

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 Institutional Learning Outcomes (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 will be 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, Human Resources, External Relations and Information Technology Services).

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 and 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 that 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 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*. Master planning 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”

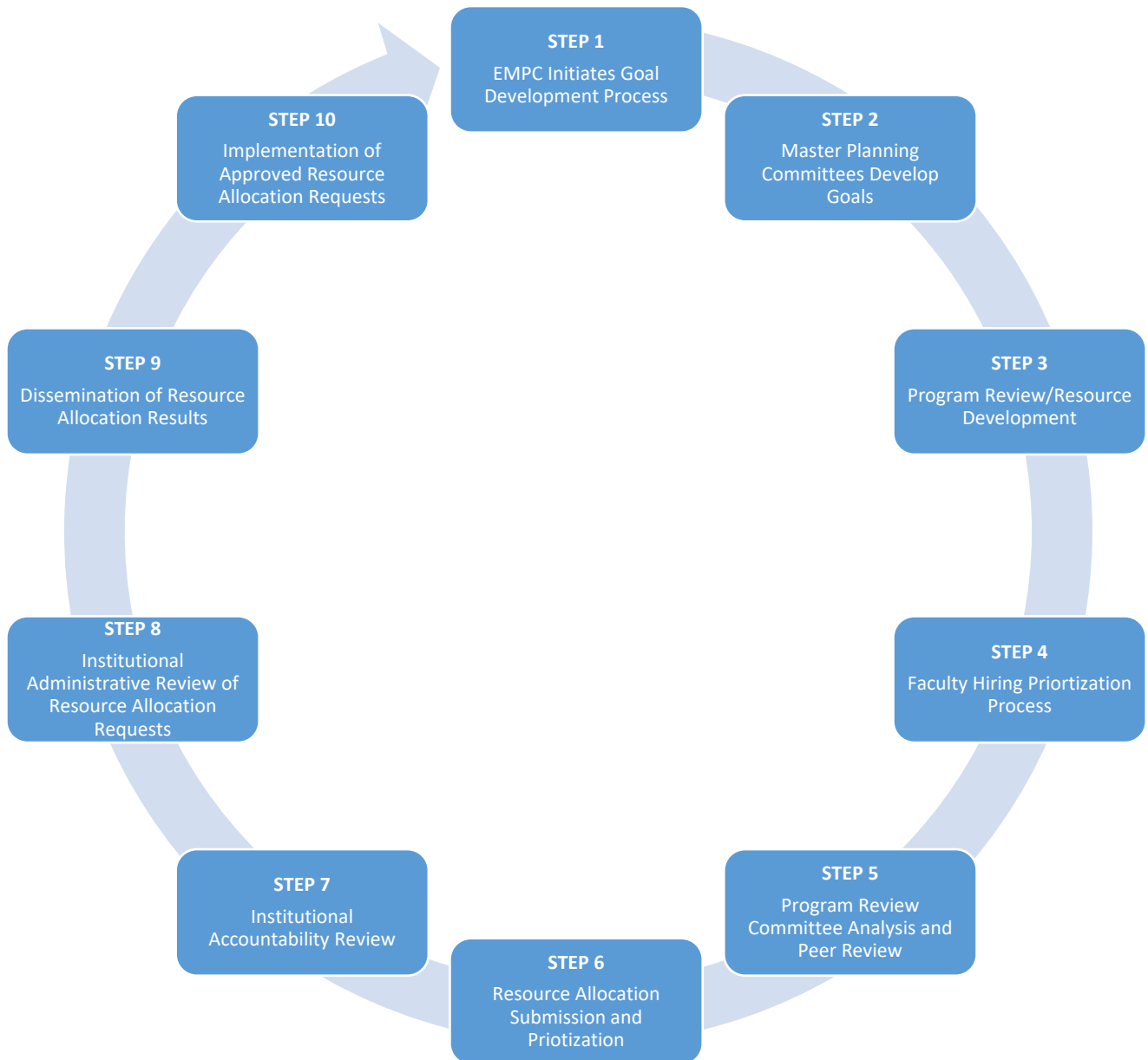
- Maintaining the documents utilized in the program review process”
- In consultation with EMPC, updating the Program Review *Handbook*, which describes

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 (SIP) for Merced College. EMPC coordinates with Master Planning Committees for progress updates and information regarding the EMP and SIP.

Step 2: Master Planning Committees goal development

Goals are generated by the master planning committees and should be linked and integrated with the goals and objectives of the EMP and 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, External Relations and Information Technology Services 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: Faculty Hiring Prioritization Process

It is important to note that the faculty hiring prioritization process is separate from the resource allocation process outlined in Step 6 below.

Step 5: 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 6: Resource Allocation

After approval by the respective program review committees (CASPR, PROAC, and SSPROC), the resource allocation requests submitted in program reviews are prioritized by each master planning committee. An updated resource allocation prioritized 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 prioritized list.

The prioritized list is reviewed by Cabinet to determine the items to be funded, based on need and available funds. The final approved list is presented to Budget Committee, College Council and EMPC. The Superintendent/President then presents the final approved list to the Board of Trustees.

Step 7: Accountability review

Beginning in the spring, the vice presidents report to EMPC and College Council on the progress of the SIP.

Step 8: 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 SIP and EMP 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 9: 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 10: Implementation of approved resource allocation requests

Upon approval of the District's final budget by the Board of Trustees in September, approved resource allocation requests are funded and budget managers are notified of their availability to begin spending. In addition, the status of prior year resource allocation requests are presented to the Budget Committee.

Program Reviews for the new academic year should include an assessment of how previously funded items helped improve program outcomes or goal achievement.

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 College Council • 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), Student Services (SSMPC) 	August-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 Reviews/resource requests are consistent with EMP and SIP 	Completed August-March
Step 4	<p>Faculty Hiring</p> <ul style="list-style-type: none"> • Faculty hiring prioritization process occurs 	September-November
Step 5	<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 (PROAC, SSPROC, ITSPRC, CASPR) • 	<p>IPRSLOAC: March/April/May</p> <p>SSPROC, CASPR, ITSPRC: June/July/August</p>
Step 6	<p>Resource Allocation</p> <ul style="list-style-type: none"> • Request forms are submitted to direct supervisor • Divisions prioritize their respective lists • Planning committees prioritize requests within the college divisions 	March-May
Step 7	<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> 	April/May

	<ul style="list-style-type: none"> • Committees complete self-assessments 	
Step 8	<p>Institutional Administrative Review of Resource Allocation Requests</p> <ul style="list-style-type: none"> • Confirms feasibility of Resource Allocation requests before final priority of resource requests is established • Refines priorities for resource requests from an institutional perspective • Vice Presidents develop prioritized campus-wide list • Cabinet reviews final list to determine items to be funded 	July-August
Step 9	<p>Superintendent/President presents to the Board of Trustees</p> <ul style="list-style-type: none"> • Results of the process are presented to Budget Committee and the Board as part of the District's Final Budget • Results are announced to College Council and EMPC 	September
Step 10	<p>Implementation of Approved Resource Allocation Requests</p> <ul style="list-style-type: none"> • Resource allocation requests are funded and budget managers are notified of their availability to begin spending • Deans/managers document progress to report to VPs • Budget Committee reports on prior and current year Resource Allocation items 	September-November

Major Planning Committee Calendars

EMPC Calendar	
July	
August	<p>EMPC Goal Development (Step 1)</p> <ul style="list-style-type: none"> • Multi-year mission and goal emphasis • Committee shares with College Council • Utilize Educational Master Plan and Strategic Plan, to align annual planning <p><u>Other Planning Activities:</u></p> <ul style="list-style-type: none"> • Budget Committee reports budget (including assumptions) to EMPC for information
September	<p>EMPC Goal Development is completed (Step 1)</p> <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 to develop annual goals
October	
November	
December	
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
February	
March	<p><u>Other Planning Activities:</u></p> <ul style="list-style-type: none"> • EMPC reviews ILO assessment results <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. • Programs are informed by the appropriate master planning committee of the resource request status • EMPC (second Thursday of the month) reviews and approves the resource request list • Recommendations are forwarded to the Superintendent/President
April	<p>Accountability review (for the current year spending) (Step 7)</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
	<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</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</p> <ul style="list-style-type: none"> OIE reports on progress of EMP and SIP 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	<ul style="list-style-type: none"> Master planning committees schedule first meeting for first week in September
	<p>Institutional Administrative Review of Resource Allocation Requests (Step 8)</p> <ul style="list-style-type: none"> Refines priorities for resource requests from an institutional perspective
September	
October	<p>Master Planning Committees develop Goals (Step 2)</p> <ul style="list-style-type: none"> Instruction (IMPC), Administrative Services (ASMPC), and Student Services (SSMPC)
November	
December	<ul style="list-style-type: none"> Master planning committees may not meet
January	<ul style="list-style-type: none"> Master planning committees resume meetings
February	<p>No deadlines</p> <p>Resource Allocation (Step 6)</p> <ul style="list-style-type: none"> Planning committees prioritize requests within college divisions Component goals are utilized in prioritization Planning committees continue to work on prioritizing resource requests

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 <p>Resource Allocation (Step 6)</p> <ul style="list-style-type: none"> Resource request forms are submitted to direct supervisor
April	<p>Resource Allocation (Step 6)</p> <ul style="list-style-type: none"> Divisions prioritize their respective resource request lists Planning committees prioritize resource requests within the college divisions <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 7)</p> <ul style="list-style-type: none"> VP's and 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"> State of the ARC Report 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 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 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 revisions to 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 major 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.