

MERCED
COLLEGE



Integrated Planning Handbook

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Integrated Planning

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Introduction

The purposes of this Integrated Planning Handbook are to:

- Describe the purposes, scope, and structure of the integrated planning process;
- Provide an overview of the integrated planning process;
- Describe the institutional goal development process that connects program review, the strategic plan, and the ILOs;
- Explain the integrated planning cycle and the steps in it;
- Provide calendars for integrated planning participants;
- Explain how review and revision of the integrated planning process occurs within the District.

This Integrated Planning Handbook is reviewed and revised as needed by the Educational Master Planning Committee (EMPC) or in response to users' requests for clarification and enhancement.

Purposes, scope, and structure of Integrated Planning

Purposes

The fundamental purpose of ongoing, integrated planning and program review is to maintain and if possible improve the effectiveness of every college program and service and of the institution as a whole, based on the results of regular, systematic assessment. The ultimate beneficiaries of integrated planning and program review are our students and the community we serve.

A secondary purpose of the process is to focus available resources—such as staff time, budget, technology, space—on the achievement of goals and objectives intended to maintain or improve effectiveness. Achieving some objectives requires resources over and above what is available, which means that a resource request is necessary. But achieving other goals requires no extra resources—only the reallocation of existing ones.

Scope

The planning and program review process applies to every part of every college division (Instruction, Student Services, Administrative Services, and President's Office).

Organizational Chart-Planning Structure

ASMPC—Administrative Services Master Planning Committee

EMPC—Educational Master Planning Committee

IMPC—Instructional Master Planning Committee

PROAC—Program Review Outcomes and Assessment Committee

SAC—Standing Accreditation Committee

SSMPC—Student Services Master Planning Committee

Evaluating and recommending improvements to the Participatory Governance Handbook.

Structure

The Educational Master Planning Committee (EMPC) coordinates the planning process. The Program Review Outcomes Assessment Committee (PROAC) is responsible for coordinating the program review process. The responsibilities of major committees involved in the process are given below.

College Council is responsible for the following:

- In consultation with EMPC, evaluating the integrated planning process and recommending improvements to the process;
- Evaluating and recommending improvements to the Participatory Governance *Handbook*.

EMPC is responsible for the following:

- Monitoring the progress of the integrated planning process;
- Assisting with the process for developing and monitoring progress of the Strategic Plan goals;
- Ensuring the development of goals within the master planning committees align with the Strategic Plan goals;
- Reviewing the prioritization of resource allocation requests;
- Making recommendations to the Superintendent/President on college-wide resource allocation priorities;
- Ensuring that the vice presidents report on the progress made within their areas;

- In consultation with the College Council, evaluating the integrated planning process and recommending improvements to the process and the Planning and Program Review *Handbooks*.
- Monitoring progress on Strategic Plan goals and objectives

*EMPC is co-chaired by the Vice President of Student Services or the Vice President of Instruction, on an alternating basis, and the Academic Senate president. EMPC membership includes representatives from the master planning committees, faculty, classified professionals, students, and management.

*The master planning committees are co-chaired by the applicable vice president and a member selected by the committee. Master planning committees are participatory-governance committees and as such have representation from all campus constituent groups. For more information on the master planning committees, see the Participatory Governance *Handbook*. Masterplanning committee records are maintained by the respective vice presidential offices and are available for review on the portal. Master Planning Committees are responsible for the following:

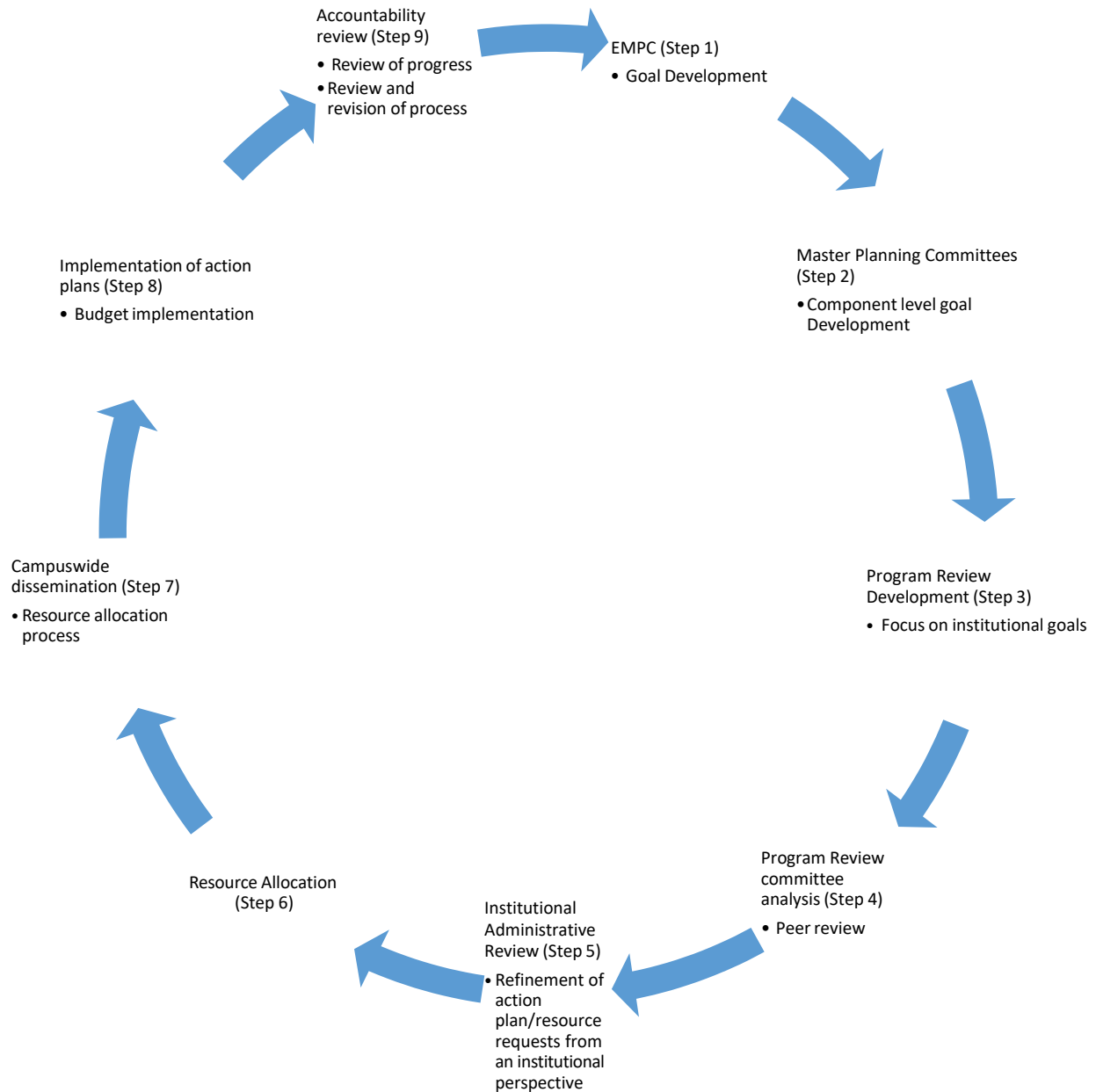
- Developing goals that are consistent with Strategic Planning goals but that also emphasize student learning, the student educational experience, or institutional effectiveness from the perspective of that area
- Prioritizing resource requests that apply to their respective planning areas
- Evaluating their roles in the integrated planning process

PROAC is responsible for the following:

- Maintaining the documents utilized in the program review process;
- In consultation with EMPC, updating the Program Review *Handbook*, which describes the program review process;
- Recommending professional development related to the program review process;
- Evaluating the program review forms, rubrics, and process, and implementing improvements on a continual basis;

*PROAC is co-chaired by the Dean of Institutional Effectiveness and a program review coordinator chosen by the committee.

Overview of the Integrated Planning and Program Review Cycle



A detailed description of the major committees involved in integrated planning and other participatory-governance activities is available in the Participatory Governance Handbook.

Step 1: EMPC goal development

EMPC is the “umbrella” master planning committee and, thus, adopts the institution’s goals and objectives. EMPC annually reviews and monitors the Educational Master Plan and Strategic Implementation Plan for Merced College. EMPC coordinates with Master Planning Committees for progress updates and information regarding the EMP and SIP

Step 2: Annual goal development

Goals are generated by the master planning committees and should be linked and integrated with the goals and objectives of the Educational Master Plan (EMP) and Strategic Implementation Plan (SIP).

The goals will lead to college-wide program improvements aligned with area improvement needs and with the college mission, strategic plan, institutional learning outcomes and master plan documents.

The college divisions, composed of Instruction, Administrative Services, Student Services, Human Resources, and Information Technology Resources are involved in development of goals through their respective participatory governance committees.

Step 3: Program review focus on Strategic Plan goals

Purpose of Program Review

Program review is a process that assesses programs, identifies necessary adjustments, and implements changes in order to improve student learning and success and program effectiveness. This is a continuous cycle. For more details see the Program Review Handbook.

Step 4: Program Review Committee analysis

Receiving and Reviewing the Program Review Report

- Each program will develop a program review, that addresses the questions delineated in the Program Review *Handbook*.
- Necessary revisions are made and final program reviews are submitted to the appropriate master planning committees.

Step 5: Institutional Administrative Review

Merced College's institutional administrative review process is designed to confirm the feasibility of the action plans contained in the program reviews. The process also ensures that the final list of priorities based on the action plans and resource requests (see Step 6) is aligned with the Strategic Implementation Plan and the Educational Master Planning goals.

The college divisions use their own processes to complete reviews and provide input that helps guide the master planning committees' prioritization of resource allocation requests. Details are available in the Program Review Handbook.

Step 6: Resource Allocation

After approval by the respective program review committees (ASPRC, PROAC, and SSPROC), the resource allocation requests submitted in program reviews are prioritized by each master planning committee (**Figure 6.1**). An updated resource allocation prioritization list is forwarded for review to the vice presidents, who have each been a part of the discussion. The vice presidents then merge all requests into one list for EMPC. Additionally, members of cabinet place planned expenditures on this newly merged list, as necessary.

The list is presented, discussed, and voted on at EMPC. The vice presidents present their findings to EMPC and College Council as needed; both bodies review and approve the categorized list before making a recommendation to the Superintendent/President for final approval. The Superintendent/President then presents the list to the Board of Trustees.

It is important to note that the faculty hiring prioritization process is separate from the resource

allocation process outlined here.

For specifics on resource allocation refer to the master planning committee responsibilities.

Step 7: Board of Trustees presentation

As the budget is being developed, budget assumptions are presented to Budget Committee and EMPC. The Superintendent/President (typically delegated to the Vice President of Administrative Services) presents the District's tentative and final budgets to the Budget Committee, EMPC, and the Board of Trustees each year.

Step 8: Implementation of Program Review

Beginning on July 1, programs begin implementation of their program reviews.

Step 9: Accountability review

Beginning in the spring, the vice presidents report to the Educational Master Planning Committee (EMPC) and the College Council on the progress of the Strategic Implementation Plan.

Planning Calendar Steps

Integrated Planning Step Calendar		Timeline
Step 1	<p>EMPC Initiates Goal Development Process</p> <ul style="list-style-type: none"> • Multi-year mission and goal emphasis; Committee shares with the College Council • Review EMP and SIP goals for academic year • Utilize Educational Master Plan, Strategic Implementation Plan; the Board of Trustees is informed about goal development 	August-September
Step 2	<p>Master Planning Committees Develop Goals</p> <ul style="list-style-type: none"> • Instruction (IMPC), Administrative Services (ASMPC), and Student Services (SSMPC) 	October-November
Step 3	<p>Program Review development, consistent with EMP and SIP goals</p> <ul style="list-style-type: none"> • Program Reviews are created • Program Review/resource requests are consistent with EMP and SIP 	Completed March-August
Step 4	<p>Program Review committee analysis</p> <ul style="list-style-type: none"> • Analysis and peer review by the applicable program review committees • Committees give feedback to refine proposed plans (SSPROC, ITSPRC, PROAC, and ASPRC) • 	<p>March/April/May</p> <p>SSPROC, ASPRC: June/July/August</p>
Step 5	<p>Institutional Administrative Review</p> <ul style="list-style-type: none"> • Confirms feasibility of program review requests before final priority of resource requests is established • Refines priorities for resource requests from an institutional perspective 	August-September
Step 6	<p>Resource Allocation</p> <ul style="list-style-type: none"> • Planning committees prioritize requests within the college divisions • Faculty Hiring prioritization process occurs 	September-November
Step 7	<p>Superintendent/President presents to the Board of Trustees, if there are proposed resource allocations</p> <ul style="list-style-type: none"> • Results of the process are announced to College Council and EMPC and disseminated campus wide 	May/June

Step 8	<p>Implementation of Program Review</p> <ul style="list-style-type: none"> • Resource allocation requests are implemented and money is spent from the budget on new infrastructure, equipment, personnel, etc. • Deans/managers document progress to report to VPs 	July
Step 9	<p>Accountability review</p> <ul style="list-style-type: none"> • VPs report on the progress of the program review cycle toward achievement of the EMP/SIP to EMPC • Review and revision of the integrated planning process and the <i>Handbook</i> • Committees complete self-assessments, including questions relating to integrated planning 	April/May

Major Planning Committee Calendars

EMPC Calendar	
July	
August	<p>EMPC Goal Alignment? (Step 1)</p> <ul style="list-style-type: none"> • Multi-year mission and goal emphasis • Committee shares with the College Council • Utilize Educational Master Plan and Strategic Plan, to align annual planning <hr/> <p><u>Other Planning Activities:</u></p> <ul style="list-style-type: none"> • EMPC meets quarterly • Master planning committees schedule first meeting for first week in September • Budget Committee reports budget (including assumptions) to EMPC for information
September	EMPC Goal Alignment is completed (Step 1)
October	
November	<p>Resource Allocation (utilizing PR from previous year) (Step 6)</p> <ul style="list-style-type: none"> ▪ EMPC reviews requests submitted by VPs and communicates back to appropriate master planning committees
December	<p>Resource Allocation (utilizing PR from previous year) (Step 6)</p> <ul style="list-style-type: none"> • EMPC reviews and approves initial prioritization for resource requests.
January	<p><u>Other Planning Activities</u></p> <ul style="list-style-type: none"> • Master planning committees resume meetings: • Budget Committee reports budget (including assumptions) to EMPC for information • Programs are informed by the appropriate master planning committee of the resource request status
February	Resource Allocation (utilizing PR from previous year) (Step 6)

	<ul style="list-style-type: none"> • EMPC reviews and approves the resource request list • Recommendations are forwarded to the Superintendent/President
March	<p><u>Other Planning Activities:</u></p> <ul style="list-style-type: none"> • All master planning committees evaluate their process • EMPC reviews ILO assessment results
April	<p>Accountability review (for the current year spending) (Step 9)</p> <ul style="list-style-type: none"> • VPs report on the progress of the action plans to EMPC and College Council
	<p><u>Other Planning Activities:</u></p> <ul style="list-style-type: none"> • All master planning committees review and update master planning document and assess their role in integrated planning • Evaluation of the integrated planning process occurs in EMPC utilizing input from the master planning committees; review and revision of the <i>Handbook</i> are conducted as needed
May	<p>Superintendent/President presents tentative budget to the college community (Step 7)</p> <ul style="list-style-type: none"> • Results of the process are announced to College Council and EMPC and disseminated campus-wide • Committees complete self-assessments
	<p>Accountability review (Step 9)</p> <ul style="list-style-type: none"> • OIE reports on progress of Educational Master Plan and Strategic Implementation Plan to EMPC and College Council
	<p><u>Other Planning Activities:</u></p> <ul style="list-style-type: none"> • Budget committee updates budget (including assumptions) to EMPC for information • Tentative budget to EMPC • College Council and EMPC determine changes to be made in the <i>Handbook</i>
June	

Master Planning Committee Calendar	
August	Master planning committees schedule first meeting for first week in September
September	<p>Resource Allocation (Step 6)</p> <ul style="list-style-type: none"> • Resource requests are sent to the appropriate master planning committee • Vice presidents submit resource requests to the appropriate master planning committee • Requests are communicated between master planning committees if appropriate

	<ul style="list-style-type: none"> • Planning committees prioritize requests within college divisions • Component goals are utilized in prioritization
October	<p>Annual component goals are developed in the master planning committees (Step 2)</p> <ul style="list-style-type: none"> • IMPC, ASMPC, and SSMPC • Component goals are developed consistent with institutional goals • Planning committees continue to work on prioritizing resource requests <p>OIE reports on progress of Educational Master Plan and Strategic Implementation Plan to EMPC and College Council</p>
November	Annual component goal development is completed (Step 2)
December	Master planning committees may not meet
January	<ul style="list-style-type: none"> • Master planning committees resume meetings • Programs are informed by their master planning committees of the status of resource requests (prioritization) • Merged lists go to all master planning committees
February	No deadlines
March	<ul style="list-style-type: none"> • Master planning committees evaluate their processes with respect to integrated planning, resource allocation, and their role as a planning committee
April	<p>Review and Revision</p> <ul style="list-style-type: none"> • Master planning committees work on a review of the integrated planning process and make recommendations for revision of the process to EMPC
May	<p>Accountability Review (Step 9)</p> <ul style="list-style-type: none"> • Deans report on how resources were used to the appropriate master planning committee <p>Review and Revision</p> <ul style="list-style-type: none"> • Committees complete self-assessments • Master planning committees submit a review of the Integrated Planning process and recommendations for revision of the process to EMPC

PROAC Planning Calendar	
August	<ul style="list-style-type: none"> • PROAC is complete and ready to be used for goal development (Step 1).
March	<ul style="list-style-type: none"> • Results of the ISLO assessment are disseminated to EMPC and the College Council
April	<ul style="list-style-type: none"> • Evaluation of program review processes for each area
May	<ul style="list-style-type: none"> • Instructional deans submit summaries of their area program reviews to State of Assessment Report to be completed in August • Non-instructional areas submit summaries of their program reviews to PROAC

College Council Planning Calendar

August	<ul style="list-style-type: none"> • EMPC shares draft Institutional Goals with the College Council for input
March	<ul style="list-style-type: none"> • Assessment Review Committee reports results of the Institutional Learning Outcomes Assessment
April	<ul style="list-style-type: none"> • VPs report on the progress of action plans from their college divisions • College Council receives input from EMPC about revision of the <i>Handbook</i>
May	<ul style="list-style-type: none"> • College Council and EMPC determine changes to be made in the <i>Handbook</i>

Review and revision of the process

EMPC is charged with determining an instrument and process that can be used to review and evaluate the integrated planning process. The instrument will then be administered to the master planning committees.

The Office of Institutional Effectiveness will implement the process/instrument chosen by EMPC to evaluate the integrated planning process.

The data gathered will provide EMPC with information that will be used to determine improvements to the integrated planning process as described in this handbook.