



**SPECIAL
STRATEGIC PLANNING COUNCIL/
BUDGET COMMITTEE
AGENDA**

Date: June 24, 2009
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: SU-18

CHAIR: Deegan

SPC/BUDGET COMMITTEE MEMBERS: Barton, Brannick, Cerda, Claypool, Cuaron, Dimmick, Dowd, Gowen, Halttunen, Hishmeh, Hoffmann, Japtok, Kovrig, Laughlin, Lienhart, McCluskey, Owens, Talmo, Titus, Towfiq, Tortarolo, Vernoy, Wick

RECORDER: Ashour

	Attachments	Time
A. INTERM DEAN OF SOCIAL & BEHAVIORAL SCIENCES	Exhibit A	15 min
B. BUDGET	Exhibit B	75 min
C. PLANNING AND RESOURCE ALLOCATION MODEL ALLOCATION MODEL	Exhibit C	75 min
D. OTHER		



**STRATEGIC PLANNING COUNCIL/
BUDGET COMMITTEE
SPECIAL MEETING MINUTES
June 24, 2009**

A special meeting of the Palomar College Strategic Planning Council/Budget Committee scheduled for June 24, 2009, was held in B-5. President Robert Deegan called the meeting to order at 1:00 p.m.

ROLL CALL

Members Present: Barton, Cerda, Claypool, Cuaron, Deegan, Dimmick, Dowd, Gowen, Halttunen, Hoffmann, Japtok, Jennum, Laughlin, Lienhart, McCluskey, Owens, Talmo, Titus, Towfiq, Tortarolo, Vernoy, Wick
Recorder: Cheryl Ashour
Members Absent: Brannick, Hishmeh, Kovrig, Talmo
Guests: Laura Gropen, Herman Lee, Glynda Knighten, Phyllis Laderman, Tom Medel, Steve McDonald, Norma Miyamoto, Brandi Taveuveu

A. INTERIM DEAN OF SOCIAL AND BEHAVIORAL SCIENCES (Exhibit A)

Vice President Cuaron distributed a Social and Behavioral Sciences Organization Chart. Vice President Cuaron recommended that the vacant Dean position be filled with an interim instead of parceling off the departments to the remaining Deans. The department chairs support the recommendation. Shannon Lienhart stated that she also supports the recommendation. President Deegan explained the process and cost savings of hiring an interim Dean. Everyone agreed to move forward and hire an Interim Dean of Social and Behavioral Sciences.

B. BUDGET (Exhibit B)

Vice President Dowd distributed and discussed the following documents:

- An analysis of the state budget by the Community College League dated June 17, 2009
- A document, Estimated State Budget Impact to Palomar College, dated June 22, 2009
- A projection as of June 22, 2009 of Fund 11 Unrestricted (without Designated) with 2008-09 Growth and P1 Deficit Coefficient
- An analysis from the Community College League on the impact of proposed budget cuts to community colleges, listing both general cuts and cuts to categorical programs for 2009-2010
- An analysis from the Community College League on the impact of proposed budget cuts to Palomar College, listing general cuts, 2008-09 unallocated reduction, and selected categorical cuts.
- A handout of potential FY2009-10 areas for additional cuts

C. BUDGET PLANNING AND RESOURCE ALLOCATION (Exhibit C)

Michelle Barton distributed and discussed the following documents:

- Current Palomar College Plans
- A Description of "Good" Practice Plans
- What's Missing in Our Current Plans
- The Modesto Junior College Planning Model

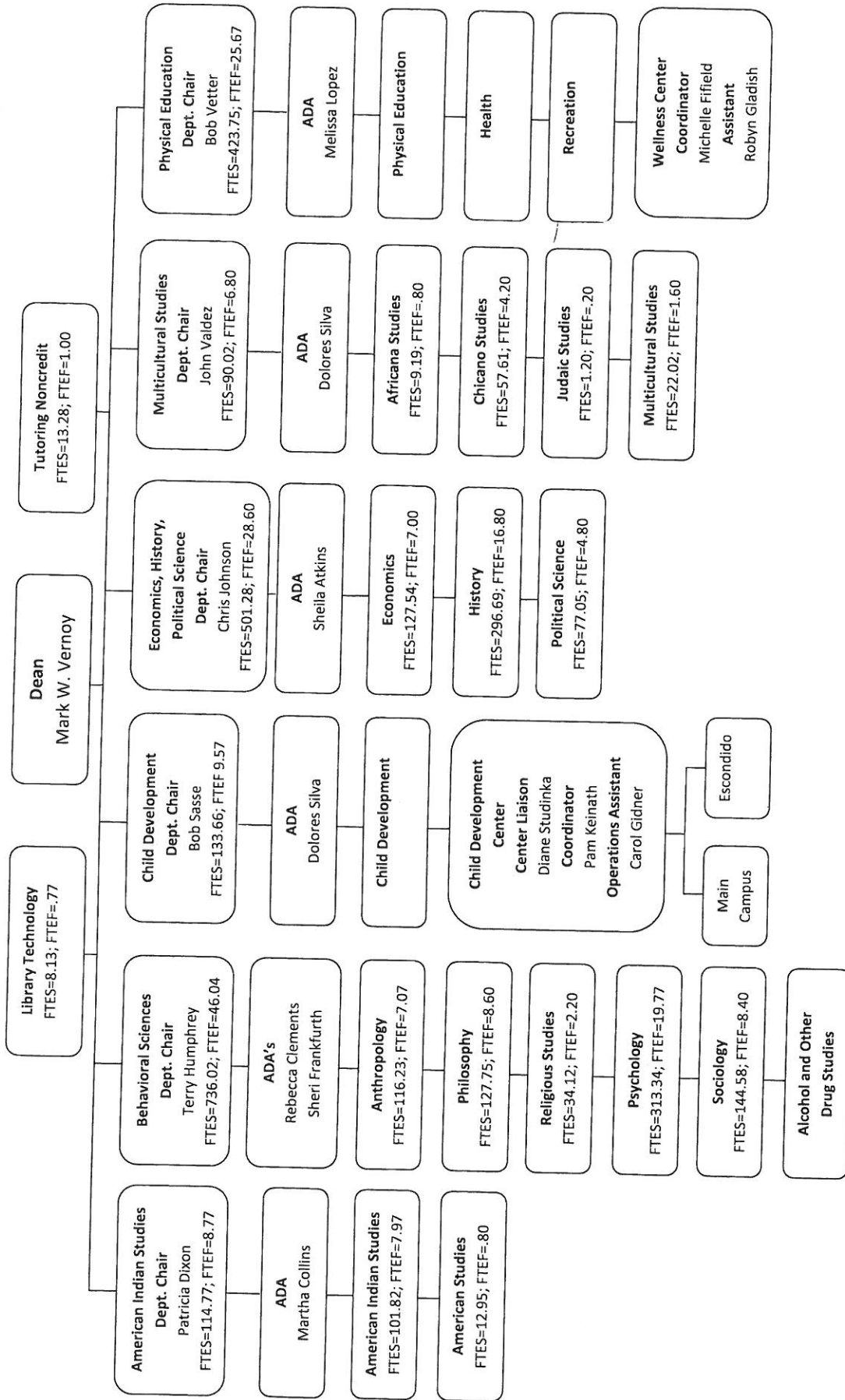
Ms. Barton discussed budget planning and resource allocation plans from other community colleges, both short-term and long-term. Discussion ensued on how to revise our planning process, improve program review, and do a better job of connecting budget to planning.

A working group, based on the 75/25 Working Group membership and expanded to include all constituent groups, was formed to create a work plan by the August 6, 2009 SPC meeting.

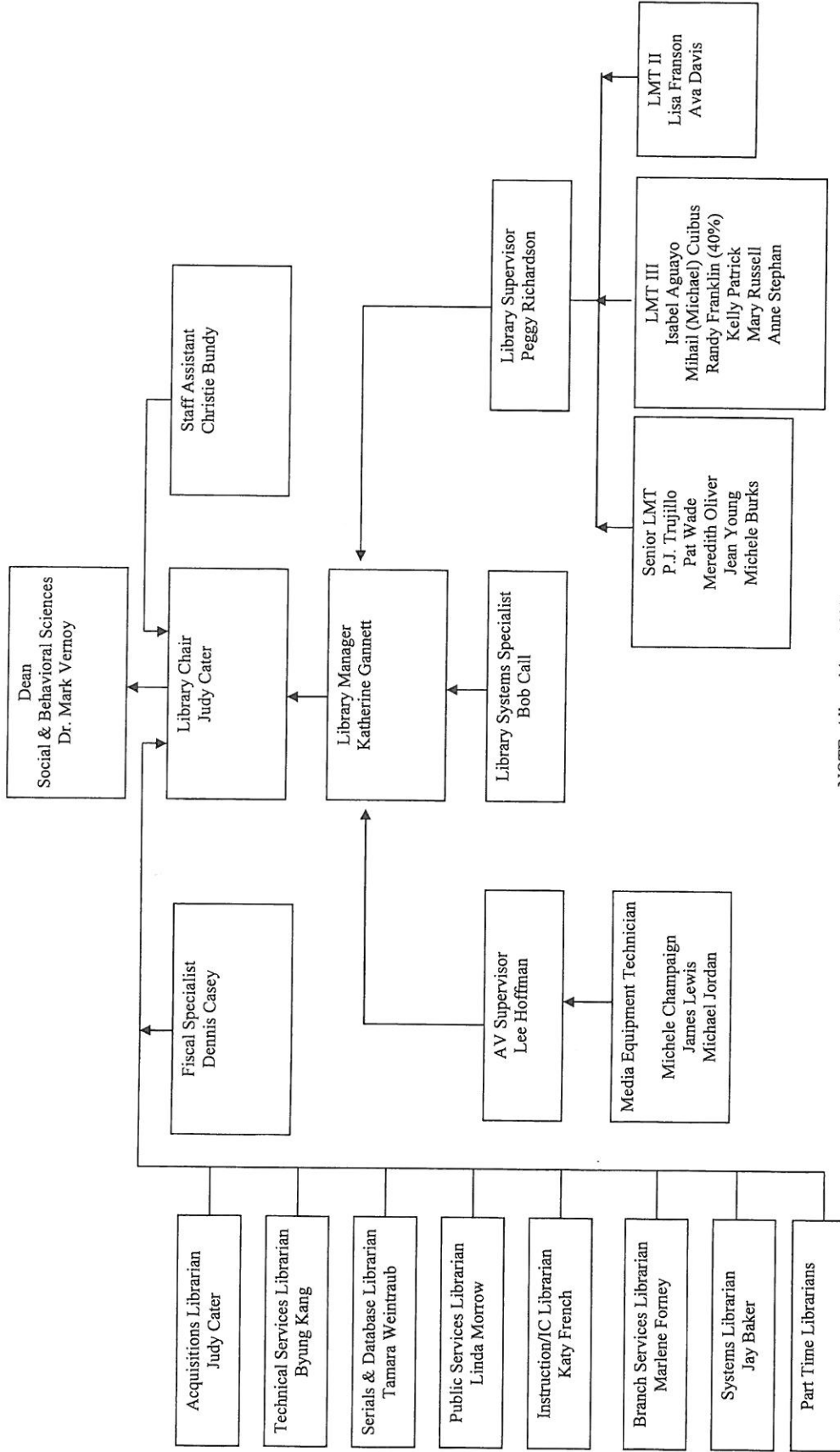
D. ADJOURNMENT

There being no remaining items, the meeting was adjourned.

Social and Behavioral Sciences Organization Chart

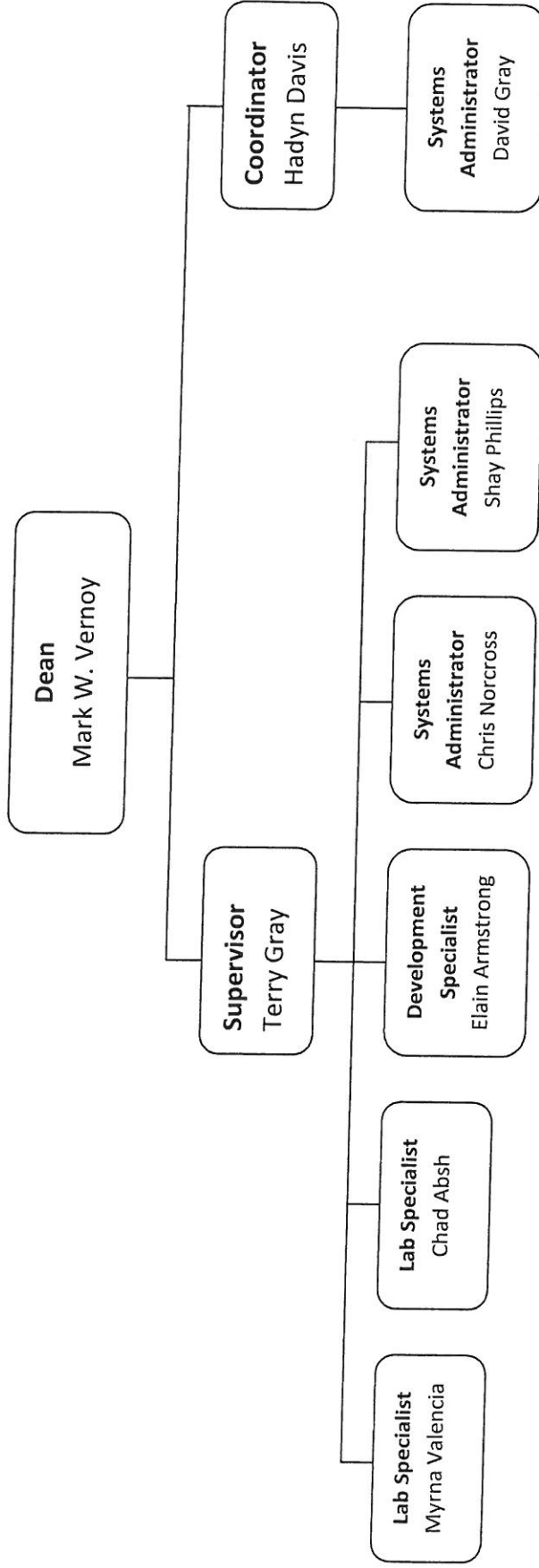


Organization Chart Library Media Center



NOTE: All positions 100%
unless otherwise noted.

For internal purposes only 2/21/09



June 17, 2009
8:00amCOMMUNITY COLLEGE LEAGUE
OF CALIFORNIA

Item	2008-09 REVISED ENACTED BUDGET	Conference Committee 2008-09	2009-10 ENACTED BUDGET	Conference Committee 2009-10	% CUT
General Apportionment					
Base Apportionment (incl: GF, P-Tax, Fee)	5,727,059,000	5,727,059,000	5,840,559,000	5,840,559,000	
Property tax shortfall		(37,300,000) ^c		(53,400,000) ^d	
Enrollment Fee shortfall				(21,247,000)	
General Apportionment reduction				(120,000,000)	
	5,727,059,000	5,689,759,000	5,840,559,000	5,645,912,000	
Cost-of-living adjustment	0	0	0	0	
Growth for Apportionments	113,500,000	113,500,000	175,213,000	0	
Total General Apportionment	5,840,559,000	5,803,259,000	6,015,772,000	5,645,912,000	
Categorical Programs					
Academic Senate for the Community Colleges	467,000	467,000	467,000	317,560	0.32
Apprenticeship	14,641,000	14,641,000	14,641,000	9,955,880	0.32
Basic Skills	33,100,000	33,100,000	33,100,000	27,804,000	0.16
Career Technical Education	20,000,000	20,000,000	20,000,000	0	
Child Care Tax Bailout	6,836,000	6,836,000	6,836,000	4,648,480	0.32
Disabled Students Programs and Services	115,011,000	115,011,000	118,461,000	99,507,240	0.16
Economic Development	46,790,000	46,790,000	46,790,000	31,817,200	0.32
EOPS	106,786,000	106,786,000	109,990,000	92,391,600	0.16
CARE	15,505,000	15,505,000	15,970,000	13,414,800	0.16
Equal Employment Opportunity	1,747,000	1,747,000	1,747,000	1,187,960	0.32
Foster Care Education Program	5,254,000	5,254,000	5,254,000	5,254,000	0.15
Fund for Student Success	6,158,000	6,158,000	6,158,000	5,262,820	0.16
Matriculation	101,803,000	101,803,000	104,857,000	71,302,760	0.32
Nursing	22,100,000	22,100,000	22,100,000	18,564,000	0.16
Part-Time Faculty Compensation	50,828,000	50,828,000	50,828,000	34,563,040	0.32
Part-Time Faculty Health Insurance	1,000,000	1,000,000	1,000,000	680,000	0.32
Part-Time Faculty Office Hours	7,172,000	7,172,000	7,172,000	4,876,960	0.32
Physical Plant and Instructional Support	27,345,000	27,345,000	27,345,000	0	
Special Services for CalWORKs Recipients	43,580,000	43,580,000	43,580,000	37,043,000	0.15
Student Financial Aid Administration	51,269,000	51,269,000	52,203,000	52,203,000	0.19
Telecommunications / Technology Svcs / C.V. U	26,197,000	26,197,000	26,197,000	21,217,380	0.19
Transfer Education and Articulation	1,424,000	1,424,000	1,424,000	968,320	0.32
Total Categorical Funds	705,013,000	705,013,000	716,120,000	532,980,000	
\$85M CURRENT YEAR CUT Apportionment & Categoricals		(85,000,000)			
Ongoing Funds Subtotal	6,545,572,000	6,423,272,000	6,731,892,000	6,178,892,000	
One-Time Funds (SB 1133 QIA Settlement)					
Physical Plant & Instructional Support SB 1133	10,000,000	10,000,000	10,000,000	10,000,000	
Career Technical Education SB 1133	38,000,000	38,000,000	38,000,000	38,000,000	
One-time Prop 98 Funds Subtotal	48,000,000	48,000,000	48,000,000	48,000,000	
Miscellaneous (Non-program) Items					
Fiscal Crisis Management Assistance Team (FCMAT)	508,000	508,000	508,000	508,000	
Mandates (6870-295-0001)	4,004,000	4,004,000	3,000	3,000	
STRS Payments for CCC Employees	89,173,000	89,173,000	95,524,000	95,524,000	
Lease-Purchase Bond Payments	68,100,000	68,100,000	66,829,000	66,829,000	
Lottery	164,170,000	164,170,000	148,679,000	148,679,000	
Total State-Determined Funding	6,919,527,000	6,797,227,000	7,091,435,000	6,538,435,000	
Funded FTES					
Prop 98 (Local) Ongoing Funding per FTES	1,200,433	1,203,342	1,236,446	1,203,342	
Prop 98 (Local) One-Time Funding per FTES	5,453	5,338	5,445	5,135	
Funding per FTES	\$ 5,764	\$ 5,649	\$ 5,735	\$ 5,434	

a Categorical Program exempt from cut in 2009-10.

b 2009-10 Growth of 3% backed out

c 2008-09 Property Tax Shortfall voted on by Conference Committee June 5, 2009. Chancellor's Office estimates a \$43 million shortfall for the 2008-09 P2.

d 2009-10 Property Tax Shortfall calculation \$53.4 million (\$116.7 M - \$5.0 PY balances - \$58.3 M 1% growth redirected)

[illegible]

	A	B	C	K	L	S	T	U	V	W	X	Y
1	Palomar Community College District											
2	Fund 11 Unrestricted (without Designated)											
3	With 2008-09 Growth and P1 Deficit Coefficient											
4	6/22/2009				Adopted		2007-08 Recalc & Other Changes to		Projected as of 6/22/09		Projected as of 6/22/09	
5					2008-09		2008-09		2008-09		2009-10	
6					Unrestricted Budget		Unrestricted Budget		Unrestricted Budget		Unrestricted Budget	
7	Account	Description										
8	Beginning Fund Balance				5,655,955		0		5,655,955		9,164,680	
9												
10	REVENUE											
12		Apportionment			91,490,244		0		91,490,244		93,333,204	
13		Base Allocation Adj for 20,000 FTES					1,107,182		1,107,182			
14		Growth from 2007-08					735,778		735,778			
15		Subtotal Apportionment			91,490,244		1,842,960		93,333,204		93,333,204	
16												
17		Potential Changes to Apportionment:										
18		Growth					3,531,619		3,531,619		3,531,619	
19		Deficit Coefficient					(1,442,981)		(1,442,981)		(3,231,140)	
20		Subtotal Apportionment with changes							95,421,842		93,633,683	
21												
22		Other Potential Cuts					(1,411,000)		(1,411,000)			
23												
24												
25												
26		Apprenticeship			1,430,525		(79,286)		1,351,239		1,351,239	
27		Follett Contract			400,000		70,000		470,000		485,000	
28		Interest			800,000		(250,000)		550,000		400,000	
29		Part Time Faculty Apportionment			838,297				838,297		838,297	
30		Non Resident Tuition			1,600,000		400,000		2,000,000		2,000,000	
31		2% BFAP Admin			41,784		428		42,212		41,784	
32		2% Enrollment Fees			129,008				129,008		129,008	
33		Transcript Income			15,000		(3,500)		11,500		15,000	
34		Transfer in from Lottery			1,800,000				1,800,000			
35		Other Income					60,000		60,000			
36		Projected 2007-08 Growth			969,615		(969,615)		0			
37		COLA originally budgeted			628,727		(628,727)		0			
38		2007-08 Apprenticeship per Recalc					(70,132)		(70,132)			
39		2007-08 Growth (.71%) per Recalc					735,778		735,778			
40		2007-08 Deficit Coefficient per Recalc					(343,191)		(343,191)			
41		2007-08 Base Allocation Adj for 20,000 FTES					1,107,182		1,107,182			
42		2007-08 Additional Apportionment per Recalc					587,003		587,003			
43												
44												
45	Revenue Grand Total				100,143,200		3,136,538		103,279,738		98,894,011	
46												
47	EXPENSE											
48	110000	Instructional Salaries - Contract			22,001,583		(750,000)		21,251,583		22,404,177	
49		Budgeted Savings			(500,000)				(500,000)		(650,000)	
50	120000	Non-Instructional Salaries - Contract			7,730,840				7,730,840		7,829,550	
51	130000	Instructional Salaries - Other			17,185,595		(275,000)		16,910,595		16,184,469	
52		Budgeted Savings			(1,560,595)				(1,560,595)			
53	140000	Non-Instructional Salaries - Other			1,306,969		(75,000)		1,231,969		1,171,410	
54		Subtotal Academic Salaries			46,164,392				45,064,392		46,939,606	
55												
56	210000	Non-Instructional Salaries - Regular			19,959,138		(250,000)		19,709,138		20,372,255	
57		Budgeted Savings			(250,000)				(250,000)		(350,000)	
58	220000	Instructional Aides - Regular			1,572,892				1,572,892		1,615,466	
59	230000	Non-Academic Salaries - Other			1,349,032		(75,000)		1,274,032		1,327,731	
60	240000	Instructional Aides - Other			431,833				431,833		419,000	
61		Subtotal Non Academic Salaries			23,062,895				22,737,895		23,384,452	
62												
63	300000	Employee Benefits			21,364,652		(850,000)		20,514,652		21,562,218	
64		Budgeted Savings			(259,030)				(259,030)		(143,423)	
65	400000	Supplies & Materials			647,990		(25,000)		622,990		636,250	
66	500000	Other Oper Exp			9,917,256		(500,000)		9,417,256		9,639,240	
67		Budgeted transfer to lottery			(2,270,000)				(2,270,000)		(2,270,000)	
68		Additional Savings					(2,800,000)					
69	600000	Capital Outlay			42,994				42,994		0	
70	700000	Other Outgoing			696,212				696,212		957,823	
71		COLA			565,854		(565,854)		0			
72		Projected 2007-08 Growth Obligation			727,211		(727,211)		0			
73		.72% Negotiated Item							203,340		237,883	
74		2007-08 Growth Obligation per Recalc					551,833		551,833			
75		Interfund Transfers to Fund 12					882,000		882,000		926,360	
76												
77		2008-09 Growth Obligation					1,566,479		1,566,479		2,648,714	
78		2009-10 Matches for Physical Plant and Instructional Support									(282,227)	
79												
80												
81	Expense Grand Total				100,660,426		(889,413)		99,771,013		104,236,896	
82												
83	Net Change to Fund Balance (Revenue less Expense)				(517,226)		4,025,951		3,508,725		(5,342,885)	
84												
85	Ending Fund Balance				5,138,729				9,164,680		3,821,795	
86												
87	Components of Ending Fund Balance											
88	5% General Fund Reserve				5,000,000				5,000,000		5,000,000	
91	Other Reserves				138,729				4,164,680		(1,178,205)	
92	Ending Fund Balance				5,138,729		4,025,951		9,164,680		3,821,795	

[Advocacy Center Home](#) | [Take Action](#)Questions: [Theresa](#) or [Scott](#)**Impact of Proposed Budget Cuts**

Select a district

Projected lost students: 162,000 ^(a)**Statewide Cuts****General Cuts***The budget falls short of funding several revenue shortfalls, makes an unallocated reduction to reduce workload (enrollment), and assumes revenue from the planned fee increase from \$20/unit to \$26/unit.*


Enrollment growth:	-\$175,213,000
Est. general apportionment shortfall:	-\$41,000,000 ^(b)
Est. 2008-09 general apportionment shortfall:	-\$41,000,000
Unallocated apportionment reduction:	-\$120,000,000 ^(c)
Est. 2009-10 enrollment fee shortfall:	-\$21,200,000 ^(d)
Est. student enrollment fee revenue (from \$20/unit to \$26/unit):	\$70,000,000 ^(d)
Est. 2009-10 property tax shortfall:	-\$53,400,000
Est. 2008-09 property tax shortfall:	-\$42,100,000


2009-10 Categorical Cuts: \$343,000,000*The budget makes deep cuts to categorical programs, which are expected to be partially backfilled by federal state fiscal stabilization funds.*

Item	Program reduction (ongoing)	Anticipated federal backfill (one-time)
Basic Skills:	-\$10,592,000 (-32%)	5,296,000
Career Technical Education:	-\$20,000,000 (-100%) ^(e)	none
Cooperative Agencies Resources for Education (CARE):	-\$5,110,400 (32%)	2,555,000
Counseling, Placement and Assessment (Matriculation):	-\$64,776,000 (-62%)	31,222,000
Disabled Students Programs and Services:	-\$37,908,000 (-32%)	18,953,800
Economic Development:	-\$28,905,000 (-62%)	13,932,000
Extended Opportunities Programs and Services:	-\$35,197,000 (-32%)	17,598,000
Instructional Equipment & Scheduled Maintenance:	-\$27,345,000 (-100%) ^(e)	None
Nursing:	-\$7,072,000 (-62%)	3,536,000
Part-time Faculty Compensation:	-\$31,400,000 (-62%)	15,135,000
Telecommunications and Technology:	-\$9,377,000 (-19%)	4,397,000

Notes: All numbers are estimated based on the most recent available data and will vary based on final budget language and ending funding numbers for specific districts. Additional categoricals (Career Technical Education, Economic Development, Nursing, Telecommunications and Technology) are also being cut, but district projections can not be provided at this time.

- (a) Reduced enrollment numbers are the district's proportionate share of the reduction in projected funded students in 2009-10. Actual enrollment change will depend on local district and community factors.**
- (b) The amount of general revenue to support per student funding is below that needed to fund all districts' funded FTES.**
- (c) The budget reduces general funding by \$120,000,000, and encourages districts to reduce workload in areas other than basic skills, transfer and career technical education.**
- (d) The "base" projections for student enrollment fees assume enrollment will increase by 3%, although the funding for growth has been removed. Meanwhile, an additional \$80 million (\$70 million to support apportionments) is available from the increase of fees from \$20/unit to \$26/unit.**
- (e) A separate stream of \$38 million for career-technical education and \$10 million for physical plan and instructional support is available for the next several years under the SB 1133/QIA settlement.**

[Advocacy Center Home](#) | [Take Action](#)
Questions: [Theresa](#) or [Scott](#)< [select district](#) >**Impact of Proposed Budget Cuts on Palomar CCD****Projected lost students: 3,010 (6%) (a)****Each mortarboard represents 1,000 students.**
 = students at this district

 = students projected to be lost at this district
**General Cuts: \$4,204,630**

The budget falls short of funding several revenue shortfalls, makes an unallocated reduction to reduce workload (enrollment), and assumes revenue from the planned fee increase from \$20/unit to \$26/unit.

2009-10 Est. general apportionment shortfall:	-\$690,000 (b)
2008-09 Est. general apportionment shortfall:	-\$690,000
2009-10 General apportionment reduction:	-\$2,030,000 (c)
2009-10 Est. student fee revenue shortfall:	-\$359,970 (d)
2009-10 Est. student fee revenue (from \$20/unit to \$26/unit):	\$1,183,000 (d)
2009-10 Est. property tax shortfall:	-\$910,800
2008-09 Est. property tax shortfall:	-\$706,860

2008-09 Unallocated Reduction

There will be a reduction that will cut apportionments and categoricals in the 2008-09 fiscal year of \$85,000,000 statewide. The methodology for the cut has not yet been released.

Unallocated reduction	-\$1,436,500
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Selected Categorical Cuts: \$3,124,414

The budget makes deep cuts to categorical programs, which are expected to be partially backfilled by federal state fiscal stabilization funds. Not all categorical cuts can be displayed here; see the notes for details.

Item	Program reduction (ongoing)	Anticipated federal backfill (one-time)
Basic Skills:	-\$133,652	\$66,826
Counseling, Assessment, and Placement (Matriculation-Credit):	-\$824,752	\$397,558
Counseling, Assessment and Placement (Matriculation-Noncredit):	-\$217,063	\$104,631
Disabled Students Programs and Services:	-\$442,372	\$221,186
Extended Opportunities Programs and Services:	-\$418,740	\$209,370
Cooperative Agencies Resources for Education (CARE):	-\$46,375	\$23,188
Special Services for CalWORKs Recipients:	-\$99,697	\$49,848
Instructional Equipment:	-\$211,922 (e)	none
Part-time Faculty Compensation:	-\$517,900	\$249,645
Scheduled Maintenance:	-\$211,941 (e)	none
	\$3,125,414	\$1,322,252

net =
\$1,802,162

Notes: All numbers are estimated based on the most recent available data and will vary based on final budget language and ending funding numbers for specific districts. Additional categoricals (Career Technical Education, Economic Development, Nursing, Telecommunications and Technology) are also being cut, but district projections can not be provided at this time.

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- (c) The budget reduces general funding by \$120,000,000, and encourages districts to reduce workload in areas other than basic skills, transfer and career technical education.
- (d) The "base" projections for student enrollment fees assume enrollment will increase by 3%, although the funding for growth has been removed. Meanwhile, an additional \$80 million (\$70 million to support apportionments) is available from the increase of fees from \$20/unit to \$26/unit.
- (e) A separate stream of \$38 million for career-technical education and \$10 million for physical plan and instructional support is available for the next several years under the SB 1133/QIA settlement.

Potential FY2009-10 areas for additional cuts

Prepared for discussion at SPC meeting on June 24, 2009

1.) Active Section Offerings

FY2009-10 Active Sections capped in Tentative Budget at \$15.2M as compared to FY2008-09, which was capped at \$15.0M

Projected cost of Active Sections for FY2009-10 was \$15.8

Assumption: Workload reduction to 19,350 FTES from 20,200

Objective: Assume district to serve 19,600 FTES in FY2009-10; requiring a cut of 400 additional sections \$3,000 per

\$1,200,000.00

100-283

2. Additional 10% cuts to 1400, 2300 and 2400s

Additional 10% cut to 1400 (75% of FY2007-08 level)

\$91,739.00

Additional 10% cut to 2300 (65% of FY2007-08 level)

\$180,029.00

Additional 10% cuts to 2400 (65% of FY2007-08 level)

\$55,866.00

3.) Hiring Freeze maintained through FY2009-10

Modified hiring freeze to continue with only critical positions being replaced upon review by President and Vice Presidents. Total Savings possible based upon current information is \$2.0M with \$1.0M already assumed in FY2009-10 Tentative Budget

\$1,000,000.00

Total**\$2,527,634.00**

The following items are subject to negotiations and are presented merely to provide estimated costs information:

a. FY2008-09 growth salary increase expense projection based upon 3.7% constrained growth forecast

\$2,648,714.00

b. FY2009-10 Annual Matrix costs projection

\$1,300,000.00

SPC Planning, June 24, 2009

Current Plans

1) Master Plan

- Umbrella for all other planning, (but it's not specifically evident)
- Educational and Facilities Master Plan
- Based on Study of Growth
- Facilities plan sequenced with costs estimates
- Program descriptions include general identification of needs based on growth projections

2) Strategic Plan

- States colleges Vision, Mission, Values and Goals
- Planning assumptions based on internal & external scans
- Goals derived from assumptions and college input
- Objectives identified for each goal
- Objectives included in an annual implementation plan
- Institutional Effectiveness Indicators (IE) tracked
- Annual report of progress prepared
- Links to program review

3) Council / PRPs

- Annual review process with a two year cycle - Year one: plans developed; Year Two: progress report
- Standard data set identified; programs asked to reflect upon the data
- Plans and identification of resource needs are developed by section:
- Curriculum, scheduling, staffing, equipment, and facilities
- Councils have allocated resources based on completed reviews
- Requests that departments provide a report on SLOs –
- Identifies accomplishments
- Links to Strategic Plan exists as departments are asked to identify a goal or objective that they are addressing

4) Annual Implementation, Resource Allocation, Progress Reporting, and Review

- Annual Implementation Plans are created for the Strategic Plan
- Resource allocation is linked to some plans and objectives
- Annual report is prepared with highlights, table showing progress on objectives, and some outcome measures
- Reviews are informally completed

Description of “Good” Practice Plans

1) Master Plan: Long-Term Planning (SPC) (20 Years, 10 Year Update, 5 Year check)

- Serves as an umbrella for all short-term planning
- Includes Human Resources plan, Technology Plan, Facilities Plan, Educational Master Plan (instruction and support services)
- Educational Master Plan is based upon community needs and projected enrollments
- Facilities plan includes sequencing of facilities and cost estimates

2) Strategic Plan (SPC) – Short-Term Planning (3-5 Years)

- States the College’s Vision, Mission, Values, and Goals
- Goals derived from external/internal scan, program reviews, and Long-term Master Plan
- Identifies objectives for each goal
 - Measurable
 - Key Performance Indicators for success
 - Timelines
 - Responsibilities
 - Manageable number annually identified for operational plan
- Links to program review
 - Considers needs and priorities identified through divisional plans and summaries of program reviews
 - Each department reports on the work they are conducting to support the annual objectives identified in the Strategic Plan
- Defines Institutional Effectiveness Measures

3) Council Plans - Program Review and Planning (Councils) Short-term (Cycle)

- Council Plans (or prioritization of needs and annual progress reports)
 - Identify themes derived from program review and planning
 - Summarize and prioritize needs identified in program reviews and plans
 - Describes efforts of programs in addressing annual objectives of strategic plan
- Program Review and Planning (??? Cycle)
 - Include an analysis of strengths and weaknesses
 - Use standardized data set and include a clear assessment and evaluation of data and other program specific data and information
 - Responds to new trends, community demands, and innovations
 - Include discipline level objectives (based on analysis) for addressing strengths, weaknesses
 - Description of progress made toward achieving the year’s strategic objectives
 - Review progress on Master Plan
 - Summary of progress on SLOACs
 - Resource requests
 - Analysis of ways to revise processes and procedures, re-allocate resources

4) Annual Implementation, Resource Allocation, and Progress Reporting and Evaluation

- Annual Implementation Plan (operational plan)
 - Identifies institutional objectives and priorities from Strategic Plan, Ed master Plan, and Program Reviews
 - Defines timelines, responsibilities, and possible funding sources
- Resource Allocation
 - Resources include allocations to district from state including unrestricted and restricted, federal funds such as grants, bond funds, re-allocation of resources within existing budget, human energy and time-on-task assigned to prioritized strategic objectives
 - Master Plan
 - Drives Strategic Plan and Program Review and Planning
 - Human Resource needs, Technology needs, Facilities needs, Instruction/Student Support (Master Plan) needs reviewed “annually” (or at three/five year intervals when the Strategic Plan is developed) to verify that we are meeting the needs identified in the plan. (Critical to this is tracking of whether or not we are on target with identified growth and planned facilities.)
 - Identified needs are 1) reviewed as part of Strategic Plan development 2) as part of program review
 - Strategic Plan and Program Review and Planning
 - Prioritized needs from both Strategic Plans and Program Review and Planning are consolidated and considered annually for funding /prior to budget development
 - Time and effort expended on the objectives in the Strategic Plan are tracked and listed as part of the allocation of resources section in the Annual Implementation (operational) plan
 - Councils prioritize and allocate resources to needs identified through completed program reviews
- Progress Reporting
 - Annual Report
 - review and evaluation of progress made on objectives and items included in the annual implementation plan (evaluation based on IE and KPIs)
 - Includes description of resources identified and applied
 - Summarizes results of Program Review and Planning
 - Evaluation
 - Regular review of planning process included in cycle
 - Defined criteria for evaluation of the effectiveness

What's Missing in Our Current Plans

General

- Timelines are not in sync, defined, and coordinated with budgeting process
- May be making this more complicated than it has to be

Master Plan

- Integrated human resource and technology plans / i.e., human resource and technology needs not clearly articulated with projected timelines. For example, we do not have a staffing plan that is linked to the educational plan
- Justification for growth/stability/decrease in programs not readily transparent
- Link to Strategic Planning Process/Program Review not clear or evident

Strategic Plan

- Some of the objectives are not specific or measurable
- We do not have KPI and/or Institutional Effectiveness indicators attached to objectives
- We do not specify up front which objectives we will accomplish during each year
- Objectives are not considered as **part** of the budgeting/resource allocation process
- We do not prioritize the needs and consider how to apply resources to them (includes all resources)

Council Plans / Program Planning and Reviews

- All councils do not identify or prioritize needs based on the results of program reviews
- All councils do not identify themes that could be used or addressed institutionally
- While block grant and other allocations are used to fund requests, prioritized needs identified as a result of program review are not included in the budgeting process

Annual Implementation, Resource Allocation, Progress Reporting and Review

Annual Implementation

- Annual Implementation Plans are not specific and do not provide KPIs that would allow SPC to determine if the objective had been addressed (our current process is subjective in nature)
- We do not adhere to timelines (in terms of implementation and reporting)
- Does not consider other institutional needs from Master Plan and Program Reviews
- Institution does not value or recognize the plans

Annual Implementation, Resource Allocation, Progress Reporting and Review (continued)

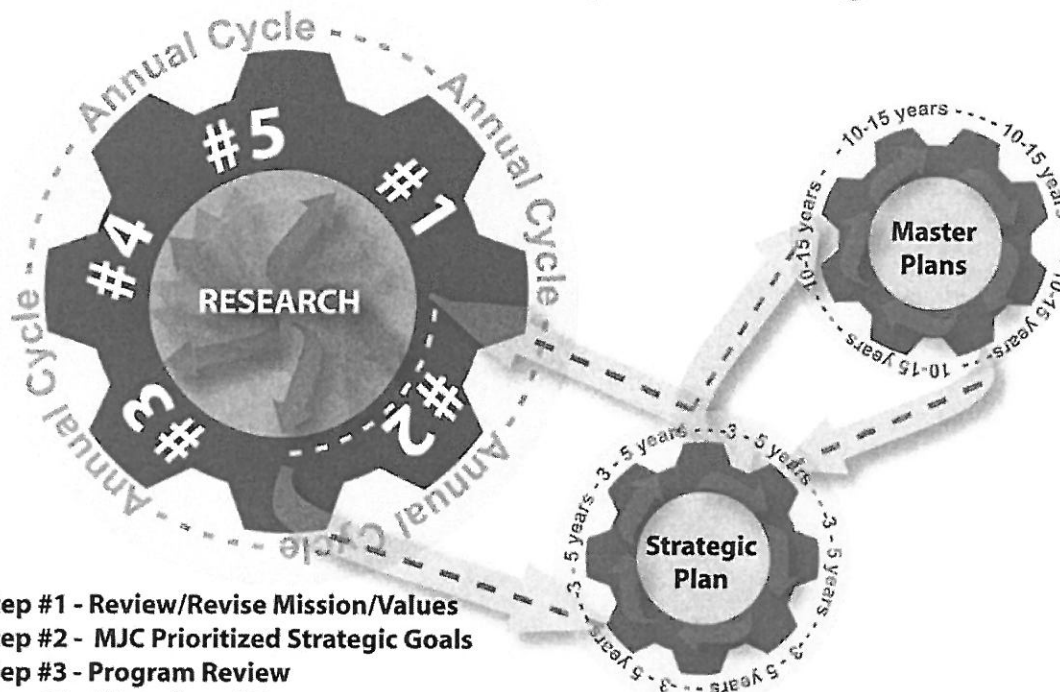
Resource Allocation

- Planning does not precede budgeting
- College does not clearly track resources applied to needs identified from Program Reviews, Strategic Plan, and Master Plan

Progress Reporting, Evaluation, and Review

- Timeline for producing is not fixed (typically as a result of annual implementation plans not completed until the next year)
- Annual Report is not complete and does not include summaries of progress on all plans
- Does not include institutional effectiveness measures (nor Key Performance Indicators) and does not include evaluation of progress
- Does not show resources applied to objectives
- Review is not completed as part of the cycle (Plan, do, review, plan)

Modesto Junior College Planning Model



- Step #1 - Review/Revise Mission/Values**
- Step #2 - MJC Prioritized Strategic Goals**
- Step #3 - Program Review**
- Step #4 - Allocation of Resources**
- Step #5 - Evaluation of Planning Cycle**

- ⚙ Strategic Plan: 3-5 years
- ⚙ Master Plans: 10-15 years

