South Orange County Community College District

District-Wide Strategic Plan
2011- 2014

28000 Marguerite Parkway
Mission Viejo, CA 92692
http://www.socccd.edu

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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 Shackleford, 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:

Analysis of Data

SOCCCD District-wide Goals

Saddleback Strategic Plan ⟷ District-wide Strategic Plan ⟷ Irvine Valley Strategic Plan
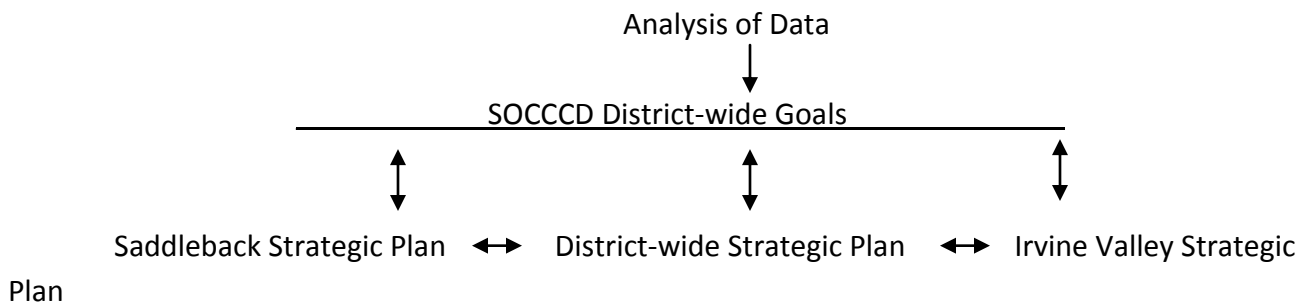
The third step was to develop **District-wide Objectives** to identify the initiatives that will be undertaken to achieve the District-wide Goals. District-wide Objectives are those that require collaboration and coordination among District Services and College administrators, faculty, and staff. The 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 <u>respect and collaboration and which celebrates the uniqueness of each institution.</u>

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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.

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

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

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

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

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

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

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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.

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

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.

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

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

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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.

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

District-wide Goal 4. SOCCCD will increase the effective use of all resources by

developing and implementing a cycle of integrated District-wide planning.

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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.

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

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

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

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

Action Steps for District-wide Objective 4.2.	Responsible Party	Target Date	Estimated Budget	Progress/Outcomes
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	*District-wide Planning Council*	*December 2011*	*-0-*	
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	*District-wide Planning Council*	*February 2012*	*-0-*	
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	*Vice Chancellor of Business Services*	*March 2012*	*-0-*	
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	*District-wide Planning Council*	*Annually contingent on dates chosen for the distribution of this District-wide climate survey*	*-0-*	

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

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

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

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

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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.

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

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.

Action Steps for District-wide Objective 5.2.	Responsible Party	Target Date	Estimated Budget	Progress/Outcomes
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	Director of Research & Planning	January 2012	-0-	
5.2.2. Distribute and summarize the results of the bi-annual District-wide climate survey	Director of Research & Planning	Annually contingent on dates chosen for the distribution of District-wide climate survey	-0-	
5.2.3. Decision-making groups review the results of the campus climate survey and use the results to revise processes as appropriate	Chancellor College Presidents Chairs of Councils/Committees	Annually contingent on dates chosen for the distribution of District-wide climate survey	-0-	
5.2.4. Update the decision-making manual as needed	District-wide Planning Council	As needed based on feedback	-0-	

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

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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.

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

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.

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

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

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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.

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

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

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

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