Planning Philosophy

Planning pyramid

Primarily aimed at external constituents

Actual workable statements to guide internal planning

Specific activities and objectives that consider the current situation

Pyramid (top to bottom):
- Vision
- Mission Statement
- Strategic Goals
- Tactical Priorities
- Service Area Plans

Deliberately vague
Stable over the long term
No prioritization
No consideration of resources

Explicit statements
Unstable
Defines priorities
Considers resources

Planning questions

What are the single most important things to the college?	→	In general terms how will we achieve what is important?	→	Given our current situation what are our medium term priorities?	→	What specific activities are required to deliver our priorities?

Mission
Vision
Core Values

Strategic Goal and Objectives

Tactical Priorities

Area project plans

Planning process

1. identifies the goals or objectives to be achieved,

Identified through mission, strategic goals and priorities. Additional short term goals may be identified through local outcomes assessment

2. formulates strategies to achieve them,

Developing specific action plans with timelines and identified responsibility

3. arranges or creates the means required, and

Identifying and committing required resources

4. implements, directs, and monitors all steps in their proper sequence.

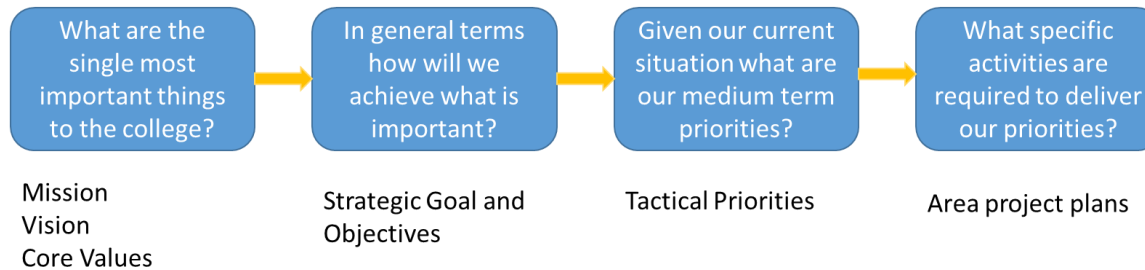*Directing and allocating human, financial and physical resources required. Monitoring progress.*

Accreditation

Standard I A 3: The institution's programs and services are aligned with its mission, and whether the mission directs institutional priorities in meeting the educational needs of students.

Standard I B 5: The institution assesses accomplishment of its mission through program review and evaluation of goals and objectives, student learning outcomes, and student achievement. Quantitative and qualitative data are disaggregated for analysis by program type and mode of delivery.

Standard I B 9 : The institution engages in continuous, broad based, systematic evaluation and planning. The institution integrates program review, planning, and resource allocation into a comprehensive process that leads to accomplishment of its mission and improvement of institutional effectiveness and academic quality. Institutional planning addresses short- and long-range needs for educational programs and services and for human, physical, technology, and financial resources.

Planning Priorities

Improve Student Experience and Student Success

This priority covers initiatives that can be used to increase student retention, engagement and ultimately success at the course and program level. The student experience covers everything from application, registration, counselling, enrollment, scheduling to student support and ultimately graduation.

Improvements to the experience may include increasing ease of use, engagement, satisfaction with services or facilities as well as access to resources. Improving student success is often a product of these initiatives.

Example Projects

Update online registration	Improve Tutoring facilities
Implement DegreeWorks	Implement online orientation
Implement evening services	Conduct CCSSE Survey

Accreditation and Regulatory Compliance

This priority covers all initiatives that lead to strengthening compliance with all accreditation, legal, state and federal mandates. This priority will also cover projects that help us to address audit findings, building regulations and attendance accounting.

Accreditation compliance means strengthening our ability to meet the published accreditation standards as well as procedures for substantive change. Governmental mandates include Chancellors Office directives, Title V Ed Code, Federal Financial Aid, State and Federal Reporting as well as union contracts.

Example Projects

Financial Aid Education	Complete Prog Review Process
Improve PA Reporting	Implement employee evaluations
3SP Reporting	Redesign curriculum process

Institutional Stability

This priority covers projects that help the institution remain more stable in the face of increasing complexity and disruption. This may include initiatives that promote staff training and development, production of written policies and procedures, HR staffing and succession planning as well as technological integration.

Another major factor of institutional stability is the stability of the financial health of the institution. Financial stability can be promoted through having sound budgeting processes, increasing knowledge of fiscal processes amongst users as well as understanding and developing models and financial indicators that allow stakeholders to interpret financial health.

Example Projects

Implement staff training	Develop Enrollment Model
Implement Planning Database	Management Budget Training
Implement budget development	Document administrative procedures

Planning Organization Structure

	Areas Covered	Plan	Outcomes/Assessment	Program Review
Dean of Counselling (VP Student Services)	Counselling	✓	✓	✓
Dean of Enrollment Services	Admissions and Records / Financial Aid	✓	✓	
Dean of Academic Support	Student Support Programs / Library	✓	✓	
Dean of Research and Planning (VP Academic Affairs)	Research and Planning	✓	✓	✓
Associate Dean Workforce Dev	Workforce Development	✓	✓	✓
Academic Deans	Ed Master Plan	✓		
Center Deans	Ed Master Plan / Center Locations	✓		
Fiscal Services (VP Finance and Administration)	Fiscal Services	✓	✓	✓
Facilities	Facilities	✓	✓	✓
Technology Services	Technology Services	✓	✓	✓
Director of HR (Associate VP HR)	HR / Staff Equity Plan	✓	✓	✓

Org structure:
- President
  - VP Student Services
    - Dean of Counselling
    - Dean of Enrollment Services
    - Dean of Academic Support
  - VP Academic Affairs
    - Dean of Research and Planning
    - Associate Dean Workforce Dev
    - Academic Deans
    - Center Deans
  - VP Finance and Administration
    - Fiscal Services
    - Facilities
    - Technology Services
  - Associate VP HR
    - Director of HR

Planning Roles and Timelines

	Fall 2016	Spring 2017	Summer 2017	Fall 2017
Institutional Research and Planning	• Draft priorities • Produce planning org structure • Set up planning database • Produce outcomes assessment guide • Produce planning guides • Facilitate process	• Produce VP level outcomes report • Produce VP level plan reports	• Publish Program Reviews	• Produce plan monitoring reports
Executive Management Team	• Finalize priorities • Sign off on planning org structure • Guide Area Managers	• Review outcomes assessment • Review final plans	• Comment on program review	• Monitor Plans
Area Managers	• Complete outcomes assessment • Start planning	• Finish planning • Start Program Review	• Finish Program Review • Refine plans	• Update plan completion

Areas

- Discrete areas of operation.
- Develop their own plans and/or outcomes
- Can be grouped under a single VP
- Can be used to monitor and organize an institutional plan such as Staff Equity Plan

Outcomes Assessment

- Develop or refine outcome statements.
- Assess outcome statements.
- Plan possible actions to address assessment results.

Planning

- Develop initiatives that lead to improvements.
- Plan initiatives using project management methodology.
- Identify timelines and areas responsible for actions.

Program Review

- Looks at assessments
- Looks at completed work
- Add narrative
- Plans for future

Monitoring and Control

- Produce status and update reports
- Audience specific reports
- Action orientated
- Designed to facilitate problem identification and accountability