategic Goals and Objectives, the responsible parties shall:

- Manage the timelines for the plan component;
- Develop appropriate processes;
- Identify and address funding needs through site-specific resource allocation processes or from funds identified to address District Strategic Goals or District Objectives;
- Provide data and other types of evidence to assess the levels of success following plan implementation; and
- Document the activities and outcomes to contribute to the preparation of the annual Progress Report.

The annual Progress Report described in the next section informs the District community about the outcomes of plan implementation.

ASSESSMENT OF PROGRESS ON DISTRICT STRATEGIC DIRECTIONS

A Progress Report will be produced annually to inform the internal community about movement toward achievement of the District Strategic Goals.

Three tasks will be accomplished through the development of this progress report:

- Consolidate information about the tasks that have been completed by all SCCCDC entities;

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- Analyze those outcomes in terms of their effectiveness in moving SCCCD toward achievement of the District Strategic Goals; and
- Edit or augment Action Plans for the coming year as needed based on the outcomes of the current year's work.

There will be annual progress reports reported at the end of the spring and presented each fall to the Board of Trustees for the District Strategic Plan.

The annual Progress Report is an essential accountability tool in the SCCCD integrated planning process because it reinforces and sustains a districtwide dialogue on its long-term and short-term goals.

The Accrediting Commission for Community and Junior Colleges standards most relevant to the production of annual Progress Reports are:

B. Improving Institutional Effectiveness

The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

1. The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.
2. 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.
3. The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.

TIMELINE AND PROCESS FOR ASSESSING PROGRESS ON DISTRICT STRATEGIC GOALS

February 2013

The District Strategic Planning Committee develops or revises the template for the annual SCCCD Progress Report.



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April 2013

The District Strategic Planning Committee calls for:

- Responsible parties identified in the District Strategic Plan to report on progress on the Action Plans and
- Campuses to report and evaluate the outcomes of activities undertaken to contribute to achievement of the District Strategic Goals.



The reports are consolidated by the District Strategic Planning Committee to create a draft SCCCD Progress Report that includes the reports of progress as well as an analysis of the effectiveness of the activities in fulfilling the District Strategic Goals.

The District Strategic Planning Committee reviews the SCCCD Progress Report, adds comments if appropriate, and forwards the document to the Chancellor's Cabinet.

**July-August 2013**

- The Chair of the District Strategic Planning Committee presents the draft SCCCD Progress Report to Chancellor's Cabinet for review and comment. Suggested changes are incorporated as warranted.
- The Chair of the District Strategic Planning Committee presents the final SCCCD Progress Report to the Board of Trustees for information.
- The annual SCCCD Progress Report is distributed as appropriate to both internal and external constituencies online and/or in print.

ASSESSMENT OF PLANNING AND DECISION-MAKING PROCESSES

SCCCD assesses its planning and decision-making processes in keeping with the ACCJC standards on institutional effectiveness.

A formal assessment of planning and decision-making processes is conducted every four years. The assessment includes gathering districtwide input and using that feedback to prepare an assessment report that is submitted to the District Strategic Planning Committee. The District Strategic Planning Committee reviews the assessment report and recommends revisions to planning and decision-making processes as warranted based on the assessment. These recommendations are forwarded to the District Participatory Governance Committee currently the Communication Council, who is responsible for forwarding recommendations to the Chancellor. The

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Chancellor considers the recommendations and approved changes are documented with revisions to the *State Center Community College District Integrated Planning Manual*.

To maintain credibility as a valuable resource, the current version of the *State Center Community College District Integrated Planning Manual* is reviewed and updated annually by the District Strategic Planning Committee's ad hoc committee on Integrated Planning to capture minor changes, such as in descriptions, timelines, or processes.

The Accrediting Commission for Community and Junior Colleges standards most relevant to the assessment of planning and decision-making processes are:


Standard I.B.6. The institution assures the effectiveness of its ongoing planning and resource allocation processes by systematically reviewing and modifying, as appropriate, all parts of the cycle, including institutional and other research efforts.

Standard IV. A.5. The role of leadership and the institution's governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.

TIMELINE AND PROCESS FOR ASSESSING THE PLANNING AND DECISION-MAKING PROCESSES

September 2012, 2016

The District Strategic Planning Committee convenes a Planning and Decision-Making Processes Workgroup comprised of representatives from districtwide committees. The Planning and Decision-Making Processes Workgroup develops a mechanism for soliciting feedback on the components of the integrated planning model and decision-making processes from the groups and individuals who are directly involved in implementing planning and decision-making. The workgroup presents this process to the District Participatory Governance Committee (official name TBD).



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October 2012, 2016

Feedback from the District Participatory Governance Committee (official name TBD) about the process for soliciting feedback is incorporated and the Planning and Decision-Making Processes Workgroup implements the process.

**November-December 2012, 2016**

The Planning and Decision-Making Processes Workgroup considers the feedback from the groups and individuals who are directly involved in implementing planning and decision-making processes and prepares a Planning and Decision-making Processes Assessment Report. This Report may include recommended changes to the planning and/or decision-making processes.

The Planning and Decision-Making Process Workgroup forwards the Planning and Decision-making Processes Assessment Report to the District Participatory Governance Committee (official name TBD) for review and comment. The Planning and Decision-Making Process Workgroup incorporates the feedback as warranted and forwards the Planning and Decision-making Processes Assessment Report to the Chancellor.

**February 2013, 2017**

The Chancellor reviews the Planning and Decision-making Processes Assessment Report with the District Strategic Planning Committee and determines which changes will be made in the planning and decision-making processes, if any.

The District Strategic Planning Committee prepares an information report on this assessment for the Board and the resulting changes to the planning and decision-making processes, if any. This report is also distributed districtwide.

The District Strategic Planning Committee's ad hoc committee on Integrated Planning prepares an updated version of the *State Center County Community College District Integrated Planning Manual*.

The SCCCD 2012-2013 Integrated Planning Manual template and language were adapted from the 2012 North Orange Community College Integrated Planning Manual.