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STATE CENTER
COMMUNITY COLLEGE DISTRICT

Integrated Planning Model and Manual

Revised by Chancellor's Cabinet August 26, 2013; November 18, 2013; December 2, 2013.

AD HOC COMMITTEE ON INTEGRATED PLANNING MEMBERSHIP

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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 colleges, centers, and the District Office.

MISSION, VISION AND GOALS

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
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 manual identifies constituent group processes for participating in District-level long and short term planning.

The manual 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. Planning and assessment documents are available on the District intranet.

Each of the SCCCD entities, Fresno City College, Reedley College, and Willow International Community College Center, also has an integrated planning process. The colleges and centers that have applied for candidacy level planning processes link to District-level planning in two ways:

1) The District Strategic Goals establish districtwide institutional objectives. The colleges and centers that have applied for candidacy integrated planning processes align with these objectives and develop action steps to contribute to the achievement of the District Strategic Goals.

2) The SCCCD Strategic Plan annual assessment documents progress on District goals and objectives. The assessment verifies the work of the colleges, centers and the District Office in achievement of the District's strategic goals and objectives.

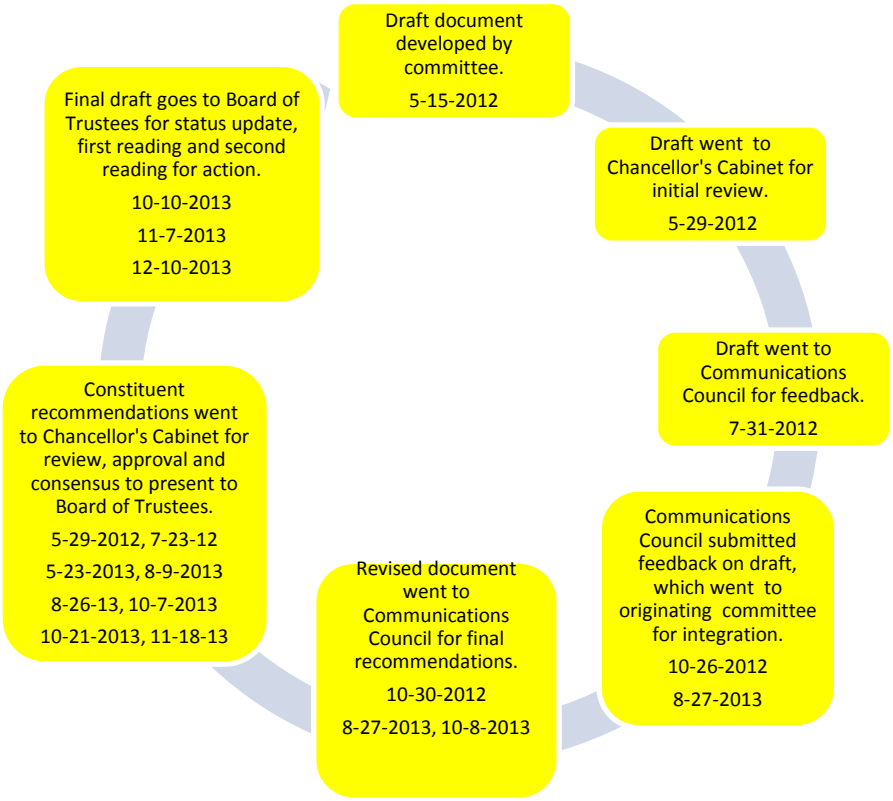
To facilitate ongoing, systematic assessment of decision making processes, the District Strategic Planning Committee (DSPC) is responsible for annual review and update of the State Center Community College District Integrated Planning Manual. The annual update reflects minor changes, such as descriptions and timelines. In addition, the planning processes are evaluated every four years, with mid-cycle reviews to ensure continuous improvements to the planning processes. The timeline and assessment process is described in the "Assessment of Planning and Decision-Making Processes" section of this document.

The assessment process includes gathering districtwide input to develop an assessment report that is submitted to Chancellor's Cabinet. DSPC reviews the assessment report and recommends revisions to Chancellor's Cabinet on planning processes as appropriate. The State Center Community College District Integrated Planning Manual is then updated to reflect any agreed-upon

changes in the planning process. 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 graphic depiction below identifies the approval process through constituent groups. The process of approving a districtwide document begins with the originating taskforce/committee developing a draft document. That draft document goes to Chancellor's Cabinet for initial review and revisions. The revised draft is then submitted to Communications Council, where leaders of all constituent groups participate and share the draft through the college governance process. That process requires a first and second read by the senates.

At Communications Council the constituent groups submit their recommendations on the draft document. Constituent recommendations on the draft document then go back to the originating taskforce, where the recommended changes are considered. That revised document is resubmitted by the origination taskforce/committee to Chancellor's Cabinet for review, approval and consensus to present to Board of Trustees. Chancellor's Cabinet then sends the final document to the Board of Trustees for a status update, followed by a first reading of the document, and a second reading with consideration for approval.



STATE CENTER COMMUNITY COLLEGE DISTRICT INTEGRATED PLANNING MODEL

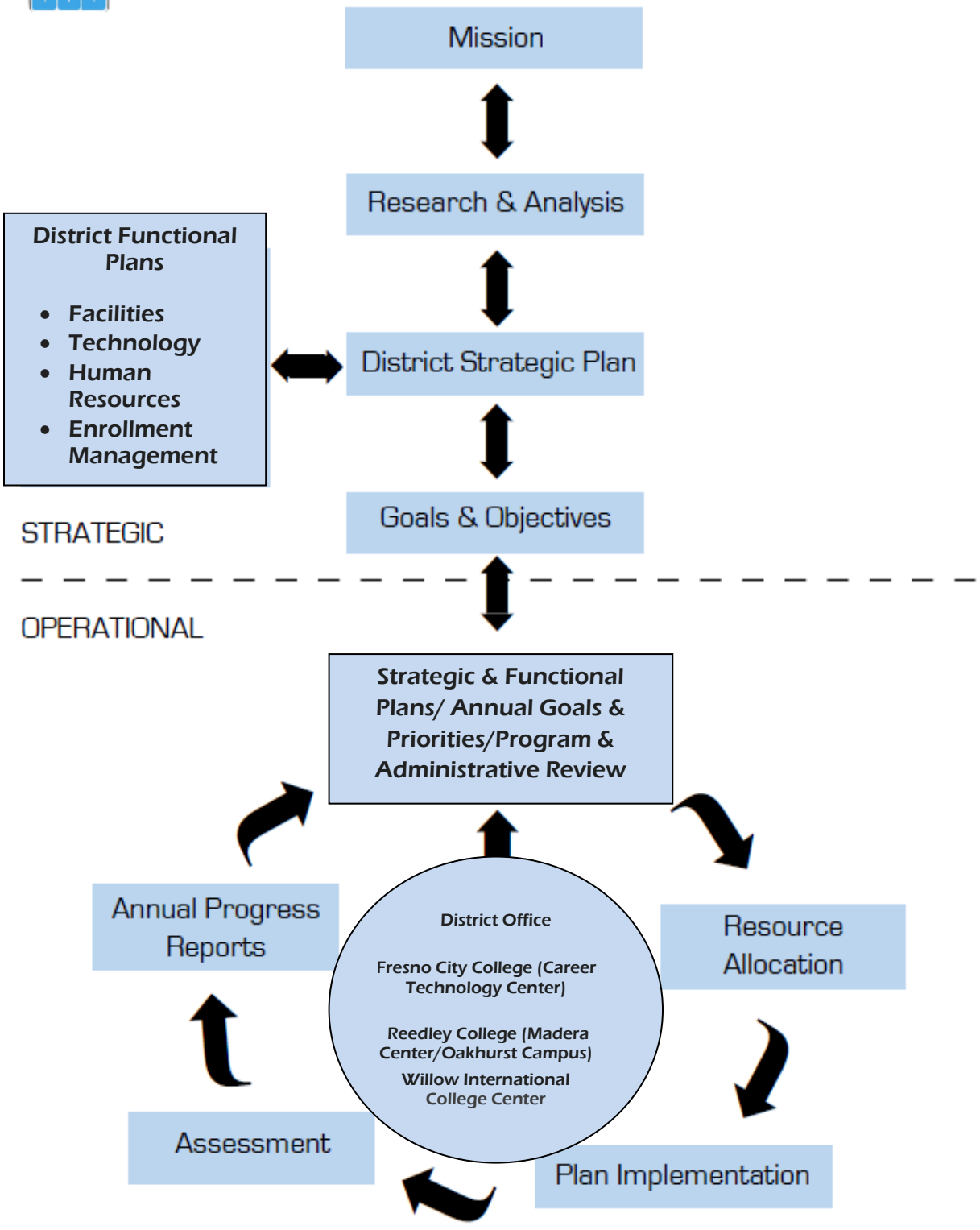
The State Center Community College District Integrated Planning Model illustrates how the components in the District-level planning process link to one another. This cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation demonstrates districtwide institutional effectiveness and a cycle of continuous quality improvement.

Research is central to the State Center Community College District Integrated Planning Model. Plans are data-driven and plan outcomes are assessed using quantitative and qualitative data. The components of the State Center Community College District Integrated Planning Model include:

1. 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.

2. 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. District and college institutional researchers collaborate to ensure districtwide accuracy and consistency in reporting.
3. Based on what is learned through the preparation of the District Strategic Plan, District Strategic Goals and District Objectives are collaboratively developed by the District Strategic Planning Committee. The goals and objectives are then approved by the Board of Trustees to serve as institutional goals.
4. The District Strategic Plan uses the District Strategic Goals (institutional goals) to derive District Objectives. The objectives describe specific initiatives to achieve the District Strategic Goals. Many initiatives require collaboration and coordination among District services and campus administrators, faculty, and staff. The initiatives to be undertaken at each site are documented in the District Strategic Plan and in the Administrative Services Unit Reviews (ASUR).
5. The Administrative Services Unit Review (ASUR) includes a thorough analysis of data and a plan for each Administrative Service Unit in the District Office. This process tracks the efforts of each unit for continuous improvement of services provided to the campuses and to other District Services Units.
6. District resources will be allocated utilizing 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. This budget approach will remain in effect until the newly developed Resource Allocation Model is approved and implemented.
7. Once resources are allocated, District Office administrative service units and the colleges and centers implement the goals and objectives of the SCCCD Strategic Plan and their respective strategic plans.
8. SCCCD assesses in two ways: (1) an annual assessment of progress on the District Strategic Goals and District Objectives and (2) assessment and decision-making processes on a four-year cycle. The assessments inform the District Strategic Plan and the Administrative Services Unit Review.

SCCCD District Integrated Planning Model



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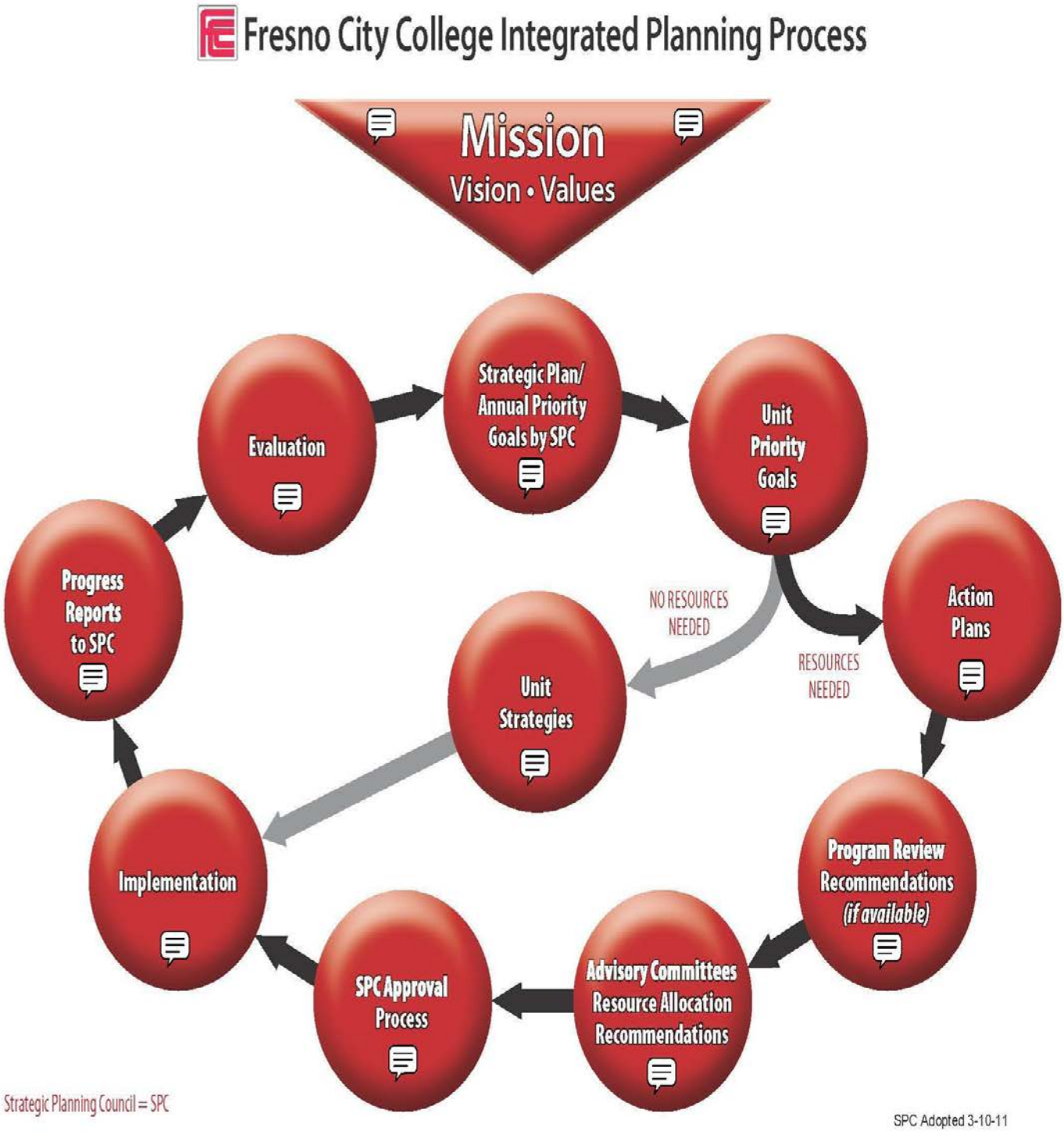

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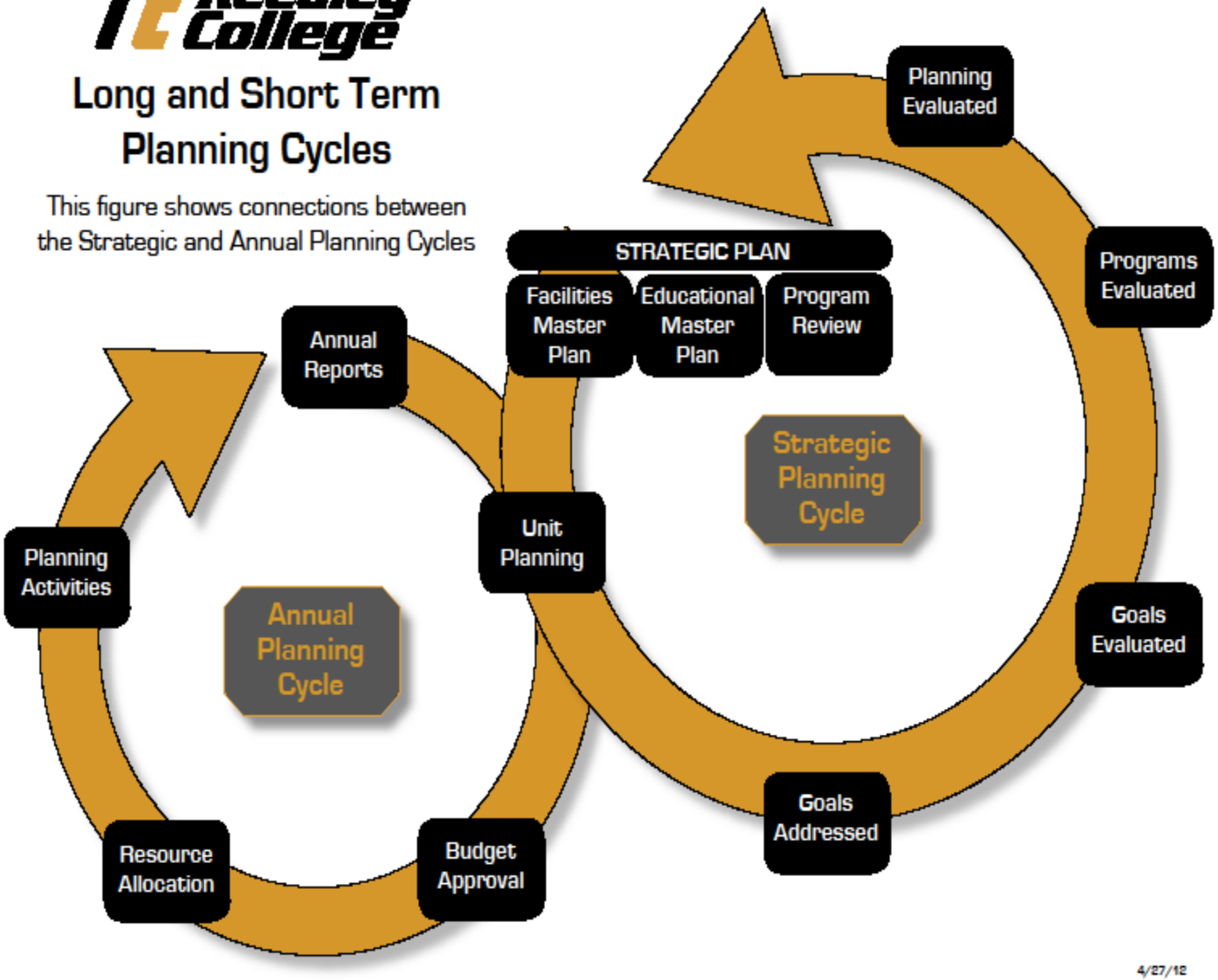
Reedley College

Long and Short Term Planning Cycles

This figure shows connections between the Strategic and Annual Planning Cycles



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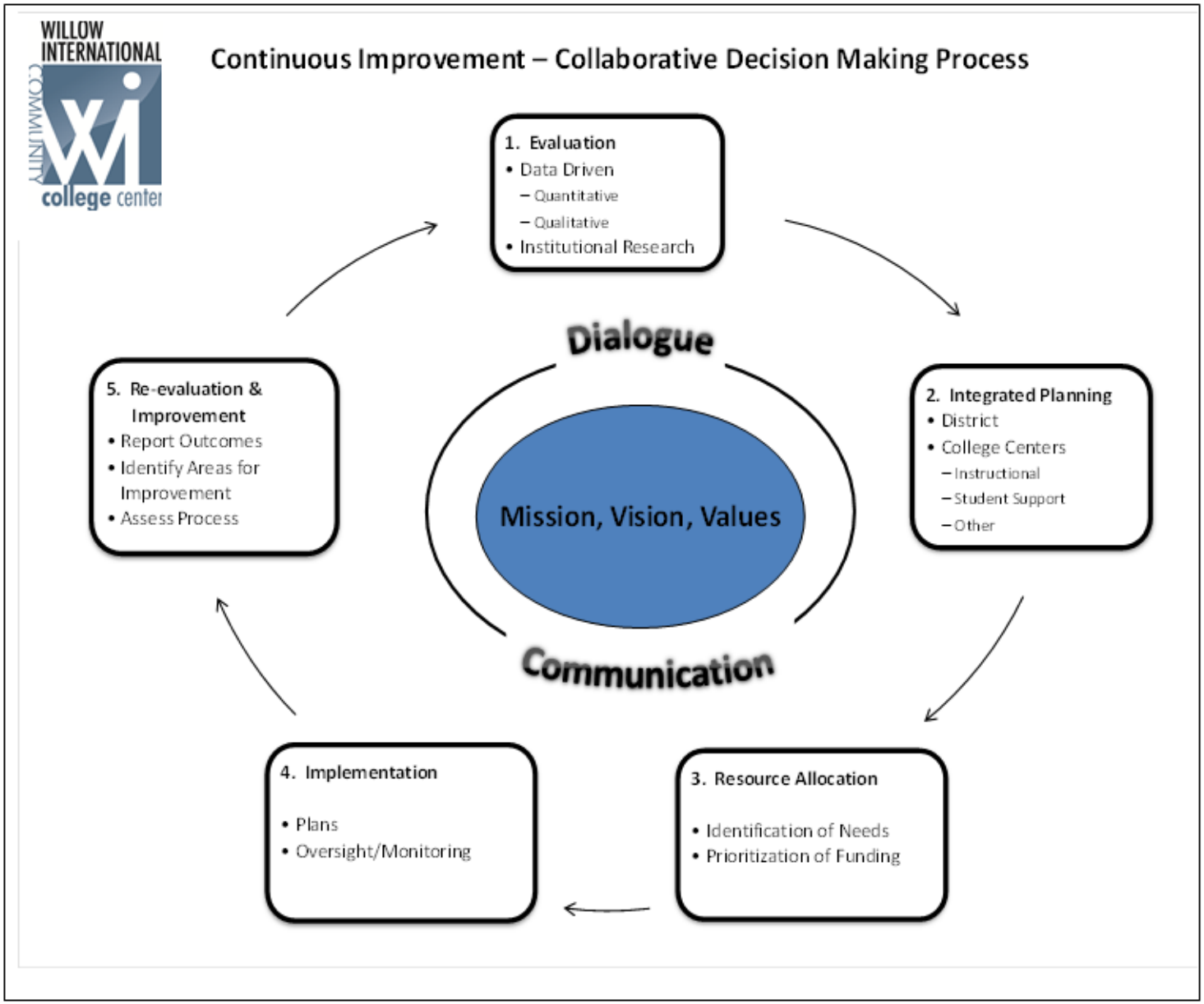

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SCCCD MISSION STATEMENT

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

SCCCD 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 SCCCD Board of Trustees on June 5, 2012. DSPC reviews the mission statement annually and forwards any recommended revisions to Chancellor's Cabinet.

The current SCCCD 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 Accreditation Standards most relevant to the development and review of a district and college mission statement are:

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.

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REVIEW OF THE MISSION STATEMENT: TIMELINE AND PROCESS

January 2012
The Board of Trustees charges the Chancellor with developing and implementing a process for a districtwide review of the SCCCD Mission Statement. The District Strategic Planning Committee reviews data and recommends changes to the SCCCD Mission Statement along with a justification or rationale for the recommendation.

February 2012
The District Strategic Planning Committee reviews the recommendation and either
(1) Recommends revisions to the SCCCD Mission Statement or
(2) Recommends the SCCCD Mission Statement remain the same

March 2012
The District Strategic Planning Committee solicits feedback through the Charrette regarding recommended modifications to the SCCCD Mission Statement.

May 2012
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
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 the Chancellor approves.

Once approved, 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 four-year plan that guides annual operational planning.

The District Objectives describe districtwide outcomes to be achieved requiring collaboration and coordination among the District, campus administrators, faculty, staff and students. The initiatives to be undertaken at each site that contribute to the achievement of District Objectives are documented and aligned with the colleges and centers' strategic plans, functional plans (i.e. educational master plan, technology plan, 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. The development of the 2016-2020 strategic plan will include a review by the Colleges and Centers' Academic Senates with input going to the District Strategic Planning Committee and representatives will report back to their respective Academic Senates.

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

- **District Strategic Goals** are broad statements that articulate how SCCCD intends to address current and anticipated challenges.

- **District Objectives** describe the outcomes to achieve the District Strategic Goals requiring collaboration and coordination among District Services and campus administrators, faculty, staff and students.

- **District Action Steps** describe in sequence how the District Objectives will be accomplished and assessed. Each Action Step includes a timeline for completion and the committee or position responsible for implementing the action.

- **Responsible Party** identifies the committee or position assigned with the responsibility to launch, oversee and complete the Action Steps. The responsible committee or position may complete the Action Step or may collaborate with others to complete the Action Step. The assignment of a responsible committee or position is essential for accountability.

- **Outcome** is a brief statement describing the results of the Action Steps, and is completed for an annual SCCCD Progress Report.

- **Implications for Next Year's Action Steps** are also completed for the annual SCCCD Progress Report and are used to describe adjustments that may be needed if the outcome described in the previous column requires changes to subsequent Action Steps.

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 Established 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.

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2012-2016 STATE CENTER COMMUNITY COLLEGE DISTRICT STRATEGIC PLAN DEVELOPMENT TIMELINE

January 2012
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 State Center Community College District Strategic Plan.

February 2012
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
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 Steps for the next four years. The Action Steps 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 State Center Community College Districtwide Strategic Plan and forwards the final draft to the Chancellor.

- If the Chancellor approves, the 2012-2016 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 State Center Community College Districtwide Strategic Plan is implemented beginning in the fall semester.

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UPDATED SCCCD STRATEGIC PLAN: PLANNING CALENDAR AND TIMELINE

State Center Community College District Strategic Plan Timeline

District timeline: Fall 2012 – Fall 2016

Colleges/centers that have applied for candidacy timeline: Fall 2013 – Fall 2017

District Only

Date	Duties	Area
March 2011	Survey for minor updates Timeline created	District
April 2011	1st Draft	District
May 2011	Final Draft	District
June 2011	Present update on the 2008 Strategic Plan to the Board of Trustees	District
July 2011	Board of Trustees approval of timeline and final draft with 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 and all survey information gathered	District
April 2012	1st Draft	District
May 2012	Final Draft	
June 2012	Board of Trustees approval of District Strategic Plan	District/Board
July 2012	Implementation of new District Strategic Plan	District
Aug. – January 2013	Annual scan for District (1st year)	District
March 2013	Summary of results from annual scan, report of progress, if changes are pertinent minor revisions made. If not only report to Board of Trustees	District
October 2013	Annual report to Board of Trustees on District Strategic Plan	District/Board
Aug. – January 2014	Annual scan for district (2nd year)	District

March 2014	Summary of results from annual scan, review of results from 1st year report, recommended changes (minor updates) made presented to the Board of Trustees	District
October 2014	Minor revisions/updates to the District Strategic Plan are presented to the Board of Trustees	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 1st year report, recommended changes (minor updates) made presented to the Board of Trustees	District
October 2015	Minor revisions/updates to the District Strategic Plan are presented to the Board of Trustees	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. (4th year)	District
February 2016	Charrette and all survey information gathered	District
April 2016	1st Draft	District Review by the Colleges and Centers' Academic Senates
May 2016	Final Draft	
June 2016	Board of Trustees approval of District Strategic Plan	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	1st 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 of Trustees presentation of strategic plans 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 (1st year)	
March 2014	Summary of results from annual scan, SCCCD Progress Report, if changes are pertinent minor revisions made. If not only 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 (2nd year)	Colleges/Centers that have applied for candidacy

March 2015	Summary of results from annual scan, review of results from 1st year report, recommend changes (minor revisions) to the Board of Trustees.	Colleges/Centers that have applied for candidacy
May 2015	Changes given to constituency groups, College Council and the Board of Trustees	Colleges/Centers that have applied for candidacy/ Board
June 2015	Board of Trustees 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 (3rd 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 only 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. (4th 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	1st Draft	Colleges/Centers that have applied for candidacy

Approved by the Board of Trustees on July 5, 2011.

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DISTRICT OFFICE ADMINISTRATIVE SERVICES UNIT REVIEW (ASUR)

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

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 service units. The three components of the District Office Administrative Service Unit Review are:

1. Analysis of quantitative and qualitative data that reflect the service units' strengths and weaknesses relative to meeting established standards, advancing the SCCCD Mission, and supporting District Strategic Goals and District Objectives.
2. A report on the progress made in achieving the previous year's plan.
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/ SCCCD 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 Office Executive Management Team 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 allocation is aligned to the SCCCD 2012-2016 Strategic Plan.

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

- 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.

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DISTRICT ADMINISTRATIVE SERVICE UNIT REVIEW: TIMELINE AND PROCESS

District Office administrative service units gather data as needed to document progress on the prior year's plan, as well as feedback on the Administrative Units programs and services through a Districtwide Satisfaction Survey.

The self-study teams involve all members of a unit and the supervisor. The team collaborates 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 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 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 aligned to the Strategic Plan and an annual operational work plan.

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

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

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

Requests for funding are submitted to the Chancellor and the District Office Executive Management Team, which includes the 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. Director of Public & Legislative Relations and the Director of the Foundation.

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RESOURCE ALLOCATION

Resource allocation aligns with the SCCCD Mission Statement and links District Strategic Goals and District Objectives to the resources needed to accomplish these institutional goals. Following is an overview of the current budget development process.

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 and column increases, payroll tax, benefit rate changes, utilities and insurance increases, etc. In recent years, adjustments for workload (funding) reductions have also been allocated to the various cost centers.

In fiscal year 2011-2012, in an attempt to improve the District's budgeting process and incorporate integrated planning, the Chancellor appointed a Districtwide Resource Allocation Model Taskforce (DRAMT). This taskforce's composition represented all constituent groups from the colleges, centers and the District Office. DRAMT's charge was to develop and recommend a resource allocation model that defines the process for allocating fiscal resources to SCCCD entities. The model was to 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 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 SCCCD entities. The draft model is currently being vetted districtwide prior to an anticipated 2014-2015 fiscal year implementation. Upon approval, the State Center Community College District Integrated Planning Manual will be updated to reflect the new resource allocation model, which will 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.

- 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.

RESOURCE ALLOCATION: TIMELINE AND PROCESS

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

- The Chancellor/Vice Chancellor of Finance & Administration present 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
- The 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

- The 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.

STRATEGIC PLAN IMPLEMENTATION

Through the development of the Districtwide Strategic Plan, a committee or position is assigned responsibility for each Action Step who may complete the Action Step or collaborate with others to complete it. To ensure implementation of the identified activities that will move SCCCD toward accomplishment of the District Strategic Goals and District 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 levels of success following plan implementation; and
- Document activities and outcomes to contribute to the preparation of the annual SCCCD Progress Report.

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

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DISTRICT STRATEGIC DIRECTIONS: ASSESSMENT OF PROGRESS

An annual SCCCD Progress Report will be produced to inform stakeholders about movement toward achievement of the District Strategic Goals and District Objectives.

Three tasks will be accomplished through the development of the SCCCD Progress Report:

- Consolidate information about the tasks that have been completed by all SCCCD entities;
- Analyze those outcomes in terms of their effectiveness in moving SCCCD toward achievement of the District Strategic Goals; and
- Edit or augment Action Steps for the coming year as needed based on the outcomes of the current year's work.

The SCCCD Progress Report on the District Strategic Plan will be presented every October to the Board of Trustees. The report is an essential accountability tool in the SCCCD integrated planning process as it reinforces and sustains a districtwide dialogue on long and short term goals.

The Accrediting Commission for Community and Junior Colleges Standards most relevant to the production of the SCCCD 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.

DISTRICT STRATEGIC DIRECTIONS: TIMELINE AND PROCESS FOR ASSESSING PROGRESS

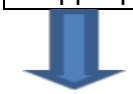
February 2013
The District Strategic Planning Committee develops or revises the template for the annual SCCCD Progress Report.

April 2013
The District Strategic Planning Committee calls for:

- Responsible parties identified in the District Strategic Plan to report on progress on the Action Steps 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.

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ASSESSING DECISION-MAKING PROCESSES

To demonstrate institutional effectiveness assessment of decision-making processes is conducted every four years. Feedback from Chancellor's Cabinet about the process is incorporated prior to presenting to Communications Council, who will solicit recommendations from constituent groups through the governance process. The assessment includes gathering districtwide input and using that feedback to update the District Decision-Making Manual. The District Decision-Making Taskforce reviews recommendations from constituent groups related to decision-making processes and makes revisions based on that feedback. These recommendations are forwarded to Chancellor's Cabinet. Chancellor's Cabinet 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 to capture minor changes 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.

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ASSESSING DECISION-MAKING PROCESSES: TIMELINE AND PROCESS

September 2012
The Chancellor appointed a District Decision-Making Taskforce (DDMT), comprised of representatives from districtwide committees. The District Decision-Making Taskforce will develop a mechanism for soliciting feedback on the components of districtwide decision-making processes. The Taskforce will present this process to Chancellor's Cabinet and Communications Council.

October 2012
Feedback from Chancellor's Cabinet about the process is incorporated prior to presenting it to Communications Council, who will solicit recommendations from constituent groups through the governance process.

November-December 2012
The District Decision-Making Taskforce considers the feedback from constituent groups who are directly involved in implementing decision-making processes and revises the District Decision-Making Manual as appropriate.

The District Decision-Making Taskforce forwards the District Decision-Making Manual to Communications Council for final review and comment. The Taskforce incorporates the feedback as warranted and forwards the District Decision-Making Manual to Chancellor's Cabinet.

February 2013
Chancellor's Cabinet reviews the District Decision-Making Manual and determines which changes will be made in the decision-making processes, if any. Upon adoption by Chancellor's Cabinet, the District Decision-Making Manual will be presented to the Board of Trustees.

Reviewed by Integrated Planning Workgroup May 15, 2012;
Revised by DSPC on Oct. 26, 2012.
Reviewed by Communications Council July 31, 2012; October 26, 2012; October 30, 2012; August 2, 2013, and October 8, 2013.
Reviewed by Chancellor's Cabinet May 29, 2012; July 23, 2012; May 23, 2013; August 9, 2013; August 26, 2013, October 7, 2013, October 21, 2013, November 18, 2013, and December 2, 2013.
Adopted by Chancellor's Cabinet August 26, 2013. Revised on November 18, 2013 and December 2, 2013.

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