

TO: Board of Trustees

FROM: Gary L. Poertner, Chancellor

RE: SOCCCD: Development of District-wide Strategic Plan

ACTION: Approval

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## **BACKGROUND**

In a letter dated January 31, 2011, the Accrediting Commission for Community and Junior Colleges (ACCJC) recommended that the chancellor develop and implement both a strategic short-term and long-term plan that is inclusive of the planning at the colleges and that this planning structure drive the allocation of district resources for the colleges, Advanced Technology Education Park (ATEP), and the district (I.B.4).

## **STATUS**

South Orange County Community College District's 2011-2014 Strategic Plan is the culmination of many months of collaboration, research and planning from faculty, staff and administration representing all constituent groups district-wide.

Throughout the process, opportunities were provided to all employees for review and input through the District-wide Accreditation Committee, Strategic Planning Committee, college councils, Chancellor's Opening Session during flex week, Board of Trustees meetings, the district's SharePoint (intranet) site and district-wide emails. A high level of interaction was maintained in order to facilitate input and move quickly through the process of developing a short term strategic plan that would meet accreditation standards.

The short term strategic plan (Exhibit A) document will serve as a short term, three-year plan and will provide a framework for ongoing planning that integrates with the colleges' planning cycles and links resource allocation to planning. This short term plan will tie in with the district's long-term plan which identifies education and facilities needs and planning priorities through the year 2031.

The plan (Exhibit A) was provided to the Board of Trustees for the purpose of information and review at the August meeting. The final plan is now provided to the Board for approval.

## **RECOMMENDATION**

The Chancellor recommends that the Board of Trustees approve the short term strategic plan (Exhibit A).

Item Submitted By: *Gary L. Poertner, Chancellor*

# South Orange County Community College District

## District-Wide Strategic Plan

2011- 2014

28000 Marguerite Parkway

Mission Viejo, CA 92692

<http://www.socccd.edu>

## **Table of Contents**

Vision, Mission and Core Values

Message from the Chancellor

District-wide Strategic Planning Committee

Introduction

District-wide Goals, District-wide Objectives, and Action Steps

## **South Orange County Community College District**

### **Vision, Mission and Core Values**

#### **Vision**

To be an educational leader in a changing world.

#### **Mission**

To provide a dynamic learning environment and diverse opportunities fostering student success and contributing to the community.

#### **Core Values/Guiding Principles**

We invest in our students' success, employees, facilities and community, with wise use of our resources.

## Message from the Chancellor

South Orange County Community College District's 2011-2014 Strategic Plan is the culmination of many months of collaboration, research and planning from faculty, staff and administration representing all constituent groups district-wide.

Throughout the process, opportunities were provided to all employees for review and input through the District-wide Accreditation Committee, Strategic Planning Committee, college councils, Chancellor's Opening Session during flex week, Board of Trustees meetings, the district's SharePoint (intranet) site and district-wide emails. A high level of interaction was maintained in order to facilitate input and move quickly through the process of developing a short term strategic plan that would meet accreditation standards.

Some of the research components for the short term plan included a district services survey that was distributed to all employees and interviews with key faculty, staff, managers and administrators. The results of the survey will provide a foundation for reviewing, planning and improving district services units. Additionally, administrative unit reviews will be conducted annually to ensure that resources are tied to planning. Two strategic planning retreats were also held with representation from all constituencies from the colleges and district services.

This document will serve as a short term, three-year plan and will provide a framework for ongoing planning that integrates with the colleges' planning cycles and links resource allocation to planning. This short term plan will tie in with the district's long-term plan which identifies education and facilities needs and planning priorities through the year 2031.

In a multi-college district, the task of planning is a shared one. Thank you to all of the staff from Saddleback College, Irvine Valley College and District Services for their contributions and collaborative work ethic. My hope is that this short-term strategic plan will provide a strong framework for all future planning cycles so we can continue to support the needs of more than 40,000 students and our diverse community.

Sincerely,



Gary L. Poertner  
Chancellor

## **District-Wide Strategic Planning**

### **Strategic Planning Retreats**

Two retreats were held to work on the SOCCCD Strategic Plan:

Monday, June 13, 2011 from 8:45 a.m. to 3 p.m., at the Norman P. Murray Community Center in Mission Viejo, CA; and Wednesday, August 3, 2011 from 8:45 a.m. to 12:00 p.m., at Saddleback College in the Student Services Bldg., room 212.

### **District-Wide Strategic Planning Committee**

Gary Poertner, SOCCCD Chancellor, Chair

#### **District Services**

Bob Bramucci, Vice Chancellor, Technology & Learning Services

David Bugay, Vice Chancellor, Human Resources

Brandye D'Lena, District Director, Facilities Planning & Purchasing

Tere Fluegeman, District Director, Public Affairs & Intergovernmental Relations

Debra Fitzsimons, Vice Chancellor, Business Services

Teddi Lorch, District Director, Human Resources

Denice Inciong, District Director, Research & Planning

Delores Irwin, Accounting Specialist/CSEA representative

Beth Mueller, District Director, Fiscal Services

Randy Peebles, Associate Vice Chancellor, Economic Development

#### **Saddleback College**

Juan Avalos, Vice President of Student Services

Gretchen Bender, Director of Planning, Research & Grants

Tod Burnett, President

Don Busche, Vice President of Instruction

Claire Cesareo-Silva, Faculty

Bob Cosgrove, Faculty, Past Academic Senate President

Carmen Dominguez, Faculty, Past Academic Senate

President Russ Hamilton, Classified Senate President

Carol Hilton, Director of Fiscal Services

Don Mineo, Classified Senate President Elect

John Ozurovich, Director of Facilities

Dan Walsh, Academic Senate President

James Wright, Dean of Math, Sciences & Engineering

**Irvine Valley College**

Lisa Davis-Allen, Academic Senate President

John Edwards, Director of Facilities

Dennis Gordon, Senior Accounting Specialist/CSEA

Craig Justice, Vice President of Instruction

Jeff Kauffman, Faculty

Davit Khachatryan, Director Fiscal Services

Angela Mahaney, Classified Senate President

Gwen Plano, Vice President of Student Services

Glenn Roquemore, President

Keith Shackelford, Dean of Kinesiology, Health & Athletics

Chris Tarman, Research & Planning Analyst

Kathy Werle, Dean of Academic Programs

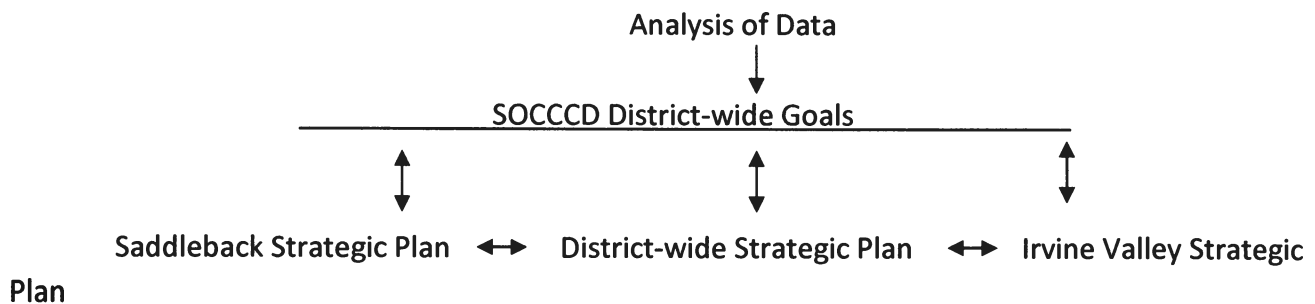
## Introduction

This *District-wide Strategic Plan 2011 – 2014* is the District’s short-term plan. The plan was developed through the collaboration of District-wide leadership in summer and early fall 2011.

The first step was to identify challenges anticipated in the next decade. The **resources** used for this dialogue were:

- District Mission, Vision and Core Values
- College Planning Documents including the Educational Master Plans and Strategic Plans
- Demographic Projections
- Accreditation Standards and Recommendations
- *Report of the Commission on the Future*

The second step was to develop **District-wide Goals or Institutional Goals** that articulate District-wide intentions and ambitions related to meeting challenges of the coming decade. The District-wide Goals are achieved through objectives identified in this *District-wide Strategic Plan 2011 – 2014* as well as in the Strategic Plans for Saddleback College and Irvine Valley College. In future years, the District-wide Goals will be both a catalyst for and reinforcement of the Colleges’ planning work as depicted here:



The third step was to develop **District-wide Objectives** to identify the initiatives that will be undertaken to achieve the District-wide Goals. District-wide Objectives are those that require collaboration and coordination among District Services and College administrators, faculty, and staff. The Colleges’ Strategic Plans and the District Services Administrative Unit Reviews also include objectives leading to achievement of the District-wide Strategic Goals.

The fourth step was to develop **Action Steps** to describe the specific actions that will be taken to achieve the District-wide Objectives. The action steps include identification of the individuals or groups who are assigned responsibility to complete or ensure completion of the action steps and the timeline.

The District previously identified these as Strategic Directions:

1. Meet capital and scheduled maintenance needs.
2. Broaden revenue sources to support college priorities.
3. Establish environmental sustainability in all areas.
4. Keep the colleges at the forefront of innovative technology.
5. Assess and respond to the educational needs of the community.
6. Implement data-driven decision making and continuous quality improvements in all district processes.
7. Emphasize district-wide training and staff development.

Through the process of developing and implementing an integrated planning model for the District, each of these previously identified Strategic Directions have subsumed into one of the District-wide Goals, this *District-wide Strategic Plan 2011 – 2014* or the appropriate District Services Administrative Unit Review.

This document includes the District-wide Goals, District-wide Objectives, and Action Steps for the next three years. This *District-wide Strategic Plan 2011- 2014* is designed to be a living, frequently-used document which invites the recording of progress on the action steps in the shaded areas of each page. These reports of progress will be consolidated annually to produce an **Annual Progress Report**.

## ***South Orange County Community College District Strategic Plan 2011- 2014***

### **District-wide Goals**

District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.

District-wide Goal 2. SOCCCD will support innovations that result in quantifiable improvement in student preparedness and success and will facilitate the institutionalization of those innovations across the District.

District-wide Goal 3. SOCCCD will maintain its technological leadership and will make future advancements which enhance student access and success.

District-wide Goal 4. SOCCCD will increase the effective use of all resources by developing and implementing a cycle of integrated District-wide planning.

District-wide Goal 5. SOCCCD will develop, document and implement data-driven District-wide decision-making processes that are collaborative, transparent, efficient and effective.

District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.

**District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.**



**District-wide Objective 1.1. SOCCCD Chancellor will take the actions necessary to assure that employees district-wide collaborate on the achievement of common educational benchmarks.**

<b>Action Steps for District-wide Objective 1.1</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress/Outcomes</b>
<i>1.1.1. Analyze the results of the District Services Survey 2011.</i>	<i>Chancellor</i>	<i>December 2011</i>	<i>-0-</i>	<i>District Services Survey Results 2011 Evaluation and 2011-2012 Action Plans Completed August 2011</i>
<i>1.1.2. Presidents to draft a plan to address the top 5 barriers to collaboration and cooperation across the District.</i>	<i>Presidents</i>	<i>December 2011</i>	<i>-0-</i>	
<i>1.1.3. Draft a Board Policy on mutual respect and forward for BPARC review</i>	<i>Chancellor</i>	<i>March 2012</i>	<i>-0-</i>	
<i>1.1.4. Identify a timeline for the implementation of the plan to address the top 5 barriers to collaboration and cooperation (see Action Step 1.1.1.)</i>	<i>Chancellor's Council</i>	<i>December 2011</i>	<i>-0-</i>	
<i>1.1.5. Assign responsibility for implementing the plan to address the top 5 barriers to collaboration</i>	<i>Chancellor and College Presidents</i>	<i>December 2011</i>	<i>-0-</i>	

<i>1.1.6. Draft an evaluation plan to assess each activity that addresses the barriers to collaboration.</i>	<i>Person/group assigned to implement the recommendation.</i>	<i>March 2012</i>	<i>-0-</i>	
<i>1.1.7. Review draft Board Policy on mutual respect and submit its recommendation to Chancellor for approval by Board of Trustees</i>	<i>BPARC</i>	<i>March 2012</i>	<i>-0-</i>	
<i>1.1.8. Develop a District-wide climate survey that assesses perceptions of the District and College climates including the effectiveness of services, collaboration, and planning (see Direction 5)</i>	<i>District-wide Planning Council</i>	<i>May 2012</i>	<i>To be determined</i>	
<i>1.1.9. Establish a timeline for the distribution of a bi-annual District-wide climate survey</i>	<i>District-wide Planning Council</i>	<i>Spring 2012</i>	<i>-0-</i>	
<i>1.1.10. Analyze the results of the District-wide climate survey to identify climate-related projects to be addressed in the coming year</i>	<i>Chancellor and College Presidents</i>	<i>Annual dates contingent on previous step</i>	<i>-0-</i>	

**District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.**



**District-wide Objective 1.2. SOCCCD Chancellor will periodically communicate directly to employees district-wide.**

<b><i>Action Steps for District-wide Objective 1.2.</i></b>	<b><i>Responsible Party</i></b>	<b><i>Target Date</i></b>	<b><i>Estimated Budget</i></b>	<b><i>Progress/Outcomes</i></b>
<i>1.2.1. Develop a process for and schedule of connecting with employees district-wide, such as monthly newsletters and/or town hall meetings</i>	<i>Chancellor</i>	<i>September 2011 September 2012 September 2013</i>	<i>-0-</i>	
<i>1.2.2. Schedule the newsletters and/or on-campus meetings</i>	<i>Chancellor and Director of Public Affairs &amp; Intergovernmental Relations</i>	<i>September 2011 September 2012 September 2013</i>	<i>-0-</i>	
<i>1.2.3. Send the newsletters and/or conduct the meetings on each campus</i>	<i>Chancellor and Director of Public Affairs &amp; Intergovernmental Relations</i>	<i>October 2011 + March 2012 and each year to follow</i>	<i>To be determined</i>	
<i>1.2.4. Assess and request feedback on the newsletters and/or town hall meetings as part of the annual District-wide climate survey (See <u>Action Step 1.1.8.</u>)</i>	<i>Chancellor</i>	<i>Contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>	

**District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.**



**District-wide Objective 1.3. SOCCCD will relocate District Services to provide equitable accessibility for both campuses and facilitate more effective district services-college collaboration.**

<b><i>Action Steps for District-wide Objective 1.3.</i></b>	<b><i>Responsible Party</i></b>	<b><i>Target Date</i></b>	<b><i>Estimated Budget</i></b>	<b><i>Progress/Outcomes</i></b>
<i>1.3.1. A relocation plan for District Services will be developed.</i>	<i>Chancellor</i>	<i>To be determined</i>	<i>To be determined</i>	
<i>1.3.2. A timeline and parameters for the relocation will be developed.</i>	<i>To be determined</i>	<i>To be determined</i>	<i>To be determined</i>	
<i>1.3.3. Relocate District Services according to the relocation plan.</i>	<i>To be determined</i>	<i>To be determined</i>	<i>To be determined</i>	

**District-wide Goal 2. SOCCCD will support innovations that result in quantifiable improvement in student preparedness and success and will facilitate the institutionalization of those innovations across the District.**



**District-wide Objective 2.1. SOCCCD will increase the rates of completion for degrees, certificates and transfer-readiness by 5% annually.**

<b>Action Steps for District-wide Objective 2.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress/Outcomes</b>
<i>2.1.1. Plan professional development training on factors in student success</i>	<i>Chancellor for Trustees and District Staff College Presidents for College faculty and staff</i>	<i>December 2011</i>	<i>To be determined</i>	
<i>2.1.2. Identify innovations and best practices that have proven to be successful based on quantifiable improvement in student success</i>	<i>Vice Chancellor, Technology &amp; Learning Services SC VPI + VPSS IVC VPI + VPSS</i>	<i>December 2011</i>	<i>-0-</i>	
<i>2.1.3. Develop a venue for sharing and highlighting student preparedness and success across the district</i>	<i>Vice Chancellor, Technology &amp; Learning Services SC VPI + VPSS IVC VPI + VPSS</i>	<i>January 2012</i>	<i>-0-</i>	
<i>2.1.4. Select top 5 innovations/best practices, prepare a cost-benefit analysis and prioritize the identified innovations/best practices</i>	<i>Vice Chancellor, Technology &amp; Learning Services SC VPI + VPSS IVC VPI + VPSS</i>	<i>February 2012</i>	<i>-0-</i>	
<i>2.1.5. Identify funding for innovations/best practices that will be implemented in Fall 2012, 2013 and 2014</i>	<i>Chancellor and College Presidents</i>	<i>Annually contingent on budget cycle</i>	<i>To be determined</i>	

**District-wide Goal 3. SOCCCD will maintain its technological leadership and will make future advancements which enhance student access and success.**



**District-wide Objective 3.1. SOCCCD will articulate its vision for future innovations in an annually updated *SOCCCD Technology Plan* which will be collaboratively developed, widely distributed and implemented according to defined priorities.**

<b><i>Action Steps for District-wide Objective 3.1.</i></b>	<b><i>Responsible Party</i></b>	<b><i>Target Date</i></b>	<b><i>Estimated Budget</i></b>	<b><i>Progress/Outcomes</i></b>
<i>3.1.1. Convene a collaborative group for the purpose of developing the <u>SOCCCD Technology Plan 2011- 2015</u></i>	<i>Vice Chancellor, Technology &amp; Learning Services SC and IVC VPI + VPSS</i>	<i>September 2011</i>	<i>-0-</i>	<i>A work group reporting to District-wide Technology Council was established in September 2011.</i>
<i>3.1.2. Determine the format and components of this technology plan and assign responsibility for drafting various components of the plan</i>	<i>District-wide Technology Plan Taskforce</i>	<i>October 2011</i>	<i>-0-</i>	
<i>3.1.3. Distribute the Draft <u>SOCCCD Technology Plan 2011- 2015</u> and request feedback</i>	<i>District-wide Technology Plan Taskforce</i>	<i>April 2012</i>	<i>-0-</i>	
<i>3.1.4. Use the feedback to revise the format and/or content of the technology plan</i>	<i>District-wide Technology Plan Taskforce</i>	<i>May 2012</i>	<i>-0-</i>	
<i>3.1.5. Complete the final draft of the <u>SOCCCD Technology Plan 2011- 2015</u> and present to appropriate groups for final comment</i>	<i>District-wide Technology Plan Taskforce</i>	<i>August 2012</i>	<i>-0-</i>	
<i>3.1.7. Prepare a final <u>SOCCCD Technology Plan 2011- 2015</u>. Present to Board of Trustees as information item</i>	<i>District-wide Technology Plan Taskforce</i>	<i>September 2012</i>	<i>To be determined</i>	

**District-wide Goal 4. SOCCCD will increase the effective use of all resources by developing and implementing a cycle of integrated District-wide planning.**



**District-wide Objective 4.1. SOCCCD will develop and implement a model for a cycle of District-wide long-term and short-term planning including a process for District Services Administrative Unit Review.**

<b>Action Steps for District-wide Objective 4.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress/Outcomes</b>
<i>4.1.1. Assign responsibility for the District-wide Strategic Plan and to lead a district planning group</i>	<i>Chancellor</i>	<i>August 2011</i>	<i>-0-</i>	<i>A District-wide Planning Council was established in August 2011.</i>
<i>4.1.2. Research potential District Services Administrative Review processes and develop a draft process</i>	<i>Associate Vice Chancellor</i>	<i>August 2011</i>	<i>-0-</i>	<i>A draft template and process was completed in August 2011.</i>
<i>4.1.3. Distribute the draft process and implementation timeline for review and comment and incorporate the feedback.</i>	<i>Associate Vice Chancellor</i>	<i>September 2011</i>	<i>-0-</i>	
<i>4.1.4. Implement the new District Services Administrative Unit Review</i>	<i>Chancellor</i>	<i>October 2011</i>	<i>-0-</i>	
<i>4.1.5. Identify the necessary components of an integrated planning model</i>	<i>District-wide Planning Council</i>	<i>November 2011</i>	<i>-0-</i>	
<i>4.1.6. Develop an integrated planning model for SOCCCD that includes (1) annual planning processes, (2) long-term planning processes and (3) District Services Administrative Unit Review</i>	<i>District-wide Planning Council</i>	<i>December 2011</i>	<i>-0-</i>	

<i>4.1.7. Distribute the proposed model for review and comment</i>	<i>District-wide Planning Council</i>	<i>January 2012</i>	<i>-0-</i>	
<i>4.1.8. Incorporate feedback to finalize the integrated planning model and present to the Board of Trustees for information</i>	<i>District-wide Planning Council and Chancellor</i>	<i>May 2012</i>	<i>-0-</i>	
<i>4.1.9. Implement the planning model</i>	<i>Chancellor</i>	<i>August 2012</i>	<i>-0-</i>	
<i>4.1.10 Verify that all District Services Administrative Unit Reviews are completed</i>	<i>Chancellor</i>	<i>March 2012</i>		
<i>4.1.11. Include assessment of the planning model and processes in the annual District-wide climate survey</i>	<i>District-wide Planning Council</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>	
<i>4.1.12. Revise the planning model and processes as needed based on feedback</i>	<i>District-wide Planning Council</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>	

**District-wide Goal 4. SOCCCD will increase the effective use of all resources by  
developing and implementing a cycle of integrated District-wide planning.**



**District-wide Objective 4.2. SOCCCD will review and revise the resource allocation processes to ensure that expenditures are linked to planning priorities.**

<b><i>Action Steps for District-wide Objective 4.2.</i></b>	<b><i>Responsible Party</i></b>	<b><i>Target Date</i></b>	<b><i>Estimated Budget</i></b>	<b><i>Progress/Outcomes</i></b>
<i>4.2.1. Create a user-friendly and accessible document that explains how the District's Resource Allocation process works, guides staff through the process(s) and demonstrates how the new district-wide planning processes and documentation will better connect planning to resource allocation</i>	<i>District-wide Planning Council</i>	<i>December 2011</i>	<i>-0-</i>	
<i>4.2.2. Present the information and guiding document to the District-wide Planning Council and distribute draft copies to the college community for review and input. Present the revised final document to the District-wide Planning Council before implementation</i>	<i>District-wide Planning Council</i>	<i>February 2012</i>	<i>-0-</i>	
<i>4.2.3. Implement the use of the document and then follow-up to insure that it is now demonstrating linkages from planning to resource allocation and budget development</i>	<i>Vice Chancellor of Business Services</i>	<i>March 2012</i>	<i>-0-</i>	
<i>4.2.4. Annually assess the resource allocation processes in the annual District-wide climate survey, District Services survey, District Services Administrative Unit Reviews and forward the results to the responsible district-wide committees and administrative units to facilitate and ensure continuous improvement</i>	<i>District-wide Planning Council</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>	

**District-wide Goal 4. SOCCCD will increase the effective use of all resources by developing and implementing a cycle of integrated District-wide planning.**



**District-wide Objective 4.3. SOCCCD will prepare and distribute an annual report that outlines the progress on District-wide Goals.**

<i><b>Action Steps for District-wide Objective 4.3.</b></i>	<i><b>Responsible Party</b></i>	<i><b>Target Date</b></i>	<i><b>Estimated Budget</b></i>	<i><b>Progress/Outcomes</b></i>
<i>4.3.1. Determine the format and components of an annual report</i>	<i>District-wide Planning Council</i>	<i>December 2011</i>	<i>-0-</i>	
<i>4.3.2. Assign responsibility for completing the various components of the annual report</i>	<i>District-wide Planning Council</i>	<i>January 2012</i>	<i>-0-</i>	
<i>4.3.3. Compile and distribute the <u>2012 Annual Progress Report on the SOCCCD Strategic Plan 2011- 2014</u></i>	<i>District-wide Planning Council</i>	<i>August 2012</i>	<i>-0-</i>	
<i>4.3.4. Request feedback on the <u>2012 Annual Progress Report on the SOCCCD Strategic Plan 2011- 2014</u></i>	<i>District-wide Planning Council</i>	<i>October 2012</i>	<i>-0-</i>	
<i>4.3.5. Use the feedback to revise the format and/or content of the subsequent annual report</i>	<i>District-wide Planning Council</i>	<i>August 2013 August 2014</i>	<i>-0-</i>	

**District-wide Goal 5. SOCCCD will develop, document and implement data-driven District decision-making processes that are collaborative, transparent, efficient and effective.**



**District-wide Objective 5.1. SOCCCD will prepare a planning and decision-making manual to describe the steps and timelines in these processes including the composition and calendar of collaborative groups that develop recommendations to the Chancellor.**

<i><b>Action Steps for District-wide Objective 5.1.</b></i>	<i><b>Responsible Party</b></i>	<i><b>Target Date</b></i>	<i><b>Estimated Budget</b></i>	<i><b>Progress/Outcomes</b></i>
<i>5.1.1. Draft a template for a planning and decision-making manual that identifies the elements to be included for each process</i>	<i>Associate Vice Chancellor</i>	<i>September 2011</i>	<i>-0-</i>	<i>Completed.</i>
<i>5.1.2. Assign responsibility for preparing specific sections of the manual</i>	<i>District-wide Planning Council</i>	<i>October 2011</i>	<i>-0-</i>	
<i>5.1.3. Consolidate a first draft of the planning and decision-making manual and distribute for review and comment</i>	<i>District-wide Planning Council</i>	<i>December 2012</i>	<i>-0-</i>	
<i>5.1.4. Revise as needed based on the feedback and distribute online</i>	<i>District-wide Planning Council</i>	<i>March 2012</i>	<i>-0-</i>	
<i>5.1.5. Present to the Board of Trustees for information</i>	<i>Chancellor</i>	<i>May 2012</i>	<i>-0-</i>	
<i>5.1.6. Assess the decision making manual in the annual District-wide climate survey and revise the manual as needed</i>	<i>District-wide Planning Council</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>	

**District-wide Goal 5. SOCCCD will develop, document and implement  
District decision-making processes that are streamlined, transparent, and effective.**

**District-wide Objective 5.2. SOCCCD will annually assess its decision-making processes with an eye toward continual improvement.**

<b><i>Action Steps for District-wide Objective 5.2.</i></b>	<b><i>Responsible Party</i></b>	<b><i>Target Date</i></b>	<b><i>Estimated Budget</i></b>	<b><i>Progress/Outcomes</i></b>
<i>5.2.1. Convene a group to collaborate on the content and timeline for a bi-annual District-wide climate survey that includes assessment of the transparency and effectiveness of decision-making processes</i>	<i>Director of Research &amp; Planning</i>	<i>January 2012</i>	<i>-0-</i>	
<i>5.2.2. Distribute and summarize the results of the bi-annual District-wide climate survey</i>	<i>Director of Research &amp; Planning</i>	<i>Annually contingent on dates chosen for the distribution of District-wide climate survey</i>	<i>-0-</i>	
<i>5.2.3. Decision-making groups review the results of the campus climate survey and use the results to revise processes as appropriate</i>	<i>Chancellor College Presidents Chairs of Councils/Committees</i>	<i>Annually contingent on dates chosen for the distribution of District-wide climate survey</i>	<i>-0-</i>	
<i>5.2.4. Update the decision-making manual as needed</i>	<i>District-wide Planning Council</i>	<i>As needed based on feedback</i>	<i>-0-</i>	

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.1. SOCCCD Chancellor and College Presidents will collaborate to determine responsibility for the use and maintenance of Advanced Technology & Education Park.**

<i><b>Action Steps for District-wide Objective 6.1.</b></i>	<i><b>Responsible Party</b></i>	<i><b>Target Date</b></i>	<i><b>Estimated Budget</b></i>	<i><b>Progress/Outcomes</b></i>
<i>6.1.1. Invite College Presidents to prepare a collaborative proposal outlining responsibility for the use and maintenance of ATEP</i>	<i>Chancellor</i>	<i>October 2011</i>	<i>-0-</i>	
<i>6.1.2. Review proposal and either revise as needed or approve</i>	<i>Chancellor</i>	<i>December 2011</i>	<i>-0-</i>	
<i>6.1.3. Present proposal as an information item to the Board of Trustees</i>	<i>Chancellor</i>	<i>January 2012</i>	<i>-0-</i>	
<i>6.1.4. Adjust budgeting and decision-making processes as needed to comply with the agreed-upon division of responsibilities</i>	<i>Vice Chancellor, Business Services</i>	<i>February 2012</i>	<i>-0-</i>	

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.2. SOCCCD Chancellor and College Presidents will collaborate to develop a 3- to 5-year site development plan for the maintenance and use of the Advanced Technology & Education Park.**

<b><i>Action Steps for District-wide Objective 6.2.</i></b>	<b><i>Responsible Party</i></b>	<b><i>Target Date</i></b>	<b><i>Estimated Budget</i></b>	<b><i>Progress/Outcomes</i></b>
<i>6.2.1. Identify the necessary components of a site development plan</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>March 2012</i>	<i>-0-</i>	
<i>6.2.2. Establish a timeline for the development of a site plan</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>March 2012</i>	<i>-0-</i>	
<i>6.2.3. Assign responsibility for drafting the plan for each components of the development plan</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>March 2012</i>	<i>-0-</i>	
<i>6.2.4. Distribute the draft development plan for review and comment</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>August 2012</i>	<i>-0-</i>	
<i>6.2.5. Complete the development plan and present to the Board</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>October 2012</i>	<i>-0-</i>	

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.3. SOCCCD will include an analysis of external scans data in the *Annual Progress Report on the SOCCCD Strategic Plan 2011- 2014* and will adjust the next year's action steps accordingly.**

<b>Action Steps for District-wide Objective 6.3.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress/Outcomes</b>
<i>6.3.1. Determine the components to be included in an external scan.</i>	<i>Director of Research &amp; Planning</i>	<i>December 2011</i>	<i>-0-</i>	
<i>6.3.2. Complete the external scans regularly including an analysis of the key indicators that are relevant to planning</i>	<i>External Consultant</i>	<i>Contingent on the cycle of Strategic Planning</i>	<i>To be determined</i>	
<i>6.3.3. Distribute and discuss the key indicators in appropriate decision-making meetings</i>	<i>Chancellor and College Presidents</i>	<i>September 2012 September 2013 September 2014</i>	<i>-0-</i>	
<i>6.3.4. Adjust action steps for the coming year as needed based on the key indicators</i>	<i>District-wide Planning Council</i>	<i>Contingent on dates for the preparation of the Annual Progress Report</i>	<i>-0-</i>	

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.4. SOCCCD will define College service areas within the larger District service area.**

<b>Action Steps for District-wide Objective 6.4.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress/Outcomes</b>
<i>6.4.1. Meet with College Presidents to identify the pros and cons of College-specific service areas within the larger District service area</i>	<i>Chancellor</i>	<i>September 2011</i>	<i>-0-</i>	
<i>6.4.2. Draft a policy related to this topic and distribute the draft policy for review and comment</i>	<i>Chancellor</i>	<i>November 2011</i>	<i>-0-</i>	
<i>6.4.3. Board of Trustee consideration and approval of draft policy</i>	<i>Chancellor</i>	<i>January 2012</i>	<i>-0-</i>	
<i>6.4.4. Implement the Chancellor's decisions related to College-specific service areas within the larger District service area</i>	<i>College Presidents</i>	<i>March 2012</i>	<i>-0-</i>	
<i>6.4.5. Ask for feedback on this decision as part of the annual District-wide climate survey</i>	<i>Chancellor</i>	<i>Annually contingent on dates chosen for distribution of District-wide climate survey</i>	<i>-0-</i>	

**TO:** Board of Trustees  
**FROM:** Gary L. Poertner, Chancellor  
**RE:** SOCCCD: Interfund Transfer of Cash  
**ACTION:** Approval

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**BACKGROUND**

Full-time faculty are paid their contract salary for the fall and spring terms over ten months. It had been the practice at SOCCCD to pay that contract salary in the months of September through June. Ed Code 87821 and TRL 23005 requires salary be paid and reported only for months faculty have scheduled contract duty days. In 2007-2008 CalSTRS required the District change its contract salary payment schedule to an August through May schedule.

**STATUS**

The change in the payroll schedule places a significant demand on the general fund cash flow before property tax apportionment is received. The property tax apportionments are based on actual tax collections. The first secured property tax revenue payments are not received until December. In order to have sufficient cash to meet the District's operating expenses, it has been an annual practice to borrow funds from the Capital Outlay Fund until the District begins receiving its property tax apportionment payments. There are sufficient funds available in the Capital Outlay Fund to accommodate this cash transfer. This cash will be returned to the Capital Outlay Fund in January.

**RECOMMENDATION**

The Chancellor recommends that the Board of Trustees approve the transfer \$20,000,000 cash from the Capital Outlay Fund to the General Fund with the understanding the funds will be repaid in January after the initial property tax payments have been received.