



EL CAMINO COLLEGE
ENROLLMENT SERVICES DIVISION

(310) 660-3483

Student Services Center, 200

Fax: (310) 808-1112

To: Jeanie Nishime

Date: March 11, 2009

From: Arvid Spor

Subject: 2009 Planning Summit Agenda

<u>Time</u>	<u>Agenda Item</u>
8:00 – 8:20am	Continental Breakfast
8:20 – 8:30am	Welcome – includes importance of ongoing planning (President Fallo)
8:30 – 9:00am	Brief introductions, purpose* of the Summit, and handouts (Spor)
9:00 – 9:50am	Group work and report out – compared to the ideal in the rubric What <u>works well</u> about our planning processes?
9:50 – 10:00am	Break
10:00 – 10:45am	Group work and report out – compared to the ideal in the rubric What <u>does not work well</u> about our planning processes?
10:45 – 11:30am	Group work and report out – compared to the ideal in the rubric What do we <u>need to improve</u> about our planning processes?
11:30 – 11:50am	Next steps and brief master plan update (Spor)
11:50am – Noon	Closing (Fallo)

* Improving our planning processes to meet the Sustainable Continuous Quality Improvement level as outlined in the Commission's rubric for planning.

Handouts

1. Updated Timelines for Rubric for Evaluating Institutional Effectiveness memo (Beno)
2. ECC Planning Model (Spor)



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Summarized 2009 Planning Summit Notes

COMMUNICATION

Action Item	Next Steps	Timeline	Assignment
<p>"In-progress" status needs to be communicated on the portal Note: The status of any plan can be accessed Plan Builder</p>	All managers will be instructed to add their employees into Plan Builder	April 2009 - ongoing	All Managers
More effective use of the portal and websites to communicate.	A summary of goal achievement will be posted on the portal in February and late August of every year	August 2009 - ongoing	Spor, Gorton
Curriculum review is not up to date	Curriculum review is quickly moving to a 6-year timeline and is fully incorporated into program review	March 2009 - ongoing	Arce, <i>Staffe</i> Lans, <i>Academy</i> <i>Senato</i>
Lack of consistency in program review timelines	All program reviews have been placed on a 6-year schedule with programs at the College and Center conducted simultaneously	March 2009 - ongoing	Arce, Cox, Higdon, Nishime, Perez
Communicate plan implementation	Division and Area Councils	April 2009 - ongoing	Managers <i>div</i> <i>Area Council</i>
Publicize accomplishments	Newsletters – President, Provost, Research and Planning	March 2009 - ongoing	Spor, Gorton
Not all constituents have an adequate understanding of the process	Presentations have and will be made at the Planning and Budgeting Committee (PBC), Academic Senate, Council of Deans, and Division and Area Councils	February 2009 - ongoing	Spor
No explanation of how priorities are set.	Priorities are determined through voting at the Program, Unit (division), and Area levels	March 2009 - ongoing	Managers <i>VRs</i>
No implementation of the planning model	The process has been in place for sometime but it has not been referred to as the Planning Model until recently	Spring 2008 - ongoing	Spor
Consideration for how plans affect/impact other areas on campus	Plans that could impact others will require Managers to discuss the impact with the other areas	Spring 2009 - ongoing	Managers
Find a way to connect ECC and CEC Plan Builder	Both links are posted on the new portal	March 2009 - ongoing	ITS

Summarized 2009 Planning Summit Notes

PROCESSES

Action Item	Next Steps	Timeline	Assignment
Need a better process for enhancing existing budgets to meet new demands	Multiple funding sources are now being directed to funding plans in Plan Builder	Spring 2009 - ongoing	Arce, Cox, Higdon, Nishime, Perez <i>Arce Cabinet</i>
No understanding of how plans are adjusted when budgets are tight	Plans need to be adjustable (up or down) to match annual funding irregularities	Spring 2009 - ongoing	Arce, Cox, Higdon, Nishime, Perez <i>Cabinet Arce</i>
Lack of planning linkage and its outcomes to how it improves student learning	All plans require evaluation components which can be linked to student learning	February 2009 - ongoing	Managers, Spor <i>Gratt</i>
Need to refine further our process of developing planning from program review.	Plans are based upon prioritized Program Review recommendations at the Program level	Spring 2009 - ongoing	Division managers, Spor
Need to base program review recommendations on tangible criteria that incorporate the needs of students, the campus, and the community.	Faculty and managers need to critically assess what is needed versus desired to improve the program. Data is available on the Institutional Research and Planning webpage	Fully implemented spring 2009	Jaffe, Spor, Arce, Cox, Higdon, Nishime, Perez <i>Gratt</i>
Allocation of (budget) resources not visible in planning process	The Planning and Budgeting Calendar will be added to the Planning Process document as the timeline drives resource allocation	April 2009	Spor
SLOs not visible on Planning Model	The SLO and Curriculum narratives will be expanded to be more comprehensive. Core Competencies will be added to the Planning Model	April 2009	Spor / Kjeseth / Simon / Young
Evaluation process is more ad-hoc rather than systematic	Plan evaluations are currently set for July and January. They will transition to quarterly reports.	February 2009 - ongoing	Managers, Spor
The planning process needs to include institutionalization of successful programs	This change could occur if a similar process were added to combine or eliminate programs in decline.	Researching other models beginning April 2009	Spor
Streamline process for filling vacant, funded positions	This item will be assessed during the creation of a new Staffing Plan	Late spring 2009	Perez, Arce, Cox, Higdon, Nishime

Summarized 2009 Planning Summit Notes

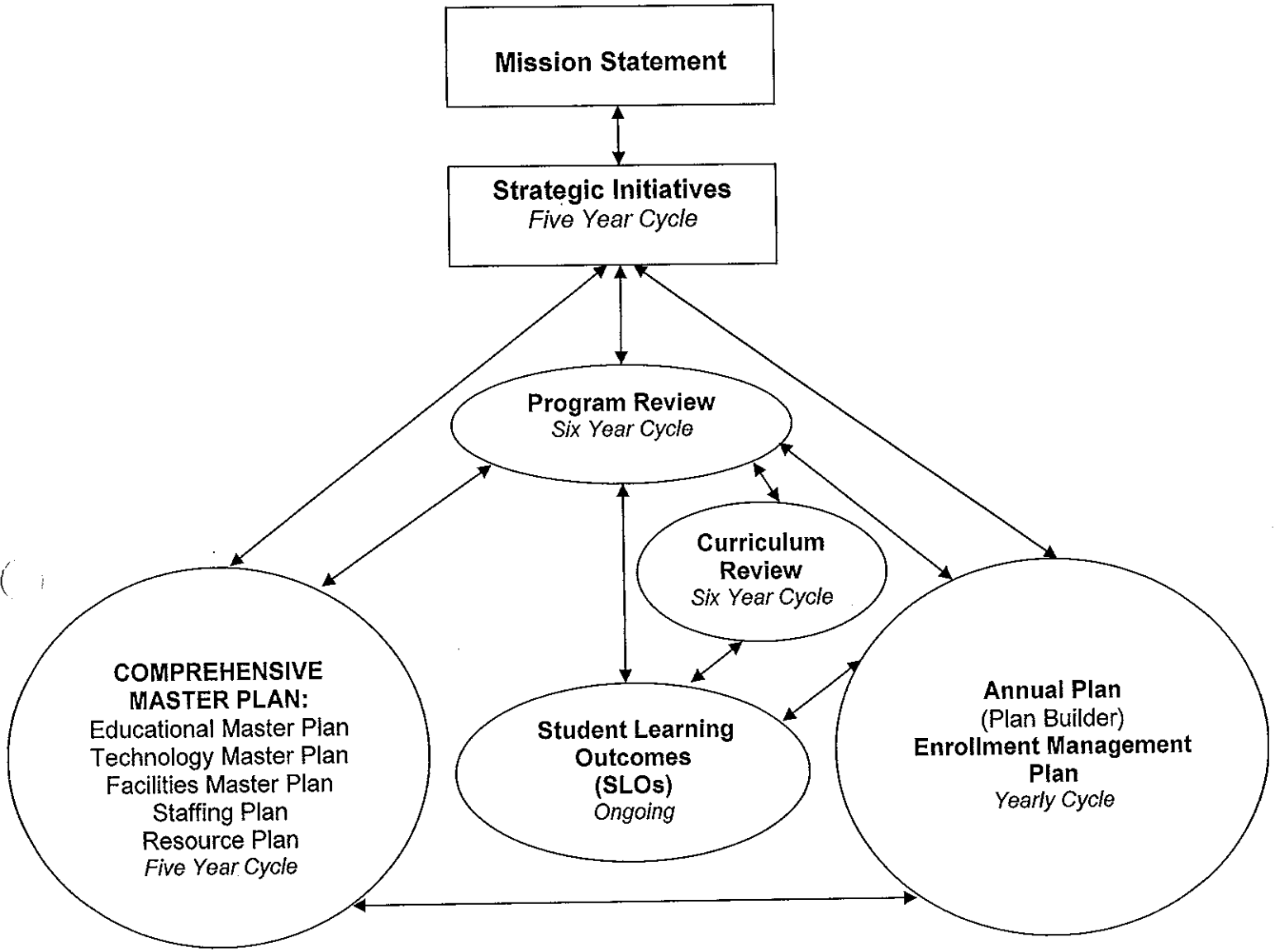
INVOLVEMENT

Action Item	Next Steps	Timeline	Assignment
Lack of access to or broad participation in Plan Builder	Managers to add all employees into Plan Builder and involve staff and faculty in planning activities	April 2009 - ongoing	Managers
Assign responsibility for each goal and objective	Managers are responsible for the plans created at their level (i.e., Program, Unit, Area)	Spring 2008 - ongoing	Managers

IMPLEMENTATION / EVALUATION

Action Item	Next Steps	Timeline	Assignment
Plans lack supporting documentation for requests.	Managers, faculty, and staff should utilize Institutional Research and industry sources when creating plans	Ongoing	Managers, Graff, Spor
Availability of raw data for decision-making	Data is available from the Research Office. New reports and web postings will be promoted in the President's and Provost's newsletter, Academic Senate, PBC, and all Councils - Division, Area, and College	Ongoing	Graff, Spor
Plans should include non-budgetary items	Many plans do not require funding and are posted in Plan Builder	February 2008 - ongoing	Spor <i>Managers</i>
There is a need for a program reduction or termination assessment and process	Create an Ad Hoc group representing all college constituencies. Develop a rubric with ratings for objective assessment of the program	May - fall 2009	Spor, Graff <i>UPS</i>
Bond implementation needs to be improved at CEC	Create Educational, Technology, and Facilities Master Plans to guide the process. Post planning agenda status.	Fall 2008 - 2009	Cox, Spor
The Comprehensive Master Plan has components not being evaluated, communicated, or implemented.	Comprehensive Master Plan planning agenda items are tracked and reported to PBC. Updates will be posted to the Research and Planning webpage.	On-going	Spor
How are the plans connected to student success?	All components of the Master Plan tie into the strategic initiatives which are designed to promote student success.	Ongoing	Spor

El Camino College Planning Model



Planning components include institutional effectiveness measures that drive resource allocation.

El Camino College

Planning Definitions and Process Timelines



MISSION STATEMENT

http://www.elcamino.edu/administration/ir/docs/planning/ECC_strategicplan.pdf

“El Camino College offers quality, comprehensive educational programs and services to ensure the educational success of students from our diverse community.”

STRATEGIC INITIATIVES

http://www.elcamino.edu/administration/ir/docs/planning/ECC_strategicplan.pdf

Strategic initiatives articulate the direction the college has chosen. The initiatives are based upon our vision, mission, and value statements.

1. Offer excellent educational and student support services:

- a) Enhance college services to support student learning using a variety of instructional delivery methods and services.
- b) Maximize growth opportunities and strengthen programs and services to enhance student success.
- c) Strengthen partnerships with schools, colleges and universities, businesses and community-based organizations to provide workforce training and economic development for our community.

2. Support self-assessment, renewal, and innovation:

- a) Use student learning outcomes and assessment to continually improve processes, programs and services.
- b) Use research-based evidence as a foundation for effective planning, budgeting and evaluation processes.

3. Modernize the infrastructure to support quality programs and services:

- a) Use technological advances to improve classroom instruction, services to students and employee productivity.
- b) Improve facilities to meet the needs of students and the community for the next fifty years.

PROGRAM REVIEW

Program review is a process that asks members of a department to critically assess their programs, identify necessary adjustments, and design a mechanism to institute and evaluate proposed changes.

Desired outcomes from the program review process include evaluation of program effectiveness, program development and improvement, clarification and achievement of program goals, linkage of planning and budgeting through posting the recommendations into Plan Builder (described below), and compliance with accreditation and other mandated reviews.

El Camino College

Planning Definitions and Process Timelines



Program Review Processes

Academic Affairs

http://www.elcamino.edu/administration/vpaa/program_review.asp

1. Attend orientation workshop (department specific data distributed)
2. Designated faculty meet to write the program review
3. Present first draft to division dean for feedback
4. Present first draft to the Program Review Committee Chair for feedback
5. Faculty make revisions requested by Program Review Committee Chair
6. Submit final draft to the Program Review Committee for review and recommendations
7. Faculty and dean meet to discuss document for approval process
8. Prioritized program review recommendations are entered into division Plan Builder plans
9. Post approved program reviews on the web

Administrative Services / Human Resources

1. Attend orientation workshop
2. Designated team writes the plan
3. Present first draft to division director for feedback
4. Submit draft to Vice President for review and potential revisions
5. Enter prioritized recommendations into division Plan Builder goals
6. Post approved program reviews on the web

Student and Community Advancement

<http://www.elcamino.edu/administration/vpsca/docs.asp>

1. Attend orientation workshop
2. Designated team writes the plan
3. Present first draft to division dean for feedback
4. Submit draft to Vice President for review and potential revisions
5. Enter prioritized recommendations into division Plan Builder goals
6. Post approved program reviews on the web

CURRICULUM REVIEW

<http://www.elcamino.edu/academics/ccc/index.asp>

Curricula are reviewed and updated as needed by faculty and the Curriculum Committee at least every six years in coordination with the program review process, revisions and review must be completed when program review is completed.

STUDENT LEARNING OUTCOMES (SLOs)

<http://www.elcamino.edu/academics/slo/>

El Camino College

Planning Definitions and Process Timelines



Student Learning Outcomes can be described as a measurable outcome that students are expected to demonstrate by the end of a course, program, college experience, degree or certificate program, or set of interactions with student services. SLOs involve higher order thinking skills and are measurable. Assessment plans must be completed for each student learning outcome on a regular basis.

ANNUAL PLAN (Plan Builder)

<http://ecc-webapps1.elcamino.edu/pb/>

Plan Builder is the name of the software used by the college for most planning purposes. The software is used to post and track progress made toward *goals* and *objectives* set forth by departments, divisions, and senior management. Plans are short-term (less than one year) or long-term (two to five years), some require funding while others are cost neutral, and all are reviewed and updated at least twice each academic year. Each division will work with two planning cycles. The current plan is reviewed and updated twice during the year while a new plan for the next fiscal year is in development for the new budget cycle. Plans requiring funding are reviewed by the Vice Presidents/Provost for funding opportunities according to the schedule below.

1. September – October: Each department reviews, updates, and inputs program review prioritized plans into department Program Plan for the next fiscal year.
2. November - December: Each Division Council reviews and prioritizes program review and department goals and objectives and enters or rolls over the information into the division Unit Plan for the next fiscal year.
3. January: Goal and Objective in the current Unit Plan are reviewed and updated for the first half of the fiscal year.
4. January – February: Vice Presidents/Provost meet with division managers to review and prioritize division Unit Plan program review and department requests with a prioritized list placed into Plan Builder under Vice President/Provost Area Plan.
5. March - April: Vice Presidents/Provost present to PBC for discussion and endorsement of the prioritized Area Plans requiring funding.
6. May: PBC submits a list of endorsed funding requests to the President for consideration.
7. July: Goal and Objective in the current Unit Plan are reviewed and the status updated for the full fiscal year.

ENROLLMENT MANAGEMENT PLAN

http://www.elcamino.edu/administration/vpaa/enrollment_mgmt.asp

The purpose of the Enrollment Management Plan is to create a responsive, flexible, educationally sound, research-based approach to enrollment management that will protect the college and its educational programs not only during periods when funding mechanisms and demographic trends are supporting enrollment growth, but also during periods when they are not.

El Camino College

Planning Definitions and Process Timelines



The plan should help to ensure the following: the achievement of enrollment targets in order to obtain the maximum resources available to the college; maintenance of the greatest possible student access consistent with educational quality; a well-balanced and varied schedule responsive to the needs of our students and community; and a comprehensive educational program that is responsive to the needs of our students and community.

The funding component of the Enrollment Management Plan adheres to the following schedule.

1. January – February: The Enrollment Management Committee evaluates the effectiveness of the current year plan and uses it as the basis for the new fiscal year plan.
2. March - April: Vice Presidents present the Enrollment Management Plan to PBC for discussion and endorsement of the funding request.
3. May: PBC submits Enrollment Management Plan funding request concurrently with Plan Builder funding requests to the President for consideration.

COMPREHENSIVE MASTER PLAN

<http://www.elcamino.edu/administration/masterplan/cmplan.asp>.

The Comprehensive Master Plan contains five plans that build upon each other. The plans are titled Educational, Technology, Facilities, Staffing, and Alternative Resources. The Comprehensive Master Plan is a descriptive document that explains the current status of the college's programs, services, and resources and projects what will be needed to address student and community needs ten to twenty years from now.

These longer term plans are submitted to the California Community College Chancellor's Office to show our building and infrastructure needs. Submission of these plans to the Chancellor's Office is required prior to embarking upon any building project plans for the college. The plans can also be used as back up documentation when seeking to be included in statewide bond initiatives.

Our current Comprehensive Master Plan was approved by the Board of Trustees in 2004. A new Comprehensive Master Plan is being developed for 2009 with the intent of updating the portions related to the main campus while creating new sections for the educational, technology, facilities, and staffing plans to specifically address the needs of the Compton Center.

A comprehensive master plan is typically built in a sequential manner starting with the Educational Plan. The Educational Plan is based upon program information created by faculty, staff, and managers. The program data is used in conjunction with building usage to determine space needs. Program data are used to project department technological and facilities needs throughout the college.

El Camino College

Planning Definitions and Process Timelines



The Technology Plan is created by the campus Technology Committee and is derived from program information and campus-wide needs. The Educational and Technology Plans are used along with building square footage and usage data to create a Facilities Master Plan. An outcome of the Facilities Plan is a five-year capital construction plan. This five-year plan lists upcoming construction projects in the order they will occur with rough cost estimates.

A common thread seen in all three plans is the need to address staffing levels. The Staffing Plan provides information about each of the employee categories, hiring and evaluation practices, retirement, and training needs. Following the staffing plan is the Alternative Resources Plan. This last plan lists potential opportunities the college could utilize in efforts to obtain state funding to assist college programs requiring funding.

All five plans contain planning agenda items at the conclusion of each plan as a means to indicate the steps the college is taking to address the needs brought forward in the plan.

Note:

A timeline for the development of the Comprehensive Master Plan has not been included as it is a unique process each time it is updated.

Planning & Budget Development Calendar

Dates	Activity	Responsible
October – December	<ol style="list-style-type: none"> 1. Review/Revise Planning Priorities 2. Identify Budget Development Assumptions 	Planning & Budgeting Committee (PBC)
January - February	<ol style="list-style-type: none"> 1. Determine preliminary revenue estimates 2. Determine Highest Priority Action Plans 3. Begin Assessment of Key Budget Issues—including the Funding of High Priority Planning Initiatives 	Vice President of Administrative Services PBC
February 28 th	<ol style="list-style-type: none"> 1. Prioritized plans in Plan Builder entered and made available to Area VP 2. Assessment of current year special contract funding outcomes 	Deans/Directors
March - April	<ol style="list-style-type: none"> 1. Determine enrollment targets, sections to be taught, and full-and part-time FTEF 2. Vice presidents jointly determine ongoing operational costs including: <ul style="list-style-type: none"> ✓ Full-time salaries ✓ Benefits ✓ Utilities ✓ Legal and contract obligations ✓ GASB 3. Develop Line Item Budgets for Operational Areas 	VP Academic Affairs with Cabinet approval Vice President of Administrative Services Cabinet for full-time positions Vice Presidents
March 31 st	<ol style="list-style-type: none"> 1. Prioritized plans in Plan Builder presented to PBC and Cabinet 2. Assess outcomes from prior year funding cycle 	Vice Presidents
April 15 th	<ol style="list-style-type: none"> 1. Tentative budget information completed for PBC review 	Vice Presidents
April	<ol style="list-style-type: none"> 1. Proposed tentative budget is reviewed for approval 2. All planning and budget assumptions are finalized 	PBC Cabinet

Planning & Budget Development Calendar

May	<ol style="list-style-type: none"> 1. President submits tentative budget to Board of Trustees for first reading presentation. 2. PBC submits endorsed Plan Builder funding requests to the President 	<p>President</p> <p>PBC</p>
June	Tentative Budget is presented to Board	President
July	Tentative Budget is rolled into active status (purchasing can begin)	Accounting
July/August	Final revenue and expenditure adjustments are made to budget	PBC Cabinet
August	<ol style="list-style-type: none"> 1. Review and discussion of the final budget assumptions by the President with the PBC 2. Line item review by PBC 	<p>PBC President</p> <p>Fiscal Services</p>
September	<ol style="list-style-type: none"> 1. Final Budget Submitted to Board 2. PBC conducts annual evaluation 	<p>President</p> <p>PBC</p>

Eskridge, Mattie

From: Nelson, Lucy
Sent: Thursday, March 05, 2009 4:04 PM
To: Megan McLean; Annie Dreiling; Clarissa Jones; Elise Yerelian; Ivana Poste; Young, Janet; Arce, Francisco; Ashcraft, Ann; Chapman, Quajuana; Cohen, Jeffrey; Cox, Lawrence; Curry, Keith; Curtis, June; Dever, Susan; Donnell, Sean; Elliott, Momi; Eskridge, Mattie; Flemming, Arthur; Gann, Bob; Gleason, Katie; Goldberg, Don; Graff, Irene; Harmon, Jane; Haynes, Vanessa; Higdon, Jo Ann; Hoerning, Bruce; Jackson, Tom; Johnston, Debbie; Key, Kenneth; Kjeseth, Lars; Lew, Tom; Mancia, Luis; Manno, Donna; Marcoux, Peter; Miller, Chad; Moore, Billie; Morton, Bo; Mulrooney, Bill; Nishime, Jeanie; Norton, Thomas; Noyes, Thomas; Odanaka, Michael; Oda-Omori, Susan; Ortiz, Julieta; Panski, Saul; Perez, Barbara; Pickens, Susan; Pratt, Estina; Quiroz, Jim; Rader, Emily; Reid, Dawn; Ruggirello, John; Sasser, Rachelle; Shenefield, Cheryl; Simmons, David; Simon, Angela; Simon, Jenny; Smith, Darwin; Smith, Luukia; Smith, Regina; Striepe, Claudia; Subramaniam, Chelvi; Suekawa, Lori; Taylor, Susan; Turner, Gary; Tyler, Harold; Uyemura, Evelyn; Vakil-Jessop, Carolee; Valdez, Celia; Villalobos, Jose; Wagstaff, John; Wasserberger, Toni; Wells, Rex; Whiting, Michele; Widman, Lance
Subject: FW: Planning Summit - Advance Reading
Attachments: Planning Model Processes and timelines.doc; ACCJC_Rubric_2008 (2).pdf

Sent on behalf of Dr. Arvid Spor:

Dear Planning Summit Participants:

I thank you in advance for your commitment to participate in the 2009 Planning Summit.

To make the most of our time you will need to read the attached "Planning Model Processes and Timelines" to see and understand how planning is set up to work throughout the college, and then compare our processes against the Accrediting Commission's expectation of Sustainable Continuous Quality Improvement for all colleges - as noted on page 4 of the "ACCJC Rubric 2008".

As you read the documents keep in mind that the Commission put us on warning for the most part because of this excerpt from recommendation #1: "The College should complete the full implementation of its process for tracking planning, program review, budgeting, and evaluation process." The Commission acknowledges that we have a process in place but that all steps need to be implemented by "all departments and sites of the college".

Arvid

Arvid Spor, Ed.D.
Dean, Enrollment Services
aspor@elcamino.edu
(310) 660-3593 ext - 3483

Eskridge, Mattie

From: Eskridge, Mattie
Sent: Monday, March 16, 2009 9:16 AM
To: Spor, Arvid
Subject: 2009 Planning Summit group presenters

Attachments: 2009 Planning Summit Presenters.doc

Hi Arvid: I am no sure you will need this information, but attached is a listing of the persons who presented their group's comments from the breakout sessions in the order the presentations were made.
Mattie



2009 Planning
Summit Presenter...

Mattie Eskridge

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El Camino College
Office of the Vice President-Student & Community Advancement
March 16, 2009

2009 Planning Summit

Presenters – what works well about our planning process

Peter Marcoux

Keith Curry

Harold Tyler

Emily Rader

Susie Dever

Tom Lew

What does not work well about our planning process

Estina Pratt

Jose Villalobos

David Simmons

Barbara Perez

Carolee Vakil-Jessop

Harold Tyler

Tom Lew

What do we need to improve about our planning processes

Carolee Vakil-Jessop

Barbara Perez

Chris Welch(?) Speech Instructor

Regina Smith

Debbie Johnston

Tom Lew

Julieta Ortiz