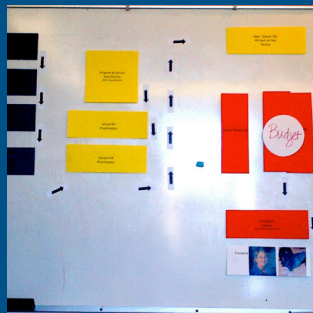


WE ARE *Mesa*

Institutional Planning Manual

2012-2013



SAN DIEGO
MESA COLLEGE

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**San Diego Mesa College
2012-2013
Institutional Planning Manual
President's Message**

August 20, 2012

Mesa College Colleagues,

It is my pleasure to present this year's Institutional Planning Manual (IPM), a compilation of all the hard work of the college in integrated planning. We started 2011-2012 with a newly minted process, and we were poised to implement it for the first time. The college began in earnest in August 2011 by tasking the Planning and Institutional Effectiveness Committee (PIEC) to create and recommend mechanisms for the college to fully integrate its planning and resources. The result has been a full year cycle that closed the loop; from learning outcomes, program review, and resource allocation. Under the guidance of PIEC the college assessed outcomes, and recommended to the President's Cabinet a set of actions to meet the needs of our students, college and community.

In spring 2012 the PIEC and President's Cabinet held day long assessment and dialogue sessions. The goal for these planning events was to review external forces impacting the college and utilize our key performance indicators to evaluate the colleges progress towards its (4) institutional goals. As a result of the planning sessions, in May 2012 the college took action on the recommendations. The results are significant:

The college:

Reviewed the institutional goals; reconfirming (4) college wide goals.

Recommended rubrics for evaluation of resources for using planning and data outcomes;

Completed its first round of resource allocation utilizing the previous year's program review requests;

Recommended the establishment of a Budget and Allocation Committee to combine the efforts of the "silos" and to make transparent the process for resource allocation;

As we begin the 2012-2013 academic year, the college is once again poised to move forward with integrated planning and resource allocation driven by data and learning outcomes. This manual provides an overview and evidence of the work completed by the various shared governance groups last year, and provides the college with a roadmap for this year.

Using the 2012-2013 Institutional Planning Manual

The 2012-2013 Institutional Planning Manual (IPM) provides the college an opportunity to understand and fully participate in the college-wide assessment and implementation of integrated planning. It builds on the prior work of the college and utilizes much of the structure of the 2011-2012 IPM. This manual will be much shorter, as we utilize electronic resources wherever possible to reference documents and actions already in evidence. In this way we can present the major revisions clearly, and provide a historical reference for continuity. The 2011-2012 IPM can be found here: <http://www.sdmesa.edu/strategic-planning/manual.cfm>

MISSION, VISION, VALUES

The college reviewed its Mission, Vision and Values in the last planning cycle, and they remain the same for this academic year. The college has scheduled review this year in 2012-2013, (impacting 2013-14) and the process will be guided by the Planning and Institutional Effectiveness committee.

Institutional Goals

The college assessed its goals against the key performance indicators (KPI) set in the 2011-2012 IPM., and the external data presented through the President Cabinet retreat. The President's Cabinet engaged in significant dialogue related to the goals. Primarily dialogue centered on the multiple concepts and intent contained in Goal 2, and the difficulty in measuring the outcomes within one goal. At the end the group was not ready to recommend a new Goal 5, so the college will continue to utilize the four goals as above. The 2012 Spring President's Cabinet Retreat Minutes can be found here: <http://www.sdmesa.edu/president/documents.cfm>

San Diego Mesa College's Institutional Goals remain:

GOAL 1- To deliver and support exemplary teaching and learning in the areas of transfer education, associate degrees, career and technical education and basic skills.

GOAL 2-To provide a learning environment that maximizes student access and success, and employee well-being.

GOAL 3- To respond to and meet community needs for economic and workforce development.

GOAL 4- To cultivate an environment that embraces and is enhanced by diversity.

INTEGRATED PROCESSES FOR PLANNING

Major College Committees for Integrated Planning

The college has been discussing the relationship of major standing committees and their reporting structures for the planning process for several months. Figure 1 provides an overview of the relational aspects of the integrated planning process as recommended through the participatory governance structure. Significant dialog led to the re-engineering of the Budget Committee, creating a better flow of the resource allocation process. Dialog centered on transparency, alignment, communication and assessment of outcomes for resource budgeting and allocation. The following provides an overview of each committee's outcomes and status.

President's Cabinet

As the major recommending body of the college, President's Cabinet is the centralized place where recommendations on integrated resources planning and institutional effectiveness take place. The President 'Cabinet holds an annual retreat to assess the impacts on college effectiveness; utilizing external data, budget, key performance indicators the cabinet reviews and revises process and policy. At this year's President Cabinet retreat the college made a number of recommendations, they are stated above in the President's Message. One of the major changes is to the resource allocation process; Attachment 1 shows the 2011-2012 approved process and the revised and approved 2012-2013 process as shown in Attachment 2. The major shift is in the pathways to and through the resource allocation process; descriptions of the committees and their roles follow.

Program Review

Under the leadership of Dean Jill Baker and the Program Review Committee, program review was revised, reviewed, implemented, and assessed. All college units completed program review for 2011-2012. Outcomes from this most recent program review process will be utilized as a foundation for resource allocation in the 2012-2013 process. Due to very limited availability of discretionary funds, the college will again be using a yearend allocation approach to fund these requests. In its assessment the committee determined that the following improvements would be considered:

- Create a simplified, streamlined online process
- Integrate response form/resource requests
- Customize response forms for major divisions
- Create clear questions/consistent expectations for responses and resource requests
- Provide enhanced training (online modules, research and data, just-in-time workshops, dean/manager training)
- Provide sample program reviews
- Centralize communication from Program Review Committee
- Create a clear timeline

Over the summer months, Dean Baker, Campus Based Researcher Bri Hayes and a steering committee from the PR committee met to try to accomplish the updates to the process as recommended. They did a masterful job in delivering a system that promises to revolutionize the process; and meets the wants and needs of the end users. The revised process has accomplished most of the evaluative recommendations and is currently under final review by the Program Review committee. The process for the 2012-2013 year is to move the deadline for completion to December; this way the college will have the necessary information to allocate one time resources in 2012-2013, and if the budget allows, budget for on-going resources in 2013-2014. The process includes three (3) approved rubrics for supplies, equipment and classified staff requests. The last rubric for faculty position requests is under development and will be ready for programs to use with the fall 2012 cycle. The completed rubrics can be found on the Mesa College institutional research website at <http://www.sdmesa.edu/instruction/prog-rev/index.cfm>

Planning and Institutional Effectiveness Committee (PIEC)

PIEC had a banner year in 2011-12 with its first full year of operation after its realignment from the strategic planning committee. The group took on all of the major planning processes, and provided a place for dialog and action on matters of integrated planning. The committee utilized the SDMC Integrated Planning process (Attachment 1) to guide the college through its first true integrated planning implementation. PIEC held a retreat prior to the President's Cabinet retreat to advance the assessment of KPI's and make recommendations to the Cabinet regarding the college's progress towards its goals. Now that PIEC has completed its first full year, the committee has been engaged in continually assessing its purpose and relationship to other governing bodies. At the close of the academic year, PIEC agreed that it would:

- Make a recommendation to President's Cabinet regarding the newly arranged and revised Budget committee, working title BARC, Budget and Allocation Recommendation Committee.
- Reaffirmed its overarching role as the guiding committee for Accreditation, Student Learning Outcomes, Research, and overall metrics for institutional effectiveness.

Budget and Allocation Recommendation Committee (BARC)

As a result of the evaluation of the integrated planning process, the President's Cabinet recommended that the current Budget committee be reconfigured to take a larger role. This role would be to coordinate and implement the budgeting and allocating of resources as tied to program review and institutional goals. The BARC would:

- Be configured as an efficient and inclusive college-wide constituent group
- Coordinate resource allocation processes
- Work with PIEC to utilize approved rubrics
- Refer requests for Human Resources to:
 - Academic Senate for Faculty positions
 - Classified Senate for Classified Positions
- Prioritize requests for Equipment and Supplies
- Refer Facilities Requests to the Facilities Committee
- Evaluate the allocation and budgeting processes for feedback to PIEC.

The President's Cabinet referred the re-configuration and recommendation of the BARC to PIEC. PIEC is currently working on this process and will be ready in fall 2012 to recommend the structure to Presidents Cabinet. A full vetting of the process through participatory governance will occur before Cabinet takes action.

Information Technology Committee

Serves as the central advisory on matters of instruction, administrative, and student services computing, telecommunications and other technologies. Creates, evaluates, and recommends updates to the IT Plan as integrated into the college's Institutional Planning Process. <http://www.sdmesa.edu/it/index.cfm>

Facilities Planning Committee

Committee reviews major facilities issues and planning, through a participatory governance process; recommends resource allocations for Facilities improvement projects emerging from program review.

Major College Processes impacting Integrated Planning

Educational Master Plan

Under the guidance of the PIEC, Mesa College will be undertaking a review of its programs and services through an Educational Master Plan process. The college will engage an outside source to implement the process, utilizing information from program review and interviews with key stakeholders, the process will include an external scan, labor market assessment and a report. The current plan is to create a five year plan, 2012-2017 to encompass the accreditation cycle, and the end of the current facilities master plan. The timeline is to complete the major milestones of the process by May 2013 with a roll out in fall 2013.

District-wide Budget Development

The college as part of a multi-college district works collaboratively with the Chancellors Cabinet to align resources. The college has some bearing on the process, however the major drivers of the budget are:

- Enrollment targets/FTEF allocations
- Mandated costs associated with benefits
- Discretionary accounts that emerge with resources (after) all other costs have been covered

Due to the shifting nature of budgets in California, there is little time to respond to the cuts that emerge, especially those that occur midyear. As a result it is difficult to predict revenues, and more importantly to build them into the budgeting process for integrated planning. The College President through he administrative staff and President's cabinet keeps the college up to date on develops of this nature. The information is disseminated through the participatory governance process and to the college committees impacted. While not optimum, the college does recognize the effect on its planning processes and makes adjustments as needed.

The changing role of Research at Mesa College

At the end of the 2010-2011 academic year the college disbanded its Research Committee after the shift away from a strategic planning committee to the Planning and Institutional Effectiveness Committee (PIEC). At the same time, the campus-based researcher left Mesa College and the new college president moved research out of instruction to directly report to the president. The campus-based researcher (CBR) has a dual role, one is with the district office as part of their institutional research department, and as the CBR for Mesa College. This year the CBR has primarily supported campus-wide research and particularly program review, PIEC, and college-wide endeavors. The college previously published a research and planning annual agenda; this has now been updated to align with the president's priorities and the integration of research into all facets of planning at Mesa College. [Attachment 3]

Participatory Governance

Mesa College has a very strong tradition of engaging in participatory governance, including robust dialogue regarding what the difference might be between utilizing the term shared vs. participatory. This year the president has asked the major constituent groups through the President's Cabinet to assess the current state of participatory governance at Mesa College, to process map a recommended structure for recommending outcomes, and to identify effective communication mechanisms. The work of this task force will be carried out over the 2012-2013 academic year, with a deadline of recommendations to President Cabinet by mid March; this timeline coincides with the President Cabinet retreat, giving the college an opportunity to discuss the recommendation, and to consider implementation for the 2013-2014 academic year.

The Year of Teaching and Learning

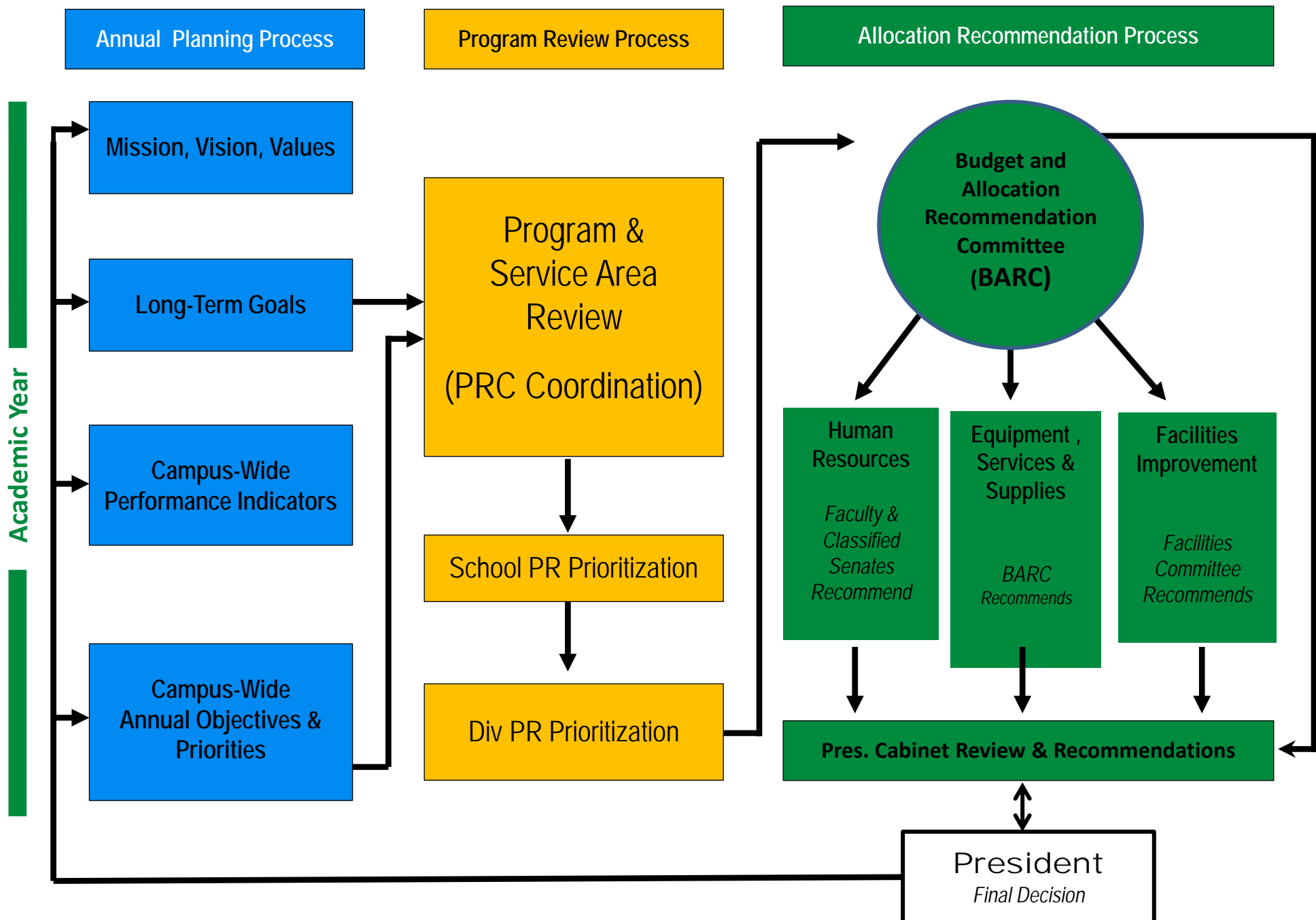
For the past several years the college has been intently focused on meeting accreditation regulations; SLO policy and processes, integrated planning, and assessment of institutional effectiveness. Now that the college has reached the apex of its work, we can now shift our focus to continuous quality improvement. We see this as an opportunity to apply the learning of the last several years to our direct work with students. The college will now create places and spaces where dialog, formal and informal can take shape; faculty to faculty, faculty to staff, staff to students and so on. The first two institutional goals of Mesa College directly impact this focus, and as such we will document our work towards assessing our institutional goals. More importantly we will have integrated the accountability of accreditation into our everyday work rather than experiencing it as a tsunami wave of activity in long and short bursts.

Attachment 1: 2011-2012 IPM Integrated Planning Chart

Attachment 2: 2012-2013 IPM Integrated Planning Chart

Attachment 3: 2012-2013 Research Priorities

Mesa College Integrated Planning Process



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San Diego Mesa College

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The San Diego Community College District (SDCCD) includes San Diego City College, San Diego Mesa College, San Diego Miramar College and San Diego Continuing Education. The SDCCD is governed by its Board of Trustees. No oral or written representation is binding on the San Diego Community College District without the express approval of the Board of Trustees.

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