Saddleback College
Strategic Planning Process

Planning Bodies

Planning and Budget Council

For the purposes of developing the Strategic Plan, the Planning and Budget Council (PBC) will serve as the main strategic planning body. This council is comprised of all constituent groups and includes:

- The College President (non-voting)
- The Vice President of Instruction
- The Vice President of Student Services
- Four Academic Senate Representatives
- Two Classified Senate/CSEA Representatives
- Two Student Representatives
- Two Deans
- One Classified Management Representative
- The Fiscal Director

Individuals should commit to serving on the PBC for a two-year period. Members within each constituent group should rotate on and off the committee in alternate years, if possible.

Strategic Planning Steering Committee

A smaller committee, most members of the PBC, will serve as the Strategic Planning Steering Committee and will coordinate the Strategic Planning process under the guidance of the College President. The steering committee will include:

- The Vice President of Instruction
- The Vice President of Student Services
- The Academic Senate President or designee
- The Classified Senate President or CSEA Representative
- One Dean
- One Classified Management Representative
- College Research Analyst

Strategic Planning Groups

The following strategic planning groups will be responsible for devising goals and strategies according to the guidelines described below. All of these groups will be formed as standing shared governance College committees (see Appendix A for the recommended composition of each committee):

- Enrollment Management
- Campus Environment (Facilities, Maintenance, Beautification, and Safety)
- Student Success

- Institutional Effectiveness (Academic and Service)

Planning Terminology

College Mission Statement: A broad description of what we do, for whom we do it, and our distinctive competences.

College Vision Statement: Describes what we want the college to look like in ideal terms three years out in the future, both the results we would like to achieve and the characteristics we will need to possess in order to achieve those results. The Vision Statement provides direction and inspiration for the Strategic Plan.

College Values: Statements of core priorities in the college's culture that guide how we operate. They provide ways of choosing among competing priorities and guidelines.

Goals: Broad statements of what the college hopes to achieve in the next three to five years. Goals focus on outcomes or results.

Strategies: Statements of approach and methods for attaining goals and resolving specific issues.

Mission Statement → current/indefinite
Vision Statement → three years out
Values → 3 years
Goals→ 3 years
Strategies → 1-3 years

Planning Documents

- External Scan
- Internal Scan (survey)
- Program Reviews (based upon SLOs and AUOs)
- Equity Plan
- Transfer Plan
- Matriculation Plan
- VATEA Plan
- EOPS Plan
- DSPS Plan
- Educational and Facilities Master Plan
- Accreditation Report(s)
- Other documents as deemed necessary

Planning Guidelines

1. All budgeting decisions, including categorical funds, division discretionary funds, OSH, staffing allocations, vocational education, matriculation, vendor profits, parking revenue, maintenance and operations funds, equipment funding, and technology funding, will be based on the Strategic Plan. This does not mean that categorical funds, for example, will be altered, but that all budgeting allocations will be transparent and will include recommendations from the PBC based on the Strategic Plan.
2. Once the Strategic Plan is fully implemented, funding will be tied to the completion of necessary planning documents such as Program Review.

Steps in the Strategic Planning Process

I. Mission Statement, Vision Statement, and Values
II. External Scan
III. Internal Scan
IV. Strategic Directions
V. Development of Goals and Strategies
VI. Evaluation of Goals and Strategies
VII. Approval of Strategic Plan
VIII. Implementation and Review of Strategic Plan

I. Mission Statement, Vision Statement, and Values

Yearly, the PBC will review and revise, if necessary, the college's mission, vision, and values. Beginning in January each year, members of the PBC will solicit input from their constituent groups. PBC will consider all suggestions, and a final version of these statements will be approved in May.

II. External Scan

Every three years, the College Research Office will conduct an external environmental scan that will include an economic and demographic snapshot of the present and a forecast for the next three years.

III. Internal Scan

Every three years, the College Research Office will conduct an internal scan using a survey administered to all students, faculty, staff, and administrators.

IV. Strategic Directions

Based on the internal and external scans, every three years, the PBC will determine the strategic directions consistent with the college's mission, vision, and values. Strategic directions are fundamental to the college in order to achieve its mission and move towards its desired future.

PBC will determine a specific but broad focus or direction for a period of three years in each of the following four primary areas: enrollment management, campus environment, student success and equity, and institutional effectiveness. These areas correspond to the four Strategic Planning Groups identified above.

V. Development of Goals and Strategies

The following strategic planning groups will serve to develop goals and strategies based on the strategic directions identified above:

1. Enrollment Management
2. Campus Environment (Facilities, Maintenance, Beautification, and Safety)
3. Student Success
4. Institutional Effectiveness (Academic and Service)

These groups will use the college's mission statement, vision statement, values and the planning documents listed previously to develop goals and strategies for the next three years. The strategic planning groups should also solicit feedback from as wide a representation of the college community as possible. This can be accomplished by getting recommendations from other college committees and from groups and/or individuals with specific information relating to the specific Strategic Direction.

Once developed, the goals and strategies will be presented to the PBC. The goals and strategies should be listed on the attached Strategic Planning Goals and Strategies Form (Appendix B).

VI. Evaluation of Goals and Strategies

The PBC will review and revise the goals and strategies presented by the four strategic planning groups. The goals and strategies will then be distributed to all constituent groups for feedback. A college-wide meeting will also be held for additional feedback. The PBC will consider all of the feedback and revise accordingly. These goals and strategies will form the basis of the Strategic Plan.

VII. Approval of Strategic Plan

At the beginning of the spring semester, the PBC will consider for approval the final Strategic Plan.

VIII. Implementation and Review of Strategic Plan (Done Annually)

PBC will:

- Review resources and develop the college budget based on principles and practices set forth in the College Budget Development Manual and in alignment with the Strategic Plan.
- Notify college community of funding appropriations and direction for expenditures in accordance with the Strategic Plan.
- Monitor budget and resources to ensure success of the strategic planning process.

<u>Planning Cycle</u>

Year 1	Spring	Review and Revision of Mission Statement, Vision Statement, and Values
		Internal Scan

		External Scan
Year 2	Fall	PBC Determines Strategic Directions
		Strategic Planning Groups Develop Goals and Strategies
	Spring	Feedback on Goals and Strategies
		Finalizing of Strategic Plan
Years 3-5	Fall	Implementation of Strategic Plan

This cycle is repetitive and begins again in the spring of each 3rd year. For example, while you are implementing a 2007-2010 Strategic Plan, in the spring of 2009 you will also beginning planning for your 2010-2013 Strategic Plan. See diagram below for a detailed schedule of the next four planning cycles.

Planning Cycles for Strategic Plans through 2019

Strategic Plan 2006-2007				
Interim Plan Developed in Spring/Summer 2006	**Strategic Plan 2007-2010**			
	Year 1 – Planning (Spring 2006)	**Strategic Plan 2010-2013**		
	Year 2 – Planning (Fall 2006-Spring 2007)	Year 1 – Planning (Spring 2009)	**Strategic Plan 2013-2016**	
	Year 3 – Implementation Begins (Fall 2007)	Year 2 – Planning (Fall 2009-Spring 2010)	Year 1 – Planning (Spring 2012)	**Strategic Plan 2016-2019**
	Year 5 – Implementation Ends (Spring 2010)	Year 3 – Implementation Begins (Fall 2010)	Year 2 – Planning (Fall 2012-Spring 2013)	Year 1 – Planning (Spring 2015)
		Year 5 – Implementation Ends (Spring 2013)	Year 3 – Implementation Begins (Fall 2013)	Year 2 – Planning (Fall 2015-Spring 2016)
			Year 5 – Implementation Ends (Spring 2016)	Year 3 – Implementation Begins (Fall 2016)
				Year 5 – Implementation Ends (Spring 2019)

Approved by PBC on 4/25/06
Approved by the Academic Senate on 4/26/06

Appendix A:
Strategic Planning Groups

The Strategic Planning Groups are based on already existing or proposed college committees. While these committees will also have other functions, they will serve as core strategic planning bodies in the creation of goals and strategies. Below is the proposed composition of these committees. Given the importance of this work and the need for as much representation as possible, an individual can only serve on one of these committees. The chairs of each committee are indicated below. When the committees meet, they can also select a co-chair from its membership.

Enrollment Management

- VPI (Chair)
- 3 Deans (preferably one of which is from Student Services)
- At least 2 Academic Senate Representatives (preferably one of which is from Instruction and one of which is from Student Services, perhaps the Coordinator of Counseling)
- 2 Classified Senate/CSEA Representatives
- 1 or 2 ASG Representatives
- Director of Marketing
- College Research Analyst
- Director of A&R or designee

Campus Environment

- Director of Maintenance and Operations (Chair)
- Chief of Police or designee
- 2 Deans
- At least 2 Academic Senate Representatives
- 2 Classified Senate/CSEA Representatives
- 1 DSPS Representative
- 1 or 2 ASG Representatives
- Director of Student Development
- 1 additional Classified Management Representative

Student Success

- VPSS (Chair)
- 2 Deans (preferably one of which is from Student Services)
- At least 2 Academic Senate Representatives (preferably one of which is from Student Services and one of which is from Instruction, perhaps the Chair of Cross-Cultural Studies)
- 2 Classified Senate/CSEA Representatives
- 1 or 2 Students
- Matriculation Coordinator (faculty)
- LAP Director

- 1 additional Classified Management Representative (preferably from Student Services)

Institutional Effectiveness

- SLO/AUO Coordinator or Academic Senate President or designee (Chair)
- Program Review Chair (faculty)
- Curriculum Chair (faculty)
- 1 Dean
- 2 Classified Senate/CSEA Representatives
- 1 Classified Manager
- Research Specialist
- At least 1 additional Academic Senate Representative

Appendix B:
Strategic Planning Goals and Strategies Form

Saddleback College
Strategic Planning Goals and Strategies Form
Strategic Planning Group: _____

GOALS AND STRATEGIES

STRATEGIC DIRECTION:

GOAL 1:

STRATEGIES (Please include the target date in chronological order and identify the responsible person/group for each activity)	**TARGET DATE**	**RESPONSIBLE PERSON/GROUP**	**ESTIMATED BUDGET**	**EXPECTED OUTCOME**	**METHOD OF ASSESSMENT**