Saddleback College
Strategic Planning Process

Recommended by the Consultation Council, 6/16/09
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Purpose

Saddleback College's strategic planning process is a comprehensive and collaborative tool for enabling the college to effectively achieve its mission and move towards its desired vision of the future. The purpose of this document is to outline Saddleback College's continuous and integrated strategic planning process whereby the college collectively identifies and prioritizes college-wide goals and strategies, implements these goals and strategies, and measures and evaluates the outcomes. Planning improves the efficiency and effectiveness of the college and facilitates better-informed decisions about the allocation of college resources. A result of the strategic planning process is a Strategic Plan that provides the direction of the college for the next three years.

Saddleback College uses a bottom-up approach to strategic planning which both begins and ends with all instructional programs and student support and administrative service units on campus and with input from all campus constituent groups. Utilizing external and internal scans and other planning documents, decisions are made about the strategic directions of the college and the goals and strategies needed to move in those directions. Once a Strategic Plan is finalized, budgeting and other resource allocation decisions will be largely informed by the Strategic Plan, in conjunction with the needs of instructional programs and administrative units on campus as expressed in completed Program and Administrative Unit Reviews. The Strategic Plan will not predetermine decisions. Instead, it will provide a guide or framework within which decision making will take place.

Periodic evaluation and review is also an essential part of strategic planning at the college. Both the process and the resulting plans will be critically evaluated on an ongoing basis in order to ensure that the needs of the college and all its constituent groups are being met.

Planning Bodies

Below is a list of all the planning bodies on campus. A Strategic Planning Organization Chart can be found on page 6.

Consultation Council
For the purposes of developing the Strategic Plan, the Consultation Council serves as the college's main strategic planning and recommending body. The Consultation Council is composed of all college constituent groups and includes:

- President (Chair; non-voting)
- Vice President of Instruction
- Vice President of Student Services
- Academic Senate President
- 4 additional Academic Senate representatives
- Classified Senate President
- CSEA appointment
- 1 additional Classified representative
- ASG President
- 1 additional ASG representative
- 2 Deans
- Director of Planning, Research and Grants
- Fiscal Director
- 1 External Affairs representative
- 1 additional Classified Management representative

Members should commit to serving on the Consultation Council for a two-year period, and representatives of each constituent group should rotate on and off the committee in alternate years, if possible.

Planning and Budget Steering Committee
A smaller committee serves as the Planning and Budget Steering Committee (PBSC) and will coordinate the Strategic Planning process, as well as the college budget process. This committee will report and make recommendations to the Consultation Council. The PBSC will include:

- Director of Planning, Research and Grants (Co-Chair)
- Fiscal Director (Co-Chair)
- Vice President of Instruction
- Vice President of Student Services
- Academic Senate President or designee
- Educational Planning and Assessment (EPA) Chair
- Classified Senate President or designee
- CSEA appointment
- 1 Dean

- Elected Chair of each of the Strategic Planning Group (if not already included)

Strategic Planning Groups
The following Strategic Planning Groups (SPGs) are responsible for developing recommended goals and strategies within their policy area in accordance with the process outlined in this document:

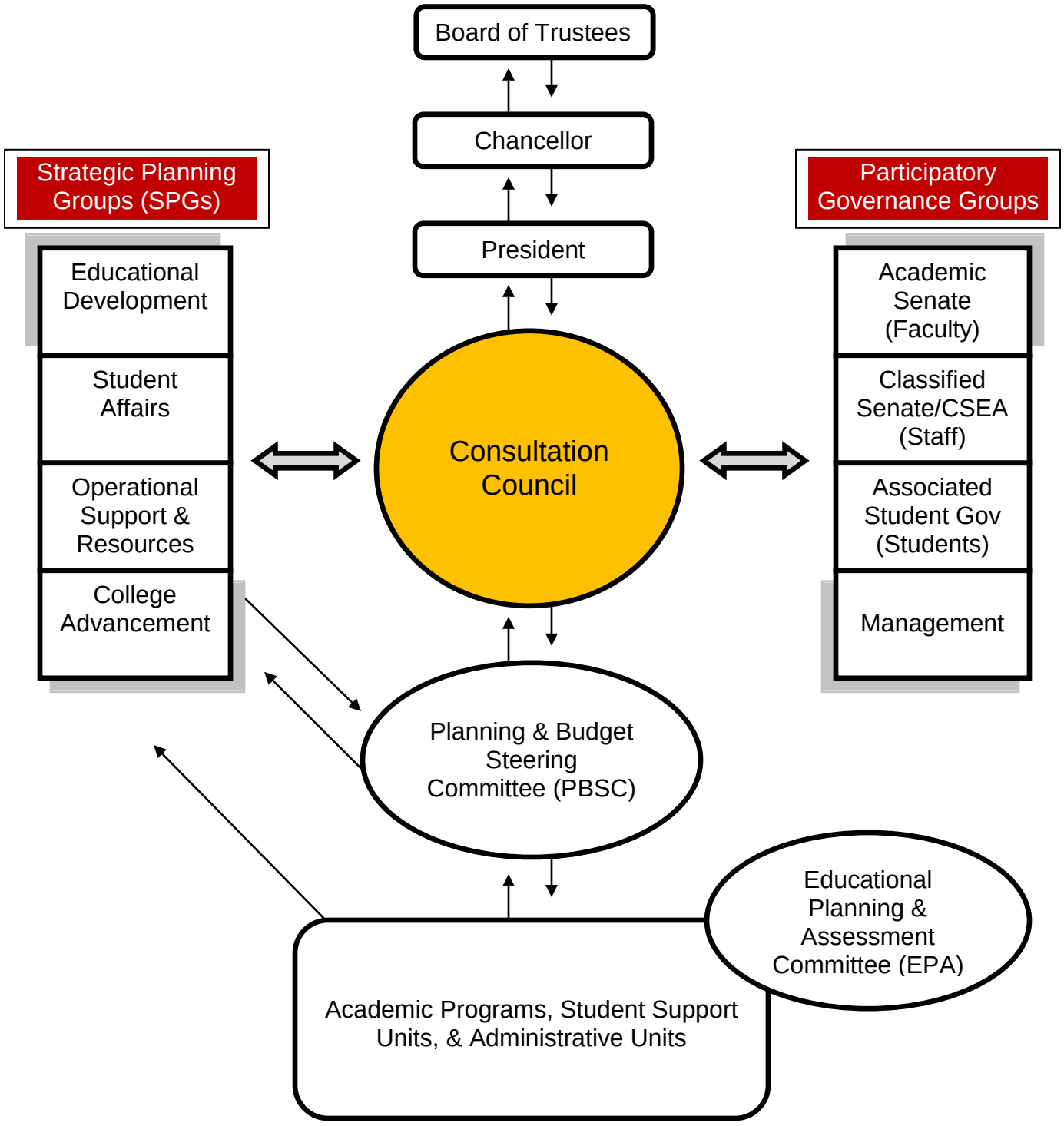
- Educational Development
- Student Affairs
- Operational Support and Resources
- College Advancement

These groups are all standing college committees composed of representatives from all college constituent groups (see Appendix A for a description of the area of focus for each SPG and its recommended composition).

Educational Planning and Assessment Committee
The Educational Planning and Assessment Committee (EPA) is responsible for ensuring that all instructional programs and administrative units on campus complete a Program Review or Administrative Unit Review in accordance with the policies established by the Academic Senate (in the case of Program Reviews) and the Consultation Council (in the case of Administrative Reviews), as well as Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUOs). These documents form the basis of the college's strategic planning process. The recommended minimum composition of the EPA includes:

- EPA Chair
- At least 4 additional Academic Senate representatives (preferably at least one from Instruction and at least one from Student Services)
- 2 Deans
- Research Analyst
- Research Specialist
- 2 additional Classified Senate representatives
- 1 Classified Manager

Strategic Planning Organizational Chart



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Planning Terminology

Mission Statement: A broad description of what we do, for whom we do it, and our distinctive competencies. It describes the current purpose or philosophy of the college and our commitment to student learning and success.

Vision Statement: Describes what we want the college to look like, in ideal terms, 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.

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.

Strategic Directions: A list of three to five statements that will determine the major directions or thrusts of planning for the next three years.

Goals: Statements of what the college hopes to achieve in the next three years in order to attain the agreed upon directions. Goals focus on outcomes or results, and are SMART (Specific, Measurable, Achievable, Realistic, and Timely).

Strategies: Statements of approach and methods for attaining goals and resolving specific issues. While the Strategic Directions and Goals are set for the entire three year period of the plan, strategies are more fluid and may be altered and reprioritized during the implementation period of the plan.

Mission Statement → current/indefinite
Vision Statement → ideal future
Values → current/indefinite
Directions → 3 years
Goals→ 3 years
Strategies → 1-3 years

Planning Documents and Databases

Below is a list of the planning documents and databases that will be utilized in the creation of each Strategic Plan. In turn, future versions of these documents may also be influenced by the Strategic Plan.

- District Goals and Strategic Plan
- External Scan (environmental scan)
- Internal Scan (student and employee surveys)
- Program Reviews
- Administrative Unit Reviews (including Categorical Program Self Evaluations)
- Equity Plan
- Transfer Plan
- ARCC Report
- Institutional Effectiveness Annual Report(s)
- Perkins IV Plan
- Educational and Facilities Master Plan
- Accreditation Report(s)
- inFORM Database
- Other documents as deemed necessary

Steps in the Strategic Planning Process

The steps in the strategic planning process are listed below, followed by a detailed description of each step. A flow chart of the process can be found as Appendix E.

I. Mission Statement, Vision Statement, and Values
II. External Scan
III. Internal Scan
IV. Strategic Directions
V. Development of Goals
VI. Determination and Prioritization of Goals
VII. Development of Strategies
VIII. Determination and Prioritization of Strategies
IX. College-Wide Discussion of Proposed Strategic Plan
X. Approval of Strategic Plan
XI. Implementation of the Strategic Plan
XII. Annual Strategic Plan and Budget Workshop
XIII. Annual Assessment and Review

I. Mission Statement, Vision Statement, and Values

Yearly, the Consultation Council will review and revise, if necessary, the college's mission in accordance with Board Policy 101 to ensure that the mission is in alignment with the South Orange County Community College District's mission and with the functions of California community colleges as outlined in AB 1725.

Beginning in January each year, members of the Consultation Council will solicit input from their constituent groups. The Consultation Council will consider all suggestions, and a final version of the mission statement will be recommended to the President in April and sent to the Board for approval in May. Every third year, in conjunction with the strategic planning process, the college will revise the values and vision along with the mission.

II. External Scan

Every three years, the Office of Planning, Research and Grants will produce an external environmental scan that includes a current economic and demographic snapshot and a forecast for the next three years. This will consist of an executive summary of available data produced by the College Research Analyst. Reports/data to be included in this summary will include, at a minimum:

- Orange County Business Council (OCBC) Annual Workforce Indicators Report
- Economic Modeling Specialists, Inc. (EMSI) Reports
- Integrated Postsecondary Education Data Systems (IPEDS) Report
- VTEA Core Indicators Reports

III. Internal Scan

Every three years, the Office of Planning, Research and Grants will produce an internal scan using data from surveys administered to all students (conducted every two years), and all faculty, staff, and managers (conducted every three years). The will consist of executive summaries of each survey produced by the College Research Analyst.

In addition, the Educational Planning and Assessment Committee will produce a summary report of all Program and Administrative Unit Reviews.

IV. Strategic Directions

Utilizing the internal and external scans as well as other planning documents, every three years the Consultation Council will conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis using the form in Appendix C. Out of this analysis, the Council will develop 3-5 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.

V. Development of Goals

The strategic planning groups will develop goals for their policy areas based on the strategic directions identified above. These groups will use the college's mission statement, vision statement, values, and the relevant planning documents listed previously in the development of these goals, which will serve to guide college decision making for the next three years.

The strategic planning groups will also solicit feedback from as wide a representation of the college community as possible as they develop the goals. This can be accomplished by obtaining recommendations from other college committees (see Appendix B) and subject matter experts in relation to specific Strategic Directions.

Once developed, the goals should be listed on the attached Strategic Planning Goals and Strategies Form (Appendix D) and then forwarded to the PBSC for review.

VI. Determination and Prioritization of Goals

The Planning and Budget Steering Committee (PBSC) will review the recommended goals to ensure that they are correctly constructed (as SMART goals) and submitted. If there are questions or concerns, PBSC will work with the specific SPG to resolve. The goals submitted by all of the SPGs will then be forwarded to the Consultation Council. The Consultation Council will review and revise the goals, determine which ones will be retained, prioritize them, and then return them to the SPGs for further action.

VII. Development of Strategies

The strategic planning groups will then develop specific strategies for the attainment of each of the prioritized goals. Once again, these groups will utilize the college's mission statement, vision statement, values, and the relevant planning documents listed previously in the development of strategies, which will serve as recommendations for specific actions to be taken over the next three years.

The strategic planning groups will also solicit feedback from as wide a representation of the college community as possible as they develop the strategies. This can be accomplished by obtaining recommendations from other college committees (see Appendix B) and subject matter experts in relation to specific goals.

Once developed, the strategies will be added to the Strategic Planning Goals and Strategies Form (Appendix D) and then forwarded to the PBSC for review.

VIII. Determination and Prioritization of Strategies

PBSC will review the recommended strategies to ensure that they are in alignment with the goals and correctly submitted. If there are questions or concerns, PBSC will work with the specific SPG to resolve. The strategies submitted by all of the SPGs will then be forwarded to the Consultation Council. The Consultation Council will review and revise the strategies, determine which ones will be retained, prioritize them, and then combine them into a proposed Strategic Plan.

IX. College-Wide Discussion of Proposed Strategic Plan

The proposed Strategic Plan will then be distributed to all college constituent groups for feedback. A college-wide meeting will also be held for additional feedback. The Consultation Council will consider all of the feedback and revise accordingly.

X. Approval of Strategic Plan

At the beginning of the spring semester in the year prior to the effective date of the new plan, the Consultation Council will consider the final version of Strategic Plan for recommendation to the President.

Once the Strategic Plan is finalized and approved, it will be posted on the Saddleback College web site (http://www.saddleback.edu/gov/sp), along with a Summary Strategic Plan that includes only the Mission Statement, Vision, Values, Strategic Directions, and Goals. The Strategic Plan will also be distributed widely throughout the college and district.

XI. Implementation of the Strategic Plan

The implementation of the Strategic Plan will begin with budget decisions for the following academic year.

All resource allocation decisions will be largely informed by the Strategic Plan, in conjunction with the needs of instructional programs and administrative units on campus as expressed in completed Program and Administrative Unit Reviews. For example, all funding requests and allocation recommendations must include a justification which demonstrates an alignment between the Strategic Plan and a specific Program or Administrative Unit Review (see Appendix F).

All resource allocation requests will be submitted to the PBSC for review before forwarding to the Consultation Council for action recommendations.

XII. Annual Strategic Plan and Budget Workshop

During the fall in-service each year, the PBSC will conduct a strategic plan and budget workshop, presenting an overview of the approved strategic plan, outlining the different categories of budget allocations, and giving a breakdown of spending and available funds for the current academic year.

XIII. Annual Assessment and Review

On an annual basis, the PBSC will:

- Review resources and make recommendations for the college budget based on principles and practices set forth in the College Budget Development Manual and in alignment with the Strategic Plan.
- Notify the 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.
- Complete an Annual Review of the Strategic Plan in the spring of each year, and make suggestions to the CC for reprioritizing of goals and strategies.

Each spring, the Consultation Council may reprioritize strategies based upon the Annual Review and an evaluation of the accomplishments during the year. The strategic directions and goals, however, will remain constant for the entire three-year period of the plan.

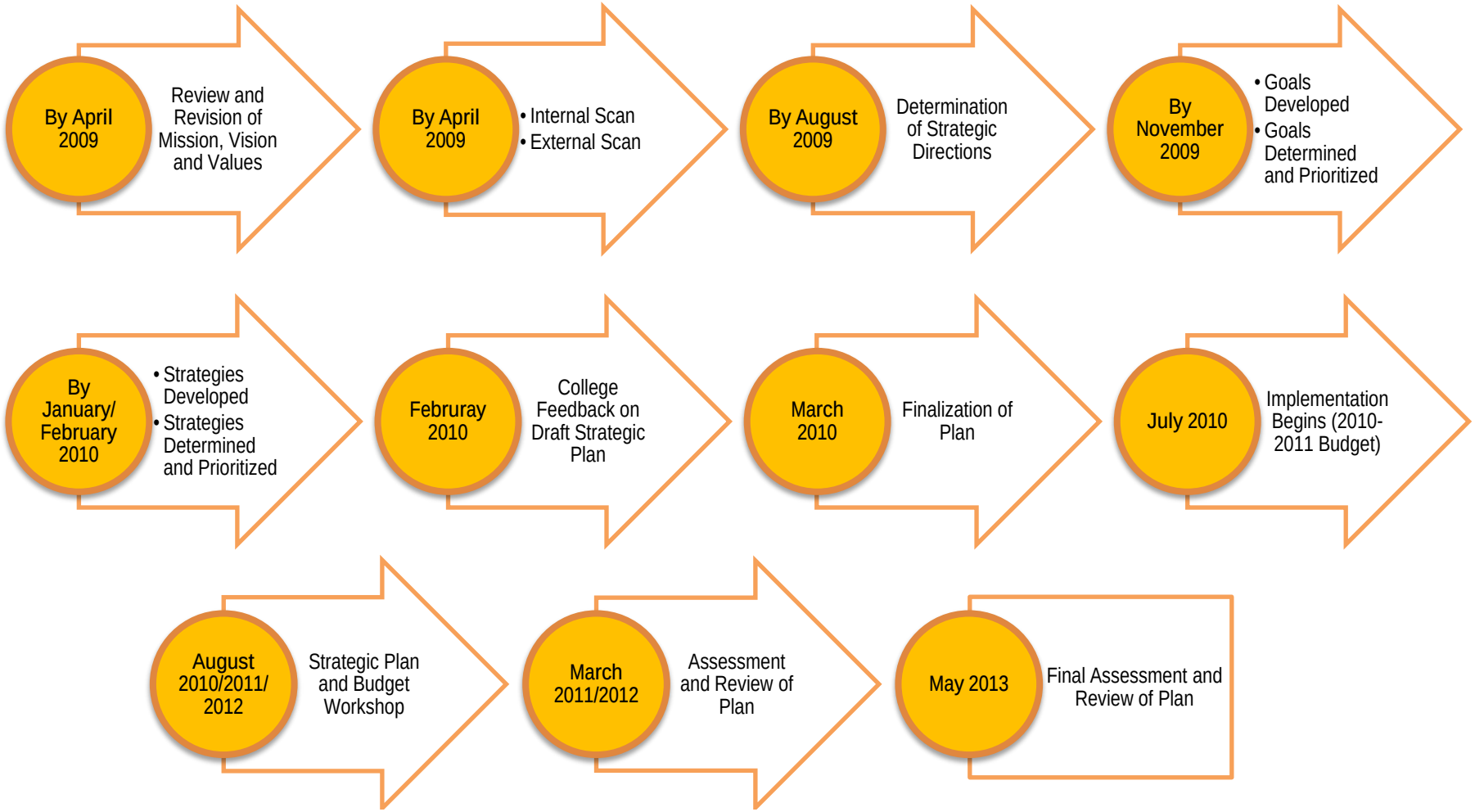
Planning Cycle

The entire planning cycle, including both the development and implementation of the plan, covers five academic years. The breakdown of this process is as follows:

Year 1	Spring	Review and Revision of Mission Statement, Vision Statement, and Values (BY LAST WEEK OF APRIL)
		Internal Scan Summary (BY LAST WEEK OF APRIL)
		External Scan Summary (BY LAST WEEK OF APRIL)
	Summer	Consultation Council Determines Strategic Directions by the week of In-Service (BY MID-AUGUST)
Year 2	Fall	Strategic Planning Groups Develop Goals (BY 1ST WEEK OF NOVEMBER)
		Consultation Council Determines and Prioritizes Goals (BY 2ND WEEK OF NOVEMBER)
		Strategic Planning Groups Develop Strategies (BY LAST WEEK OF JANUARY)
		Consultation Council Determines and Prioritizes Strategies (By 2ND WEEK OF FEBRUARY)
	Spring	College Feedback on Draft Strategic Plan (BY LAST WEEK OF FEBRUARY)
		Finalization of Strategic Plan (BY MID-MARCH)
Year 3	July	Implementation of Strategic Plan Begins (Beginning with all decisions affecting the Year 3 budget)
	August	Annual Budget Workshop
	Spring	Annual Assessment and Review of Strategic Plan (BY MID-MARCH)
Year 4	August	Annual Budget Workshop
	Spring	Annual Assessment and Review of Strategic Plan (BY MID-MARCH)
Year 5	August	Annual Budget Workshop
	Spring	Implementation Ends
		Final Assessment and Review of Strategic Plan (BY MID-MAY)

This cycle is repetitive and begins again in the spring of each 4th year. For example, while we are still implementing the 2010-2013 Strategic Plan, in the spring of 2012 we will also beginning planning for our 2013-2016 Strategic Plan. See the chart on page 14 for a sample timeline for the 2010-2013 Strategic Plan. Also see the table on page 15 for a detailed view of the overlapping schedule of the next four planning cycles.

Strategic Planning Timeline for 2010-2013



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Planning Cycles for Strategic Plans through 2022

Strategic Plan 2010-2013	Strategic Plan 2013-2016	Strategic Plan 2016-2019	Strategic Plan 2019-2022
Year 1 – Planning Begins: Mission, Vision, Values; Scans; Strategic Directions (Spring 2009-Summer 2010)			
Year 2 – Planning: Goals and Strategies. Strategic Plan Finalized (Fall 2009-Spring 2010)			
Year 3 – Implementation Begins (July 2010) Annual Update (Spring 2011)	Year 1 – Planning Begins: Mission, Vision, Values; Scans; Strategic Directions (Spring 2012-Summer 2013)		
Year 4 – Annual Update (Spring 2012)	Year 2 – Planning: Goals and Strategies. Strategic Plan Finalized (Fall 2012-Spring 2013)		
Year 5 – Implementation Ends (Spring 2013)	Year 3 – Implementation Begins (July 2013) Annual Update (Spring 2014)	Year 1 – Planning Begins: Mission, Vision, Values; Scans; Strategic Directions (Spring 2015-Summer2016)	
	Year 4 – Annual Update (Spring 2015)	Year 2 – Planning: Goals and Strategies. Strategic Plan Finalized (Fall 2015-Spring 2016)	
	Year 5 – Implementation Ends (Spring 2016)	Year 3 – Implementation Begins (July 2016) Annual Update (Spring 2017)	Year 1 – Planning Begins: Mission, Vision, Values; Scans; Strategic Directions (Spring 2018-Summer 2018)
		Year 4 – Annual Update (Spring 2018)	Year 2 – Planning: Goals and Strategies. Strategic Plan Finalized (Fall 2018-Spring 2019)
		Year 5 – Implementation Ends (Spring 2019)	Year 3 – Implementation Begins July 2019) Annual Update (Spring 2020)
			Year 4 – Annual Update (Spring 2021)
			Year 5 – Implementation Ends (Spring 2022)

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Appendices

Appendix A:
Strategic Planning Groups – Focus and Composition

The Strategic Planning Groups (SPGs) are the strategic planning bodies responsible for developing recommended goals and strategies. Below is the area of focus for each SPG and their proposed composition. Given the importance of this work and the need for as much representation as possible, an individual can only serve on one of these groups. The chairs of each SPG will be determined by its membership, and need to commit to serving in this capacity for three years (or through one planning cycle).

Educational Development

Area of Focus	Proposed Composition
• Scheduling • OSH Budget • Degrees and Certificates • New Programs • Program Development • Curriculum • Academics • Career and Technical Education • Honors • Distance Education • Basic Skills • Faculty and Staff Development • Emeritus • Grants • Study Abroad	• Vice President of Instruction • 3 Deans/Assistant Deans (preferably two from Instruction and one from Student Services) • Curriculum Chair • Basic Skills Initiative Chair • At least 4 additional Academic Senate representatives (preferably from both Instruction and Student Services) • 2 Classified Senate representatives • 1 or 2 ASG representatives • 1 Classified Management representative

Student Affairs

Area of Focus	Proposed Composition
• Matriculation • Retention • Persistence • Course Completion • Degree and Certificate Attainment • Enrollment Services • Counseling Services • Transfer • Student Life • Equity and Diversity • Tutoring • Student Support • Safety • Emergency Planning and Preparedness • Student Health • Special Programs • Food and Beverage • Bookstore	• Vice President of Student Services • 3 Deans/Assistant Deans (preferably at least one from Instruction and one from Student Services) • Matriculation Coordinator • Transfer Coordinator • At least 4 additional Academic Senate representatives (preferably from both Instruction and Student Services) • 2 Classified Senate Representatives • 1 or 2 ASG representatives • LAP Director • 1 additional Classified Management representative

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Operational Support and Resources

Area of Focus	Proposed Composition
• New Facilities • Scheduled Maintenance • Maintenance • Custodial • Grounds • Parking • Energy and Sustainability • Equipment • Technology • Transportation • Campus Beautification • Ergonomics • Classroom Set-Up • Facilities Usage • Duplication	• Director of Maintenance and Operations • 2 Deans/Assistant Deans • At least 2 Academic Senate representatives (preferably one from Instruction and one from Student Services) • DSPS representative • 2 additional Classified Senate representatives • 1 or 2 ASG representatives • Fiscal Director • Director of ITC • 1 additional Classified Management representative

College Advancement

Area of Focus	Proposed Composition
• Marketing and Advertizing • Web Site • Internet • Catalog and Schedule • Internal and External Communication • Radio/TV Station • Outreach and Recruitment • Foundation • Alumni (Students, Faculty and Staff) • Community Education • Campus and Community Events • Government Affairs • Public Relations	• Marketing Director • 2 Deans/Assistant Deans (preferably one from Instruction and one from Student Services) • At least 6 Academic Senate representatives (preferably from both Instruction and Student Services) • Coordinator of Outreach and Recruitment • 1 additional Classified Senate representative • 1 or 2 ASG representatives • Foundation Director • Community Ed Director • 1 additional Classified Management representative

Appendix B:
Saddleback College Committees and Governance Groups

Governance Groups

Academic Senate
Classified Senate
Associated Student Government

Strategic Planning Groups

Educational Development
Student Affairs
Operational Support and Resources
College Advancement

College Committees

Alumni Steering
Bookstore
Campus Environment
Career Technical Education
College Foundation
Commencement
Consultation Council
DSPS Advisory
EOPS/Care Advisory
Equipment
Food and Beverage
Marketing
Matriculation Advisory
Outreach
Planning and Budget Steering
Safety (MSE Division)
Safety and Disaster Preparedness
Scholarship
Teacher of the Year
Technology
VTEA Advisory
Writing Center Steering

Management Committees

Deans' Cabinet
Management Team
President's Senior Staff

Classified Senate Committees

Staff Development

Academic Senate Committees

Academic Calendar
Academic Appeals
Academic Senate Elections
Academic Senate Executive
Accreditation
Basic Skills Initiative
Constitution and Bylaws
Cross-Cultural Studies Advisory
Curriculum
Distance Education
Educational Planning and Assessment
Equity Diversity
Faculty Development/Flex Activities
Faculty Development/Funding
Full-time Faculty Hiring Prioritization
General Education
Honors Board
Program Discontinuance
Academic Standards and Ethics
Study Abroad
Tenure Review/Mentoring Board
Transfer
Women and Gender Studies Advisory

Associated Student Government Committees

Budget
Diversity Student Council
Elections
Events Cabinet
Inter-Club Council (ICC)
Judiciary
Leadership Council
Senate

Bargaining Agencies and Committees

California School Employees Association (CSEA)
CSEA Chapter 586 Negotiating Team
Faculty Association
Faculty Association Executive
Faculty Association Negotiating Team
Faculty Association Representative Council

District Committees

Academic Calendar
Board Policy and Administrative Regulation Advisory Council
Chancellor's Cabinet/Docket
Chancellor's Coordinating Council
Chancellor's Executive Team
College and District Research and Planning
District IT and Research Team
District Leadership Team
District Online Education Council
District Resources Allocation Council
District Technology Committee
Health and Wellness Advisory
inFORM
Master Plan Advisory Council
Records Retention
Sabbatical Leave
SIS Executive Steering Committee
Technology and Learning Services Coordinating Council

Note:
In addition to the above committees, there are division and departmental committees, as well as advisory groups that serve the career technical, student services and grants areas.

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Appendix C:
SWOT Analysis Form

STRENGTHS	WEAKNESSES
• List the strengths of the college. • What do we do well? • What are our assets?	• List the weaknesses of the college. • What can we do better? • What are we lacking?
OPPORTUNITIES	**THREATS**
• List external opportunities. • What are the current needs of our students and our community? • What are the economic and other external trends that benefit us? • What essential programs are lacking in other colleges?	• List external threats. • What are the economic and other external trends that negatively affect us? • What are other colleges doing better than us?

Appendix D:
Strategic Planning Goals and Strategies Form

GOALS AND STRATEGIES
Name of the Strategic Planning Group

STRATEGIC DIRECTION:

GOAL:

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**	**STATUS**

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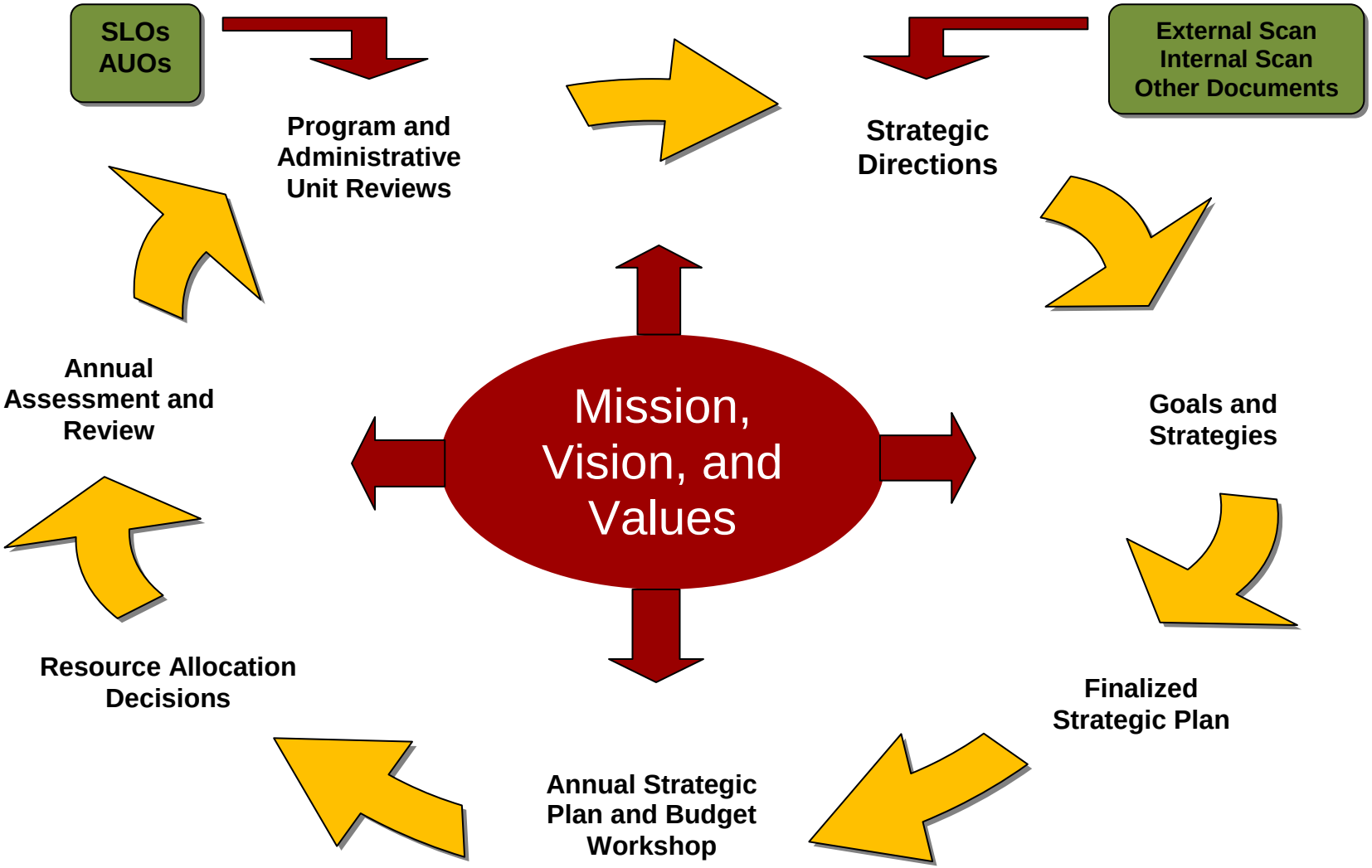
Appendix E:
Strategic Planning Process Flow Chart



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Appendix F:
Resource Allocation Request Form

NOTE: This form is still in development.

STRATEGIC PLANNING
RESOURCE ALLOCATION REQUEST FORM

Requestor Information

Resource Requested (List item or position):

Committee to Which Request is Being Submitted:

Requesting Program/Unit:

Date of Request:

Contact Name: Extension:

Manager's Approval: Date:

Justification

How is this need addressed in your program or administrative unit review? (Please attach copy of most recent Needs Assessment/Annual Review).

How is this request in alignment with Saddleback College's Strategic Plan? Please identify specific strategic directions, goals, or strategies from the most recent plan.

Action Taken

☐ Recommended for Funding ☐ Not Recommended for Funding ☐ Other:

Reason for committee's decision?

Outcomes and Assessment

(To be completed one year after receiving allocation and submitted to the Planning and Budget Steering Committee)

Date Allocation Received:

What were the outcomes of this allocation and how was it assessed?

Describe how this allocation has served to help the college achieve its mission and/or move towards its vision?

This form must be attached to all resource allocation requests. If recommended for funding, the recommending committee will forward the form to the Planning and Budget Steering Committee (PBSC).

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STRATEGIC PLANNING
RESOURCE ALLOCATION REQUEST FORM – PAGE 2

Funding Rubric (To be used by the committees in the determination of which requests will be recommended for funding)					
Criteria	**Exemplary 3 points**	**Superior 2 points**	**Adequate 1 point**	**Incomplete 0 points**	**Score**
Alignment with the Mission and Vision of the College	Request is in alignment with the mission and vision of the College and is clearly stated.	Request is in alignment with the mission and vision of the college but is not clearly stated.	Request is tangentially in alignment with the mission and vision of the College.	Request is not in alignment with the current mission and vision of the college.	
Directly Linked to the Strategic Plan **(weighted x 1.5)**	Request is directly linked to the Strategic Plan. Strategic directions, goals and/or strategies are identified.	Request is linked to the Strategic Plan. However, strategic directions, goals, and/or strategies are not identified.	Request is tangentially linked to the Strategic Plan, or serves an ongoing need of the college.	Request is not currently linked to the Strategic Plan and does not serve an ongoing need of the college.	
Needs Assessment	Need is identified and well-documented in PR/AUR using specific evidence.	Need is identified and documented in PR/AUR but evidence is limited.	Need is clearly identified in PR/AUR but not adequately documented.	Need is not clearly identified or documented, or PR/AUR has not been completed.	
Impact on Student Success	Request provides significant specific evidence that the requested item/position would improve student success, and that there is no alternative already existing on campus.	Request provides some evidence that the requested item/position would improve student success. While alternatives may exist, they would not provide the same benefits.	Request provides some evidence that the requested item/position would improve student success, but is not an absolute necessity. Alternatives already exist on campus, although they might not be as efficient.	Request does not provide adequate evidence documenting the impact on student success. Good alternatives already exist on campus.	
Number of Students Benefited	This request will benefit all students served by the college.	This request will benefit the majority of students served by the college.	This request will benefit some of the students served by the college.	This request will not benefit the students served by the college at this time.	
Cost Impact	Cost is fair and reasonable for expected benefit.	Cost is a concern, but there is clear demonstration that benefits will outweigh the costs.	Cost is a concern, but expected benefit may outweigh concerns.	Cost is prohibitive or excessive for item/position requested.	
Total					