District Strategic Planning Committee

Districtwide Definition of Terms

Action Plan – An action plan is strategic by nature. It is long term and serves a cross functional purpose. The broad implications of an action plan have a campus wide impact. It is localized to the work unit, but may involve more than one unit in a partnership. The action plan is measurable and has a finite duration with a specific start and end period.

Ad hoc - A committee that addresses one subject, topic, or question. An ad hoc committee can be formed by DSPC to explore issues related to planning. Once the ad hoc committee fulfills its purpose, the committee will disband.

Advisory Committee- A select group of persons—usually representing a profession/workforce, governing body, and/or the broader community—to advise on a predetermined program.

Affinity Diagram – A way to organize facts, opinions, ideas, and issues into natural groupings. A large number of ideas are generated and then organized into groupings to reveal major themes.

ARCC-A select group of persons—usually representing a profession/workforce, governing body, and/or the broader community—to advise on a predetermined program.

ASUR- Administrative Services Unit Review, similar to program review, for district office departments.

Audit-An examination of records and accounts for the purpose of (1) determining the propriety of transactions; (2) ascertaining whether all transactions are recorded properly; and (3) determining whether statements drawn from accounts reflect an accurate picture of financial operations and financial status.

Baseline Data – Foundation against which subsequent results are compared in order to measure progress of outcomes.

Benchmarking – A standard of excellence against which other things are measured or judged. In a process-oriented context, benchmarking can be thought of as an ongoing search for best practices that produce superior performance.

Brainstorming – A method to get ideas from participants of a meeting. No criticism or discussion of ideas is allowed until all the ideas are recorded. The ideas are critically reviewed after the brainstorming session.

Budget Neutral – Action Plans that require $1,000 or less from the FCC general fund to implement.

Cal-PASS-California Partnership for Achieving Student Success: A professional learning community, comprised of California State University, Fresno, Reedley College and its centers, Fresno City College, and many Fresno County high schools, which collects, analyzes, and shares data to track student progress from elementary school through college.

Campus Committee- A committee that contributes to/oversees functions at the campus of a College (e.g., Enrollment Management Committee).

CC-College Council, a college level consultation group for shared governance, chaired by the college president.

CCC-College Center Council, the consultation group for shared governance and collaborative decision making at the North Centers of Reedley College, chaired by the vice-chancellor of the North Centers, also called North Centers College Council.

Charrette-A meeting of several constituents, the purpose of which is a final, concentrated effort to complete a plan or project.

COA-Committee Operating Agreement, a formal description of each committee, stating its responsibility, membership, and position in the governance of the college.

College Brain Trust-Also known as College Brain Trust, a collegiate consultation group hired by the district in 2010 to evaluate the effectiveness of various operational responsibilities

College Committees-A representative body of the campus selected to consider and act or report on issues/matters confronting the campus or district.

Community Services/Education-Educational, cultural, and recreational services that an educational institution may provide for its community in addition to regularly scheduled classes. Community college districts receive no direct state apportionment for community services.

Concurrent Enrollment- Students who are under 18 years of age who are non-high school graduates.

Consensus – A process for making decisions without voting. See full consensus and qualified consensus.

Constituent Representative Organization- A permanent, representative-endorsed governing body selected by various constituencies, essential to the governance of the college, and chosen for a specific purpose with a defined scope of responsibility to define/investigate/carry out a pre-ordained task. As defined in California Education Code, California Code of Regulations, and/or SCCCD Board Policy, these organizations include the following groups: Academic Senate,

Associated Student Body, California Schools Employees Association (CSEA) and Classified Senate.

Constituent-Serving as part of a whole; one that authorizes another to represent him/her; a person entitled to vote for a representative.

"Consult Collegially"- All other academic and professional matters consisting of the following:
-Educational program development;
-Faculty roles and involvement in accreditation processes including self-study and annual reports;
-Establishing a process for faculty professional development activities;
-Processes for institutional planning and budget development;
-District and college governance structures as related to faculty roles; and
-Other academic and professional matters as mutually agreed upon between the governing board and the academic Senates.

And shall mean:
Such processes are subject to 53203(d) (2) of title 5 regulations;
-When either the governing board (or designee), or the Academic Senates (designees) seek to consult collegially regarding "other academic and professional matters" (other than curriculum), the party seeking consultation shall request the consultation in writing. The parties shall then collegially consult and strive to develop mutually agreed upon written recommendations to the governing board. -After reasonable collegial consultation, in the event the parties cannot reach mutual agreement on an academic and professional matter (other than curriculum), the parties shall submit separate written recommendations to the governing board.
-In cases where there is no existing policy, or in cases where exposure to legal liability or substantial fiscal hardship requires existing policy to be changed the governing board may act, after a good faith effort to reach agreement, only for compelling legal, fiscal, or organizational reasons.

Contract Education- Contract Education is when a community college district contracts with a public or private entity for the purposes of providing instruction or services or both with no financial support from general apportionment funds. Classes provided on a fee-for-service basis. Contract Education classes do not generate FTES. Students do NOT earn grades or units.

Core Values – Attitudes and beliefs thought to uniquely pattern a culture.

Council- This is defined as 1) a group that is called together for consultation, discussion, advice etc. or 2) a group of people chosen as an administrative, advisory, or legislative assembly. At the college, councils normally have an ongoing purpose, a formal structure, and an area of college-wide coordinating function (e.g. College Council).

Critical Success Factor (CSF) – Represents an event or occurrence that must happen to be assured that a goal is achieved.

Crosswalk-The purpose of a crosswalk can be defined in four ways. When two or more document are used they: 1) illustrate how the goals and objectives in a current planning

document maps to a proposed document; 2) compare content to find commonalities to be integrated into a single, new document that reduce possible redundancies in the single document; 3) illustrate the commonalities when developing two separate documents to help reduce the possibilities of reduplicating planning efforts; and 4) identify activities that illustrate how the documents support each other to allow for a consistent, integrated planning process. Definition one defines how one document maps the relationship of historical progress. Definitions two and three define content analysis and definition four defines concept analysis.

CTE- Career Technical Education.

Cultural Competence- For individuals, cultural competency is an ability to interact effectively with people of different cultures. Cultural competence comprises four components: awareness of one's own cultural worldview, attitude towards cultural differences, knowledge of different cultural practices and worldviews, and cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures. For organizations, cultural competency is a set of behaviors and policies that enable the organization to work effectively in cross-cultural situations by integrating cultural knowledge about individuals and groups of people into policies and practices, thereby increasing the quality of services. To become culturally competent, an organization should value diversity, assess the extent to which cultural knowledge is a part of its practices, and incorporate cultural knowledge into its practices and activities so that its services reflect the varying cultural needs of all its constituencies.

Datatel- The colleges' and district's computerized data management and storage system.

DE-Distance Education.

Decision Package: A decision package could be either strategic or operational. Most often it is one time funding but could be year by year such as Speaker's Forum. It is specific to a program and is tactical. It is based on priority and need.

Deficit- Excess of liabilities over assets.

Dialogue-A group discussion among colleagues, often facilitated (that is designed) to explore complex issues, create greater group intelligence, and facilitate group learning.

District Fact Book- A comprehensive compilation of demographic information about the State Center Community College District, its colleges, and centers.

DL- Distance Learning.

DSA- The Division of the State Architect (DSA) determines California's policies for building design and construction. It oversees the design and construction for K-12 public schools and community colleges. Its responsibilities include assuring that all drawings and specifications meet with codes and regulations.

DSPC- District Strategic Planning Committee.

Duplicated Enrollment-Total number of class enrollments. A student enrolled in multiple courses increases the count for each of those courses. This is a count of seats filled, not a count of persons filling them.

Environment Scan – Information about the external community (external scan), the college, and its students and employees (internal scan) that provides a data framework for strategic planning.

ECPC- Educational Coordinating and Planning Committee.

Education Code- The body of law that regulates education in California. Additional requirements are contained in the California Administrative Code, Titles 5 and 8, the Government Code, and general statutes.

Educational Master Plan-A part of the College's Master Plan that defines the education goals of the College as well as the current and future curriculum to achieve those goals. The educational master plan precedes and guides the Facilities Master Plan.

EEO- Equal Employment Opportunity.

Enrollment Management- The process by which student enrollment, class sections offered, and support services provided are coordinated to achieve maximum access and success for students. Enrollment management decisions are made within the context of the College's mission and its institutional resources.

Enrollment Management Committee- The group of staff, faculty, classified, administrators, and students, responsible for overseeing and coordinating the College's Enrollment Management System.

ERP- Enterprise Resource Planning System.

Facilities Master Plan-The Facilities Master Plan is an inventory and evaluation (condition/life span) of all owned facilities (the site, buildings, equipment, systems, etc.). It identifies regulations impacting those facilities and any deficiencies, and defines a plan to correct those deficiencies. It also identifies the adequacy, capacity and use of those facilities; identifies the deficiencies relative to those criteria; and defines a plan of correction. It draws on information contained in the Educational Master Plan.

FC- Facilities Committee.

Fiscal Year- A period of one year, the beginning and ending dates of which are fixed by statute. In California, the period beginning on July 1 and ending on June 30 constitutes the fiscal year.

Facilities- All of the capital assets of the College including the land upon which it is located, the buildings, systems and equipment.

Faculty Loads- The amount of "teaching time" assigned/appropriated to a given instructional class, i.e. lecture or laboratory, for a given semester or for an academic year (two semesters). It is typically defined in terms of 15 "teaching hours" per week as being equal to one (1) full-time equivalent faculty; a "full faculty load." Actual faculty loads are generally governed by negotiated agreements and collective bargaining.

Final Project Proposal (FPP) - The FPP identifies the project justification, final scope and estimated costs of all acquisitions, plus all infrastructure, facility and systems projects. It contains vital information including the JCAF 31 and JCAF 32 reports, the California Environmental Quality Act (CEQA) Final Notice of Determination, federal funds detail, an analysis of future costs, a project time schedule and an outline of specifications. It is used by the Chancellor's Office and the Board of Governors to determine whether the project has met the criteria for State funding.

Fiscal Year- A period of one year, the beginning and ending dates of which are fixed by statute. In California, the period beginning on July 1 and ending on June 30 constitutes the fiscal year.

Five-Year Capital Construction Plan (5- YCP) - See Annual Five-Year Construction Plan.

Fixed Assets- Assets of a permanent character having continuing value such as land, buildings, machinery, furniture, and equipment (also known as capital assets).

FON- Faculty Obligation Number.

Forum – A meeting of the college community to discuss subjects of current interest to the college.

FCC Advisory Committees – FCC committees whose duties are to review, prioritize, and recommend Action Plans which impact their areas of responsibility.

FT-Full Time.

FTE / FTES- Full-Time-Equivalent Student, the unit of measure based upon student attendance patterns used by the state in the formula for the apportionment of funds

FTEF-Full Time Equivalent Faculty- The unit of measurement that describes the number of instructional load units required of a single full time faculty member. One FTEF equals 15 load units per semester, 30 during an academic year.

FTES- An acronym for a "full-time equivalent student." Used by the State as the measure for attendance accounting verification. Also used as a student workload measure that represents 525 class (contact) hours in a full academic year.

FTES- Full Time Equivalent Students (FTES). 1 FTES = 525 contact hours (one student enrolled in courses for 3 hours a day, 5 days a week, for an academic year of 35 weeks, 3x5x35=525). FTES is the mechanism used by state to report student attendance for apportionment purpose. Calculations for this measure depend on the course type. There are four

types of accounting methods: Weekly census (18-week courses), Daily census (Short-term courses), Positive Attendance (Police academy), Alternative attendance (Independent study/work experience/distance education). Each accounting method uses a different formula to calculate FTES. i.e. Positive Attendance courses measure Total Actual Hours of Instruction ÷ 525. Daily Census Attendance courses (Short-term courses) measure Total Contact Hours ÷ 525. Weekly Census Attendance courses (18-week courses) measure Weekly Student Contact Hours x 17.5 ÷ 525.

FTES Target- The established goal on which apportionment revenue estimates is based.

Full Consensus - a recommendation is deemed sufficiently agreeable such that all members of the group can support the group in choosing it and no member opposes it.

FY- Fiscal Year.

Gap Analysis – Analysis of the distance between the desired state and the reality of current capabilities.

Goal – A broad statement of what is to be accomplished. It is derived and synthesized from the sum total of activity and analysis of external and internal factors, performance on key indicators, and an analysis of District goals.

Improvement- Achieved through an ongoing and systematic cycle of evaluation, integrated planning, implementation and re-evaluation.

Indicator – Indirect or evaluative quantifier that suggests achievement of a critical success factor.

Integrated Planning - "Integrated planning is the linking of vision, priorities, people, and the physical institution, in a flexible system of evaluation, decision-making, and action to shape and guide the entire organization as it evolves over time within and without its community." (Society for College & University Planning).

IR- Institutional Research,

Key Performance Indicators (KPIs) – Measures or a collection of indicators that reflect progress toward achieving goals. Outcome measures that are tracked and analyzed to measure progress toward goals.

Manager – Anyone who is not a part of the bargaining unit (e.g., director, dean, etc.). Confidential employees are not part of a bargaining unit but are not considered managers.

Master Plan- An extensive planning document which covers all functions of the college or district. Master Plans typically contain a statement of purpose, an analysis of the community and its needs, enrollment and economic projections for the community, current educational program information and other services in relation to their future requirements, educational targets and the strategies and current resources to reach those targets, and a comprehensive plan of action and funding.

Measure – Precise quantifier that can indicate achievement of a critical success factor.

Mission Statement – Defines the core purpose of the organization.

Multi-voting – A way to select the most important or popular items (alternatives) from a list.

Notification of Pilot – Constituency groups are provided information that a plan is moving forward for a trial period or test run.

Objective – A measurable statement about the end result that services or programs are expected to accomplish in a given period of time. They are operational intents that flow from an analysis of the college's goals.

Persistence Rate – Percent of students enrolled in next term out of students enrolled in first term.

PEST Analysis – Examining of political, economic, socio-cultural and technological categories into which external influences on the organization can be placed.

Planning Cycle- Begins with evaluation of student needs and college programs and services. This evaluation in turn informs the college about where it needs to improve, and the college identifies improvement goals campus-wide. Resources are distributed in order to implement these goals. When resources are insufficient to support improvement goals, the college adjusts its resource decisions to reflect its priorities or seeks other means of supplying resources to meet its goals. Once improvement plans have been fully implemented, evaluation of how well the goals have been met ensues. Thus, the planning cycle is comprised of evaluation, goal setting, resource distribution, implementation, and re-evaluation.

PR- Program Review, an intensive assessment, evaluation, and planning self-study of all colleges' instructional and non-instructional programs, conducted every five years.

Program Review- Assesses instructional programs, student support services, and administrative services; assesses the degree to which programs and services effectively implement the district's and center's mission and philosophy and strategic plan; focuses on evidence of student learning and program performance; and contributes directly to the integrated planning, resource allocation and decision-making processes.

Procedures – Documented processes that are used when work affects more than one function or unit of an organization.

Process – A sequenced set of activities designed to accomplish a common goal.

Process Flow Diagram – A graphic that depicts the flow of a process.

Progress Report – Unit reports on activities and progress towards completion of approved action plans.

Qualitative Research- Qualitative research involves an in-depth understanding of human behavior and the reasons that govern human behavior. Unlike quantitative research, qualitative research relies on reasons behind various aspects of behavior. Simply put, it investigates the why and how of decision making, as compared to what, where, and when of quantitative research. Hence, the need is for smaller but focused samples rather than large random samples, which qualitative research categorizes data into patterns as the primary basis for organizing and

reporting results. Unlike quantitative research, which relies exclusively on the analysis of numerical or quantifiable data, data for qualitative research comes in many mediums such as focus groups, in-depth interviews, uninterrupted observation, bulletin boards, and ethnographic participation/observation.

Qualified Consensus – a recommendation is deemed sufficiently agreeable such that no more than two members of the group oppose it and the dissenters are willing to stand aside because they do not feel that the issue is critical and/or because they are not totally and absolutely opposed to it.

Quorum- The number of members required to be present for business to be transacted, usually 50% plus 1 of total membership.

Research Agenda- A list of research questions or issues that the organization would like to see answered/researched, in support of the goals of the organization. A research agenda prioritizes research projects and activities based on organizational needs and goals.

Resources- The time, staff, money, facilities, and supplies/equipment available to support student access and success.

Retention – Percent of students retained in courses out of total enrolled in courses.

Scope – The parameters in which the Strategic Planning Council will function.

Service Area- Any community college's service area is usually defined by geography, political boundaries, commuting distances and the historical agreements developed with adjacent community colleges. In most situations the district boundary is not the best measure of potential student participation at a given college, since students tend to look for options, including distance education.

Significance- Tests of significance answer these questions: is the finding reliable, and can I have confidence in the finding? A finding's reliability is established by a process of elimination; you gain confidence in the finding if you can rule out the possibility that the finding occurred by chance. A measure of significance indicates the number of times out of 100 that the finding would occur by chance; that likelihood is indicated by the significance level or p-value. For example, a p-value of .03 indicates that the finding would have occurred by chance 3 out of 100 times. To determine whether a finding is statistically significant, compare the p-value to the alpha-level, which is most often set at .05, meaning that the finding would have occurred by chance 5 out of 100 times. If the p-value is LESS THAN the alpha-level, the finding is statistically significant (p-value of .03 is less than alpha-level of .05 = statistically significant. However, the alpha-level can be set to different values, depending on circumstances; the US Census Bureau, for example, uses an alpha level of .1 in its tests of significance, meaning that the results include a 10% risk of being incorrectly identified as significant. Note that in statistics, significance does not mean important or meaningful as one might expect, making it important to consider effect-size statistics as well, in order to understand the practical importance of the difference.

SPC- Strategic Planning Committee.

Standard Deviation- Standard deviation measures (on average) how far away each number is from their mean. It is the average of the squared differences from the mean. A low standard deviation indicates that the data points tend to be very close to the mean; high standard deviation indicates that the data points are spread out over a large range of values.

Standing Committees – Committees that will continue to support the college's mission, vision, and strategic plan, but are operational in nature.

Standing Member- An individual without a specified representation term limit working cross-functionally together with other members on a committee.

Strategic Plan – A formal document that outlines the strategic direction of the organization described. Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and PEST analysis (Political, Economic, Social, and Technological analysis). The outcome is normally a strategic plan which is used as guidance to define functional and divisional plans, including Technology, Marketing, etc. It relies on the formulation, implementation, and evaluation of cross-functional decisions that enables an organization to achieve its objectives.

Participatory Governance- In order that the faculty may have a formal and effective procedure for participating in the formation and implementation of District regulations on academic and professional matters.

Strategic Planning – A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.

Stakeholder – Any person or group that has a "stake" in the success of the organization.

Student Learning Outcomes – Clearly defined, observable, and measurable results (outcomes) of learning at the course, program, and institution levels. Examples of outcomes are knowledge, skills, abilities, understanding, attitudes, beliefs, opinions, and values. **Success** – A, B, C, or CR grade notations showing student success in a course.

Sub Committee- A subset of committee members organized for a specific purpose.

Success- Student successfully completes the course (receives a grade of A, B, C, P (Cr)). The numerator is number of enrollments with a grade of A, B, C, P (Cr); the denominator is the number of enrollments at census (receiving any grade). Note that students dropped prior to census are not included in this calculation. The success rate is the percent of students successful in courses out of the total enrolled. For example, in a class of 50 students where 30 students receive a grade of A, B, C, or P, the success rate is 60%. [Definition established by the RP Group, to facilitate ongoing data analysis and comparison to other California community colleges.]

Sunset Clause – a provision that a decision will expire unless it is reauthorized by the constituency groups.

SWOT Analysis – Strengths, weaknesses, opportunities and threats. It is a methodology used to aid strategic planning.

Target – A specifically identified, measurable goal.

Title 5- Title 5 of the California Code of Regulations, statutes regulating the administration and function of community colleges in California.

Unit – A department, program, division, or work unit.

Vision – A present tense statement that communicates where an organization believes it will be within a stated time-period.

*Terms were collected from college level Strategic Planning Committees' Handbooks, as well as the District Strategic Planning Committee.