Planning Booklet

2008-2009

Planning and Budgeting at Glendale Community College

This Planning Booklet summarizes the planning and budgeting process at GCC. The main purpose of this booklet is to familiarize college faculty and staff with the college's long-term goals as well as its priorities for 2008-2009. The Planning Booklet is updated annually to reflect new annual goals and priorities.

For more details about planning and budgeting, see the Planning Handbook and budget summaries available on GCC's web site at the following addresses:

http://www.glendale.edu/planning
http://www.glendale.edu/budgetinfo

You will find the following sections in this booklet:

Glendale Community College
Mission Statement

Glendale Community College welcomes students of all diverse backgrounds, goals, ages, abilities, and learning styles. As an institution of higher education, we are committed to student learning and success. Using personal interaction, dynamic and rigorous instruction, and innovative technologies, we foster the development of critical thinking and lifelong learning. We provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goals. Our commitment is to prepare students for their many evolving roles and responsibilities in our community, our state, and our society.

Statement of Core Values

Glendale Community College is committed to:

- providing a rich and rigorous curriculum that helps students understand and appreciate the artistic and cultural heritage of this society, the history and development of civilization, the scientific environment in which they live, and the challenges of their personal lives;
- emphasizing the coherence among disciplines and promotion of openness to the diversity of the human experience;
- helping students to develop important skills that are critical for success in the modern workplace, such as verbal and written communication, mathematics, the effective use of technology for work and research, and the ability to work with others and conduct their lives with responsibility;
- providing an extensive array of student services and learning tools, including state of the art technology, to assist students in all aspects of their college experience;
- creating a supportive, non-discriminatory environment which enables students to reach their educational goals in an efficient and timely manner.

The mission statement and statement of core values were last approved by the Board of Trustees on March 17, 2008. The mission statement is reviewed annually by Team A of the Strategic Master Plan. If you would like to suggest changes, please contact the Planning Coordinator, Peggy Renner.

Glendale Community College
Strategic Master Plan Goals

The Strategic Master Plan (SMP) is the high-level planning document that defines the college's long-term goals and strategies. The current SMP, revised in Spring 2008, includes the following goals:

GOAL 1: STUDENT ACCESS, SUCCESS AND RETENTION

A. SMP Strategy 1: Focus on the development and implementation of Student Learning Outcomes and Assessments at the campus, the program, and the course level.
B. SMP Strategy 2: Increase and improve the quantity, quality and variety of learning opportunities that promote student success.
C. SMP Strategy 3: Increase student success by strengthening student connections with the college and responding to student needs.
D. SMP Strategy 4: Streamline and enhance the delivery of student services and increase student success by focusing on proactive services

GOAL 2: PARTNERSHIPS AND WORK FORCE DEVELOPMENT

A. SMP Strategy 5: Expand educational programs and services through the Garfield Campus
B. SMP Strategy 6: Increase collaboration with the K-12 system and the college's GED program to provide a seamless transition from high school to college

GOAL 3: INSTITUTIONAL/ORGANIZATIONAL MANAGEMENT EFFECTIVENESS

A. SMP Strategy 7: Increase faculty and staff excellence in all aspects of college operations
B. SMP Strategy 8: Improve the efficiency and effectiveness and fiscal stability of the college
C. SMP Strategy 9: Improve the integration of the planning process
D. SMP Strategy 10: Upgrade the college's information technology infrastructure and its management information system

Glendale Community College
Annual Goals for 2008-2009

Each year, the college defines the most important short-term goals which receive priority for resource allocation. The following 14 annual goals for 2008-2009 are prioritized from highest priority (number 1) to lowest priority (number 14).

1. Increase enrollment in credit and continuing education by efficiently implementing enrollment management (SMP Goal 3)
2. Improve retention and success among all students; expand programs and activities aimed at improving student retention and success (SMP Goals 2, 3 & 4)
3. Market credit and continuing education programs
4. Maintain and upgrade campus technology (SMP Goal 10)
5. Develop and implement the Student Learning Outcomes and Assessment Cycle (SMP Goal 1)
6. Strengthen internal communications and interactions among the many work areas of the college (SMP Goal 10)
7. Develop and improve curriculum/services/personnel in Career & Technical Education (CTE)
8. Maintain and upkeep facilities – resources to paint, repair, maintain
9. Develop curriculum/services to meet basic skills needs of students across the curriculum
10. Support and expand innovative teaching methodologies (SMP Goal 2)
11. Increase faculty and staff excellence in all aspects of college operations; meet faculty and staff development and training needs (SMP Goal 7)
12. Renovate space to promote growth and/or efficiency
13. Expand distance education (SMP Goal 2)
14. Address globalization and its implications across the curriculum

Glendale Community College
Planning & Budget Process

Strategic Master Plan. The primary long-term plan at GCC is the Strategic Master Plan (SMP), which defines the college's high-level goals. For the current SMP goals, see page 3 of this document.

The SMP is the responsibility of Team A (the Master Planning Committee) and Team B (the Planning Resource Committee). Team A consists of approximately 60 administrators, division chairs, faculty members, and classified staff members; it meets 4-5 times per year. Team B consists of approximately 14 members and meets on a monthly basis.

The SMP is revised on a six-year cycle. Revision takes place over three semesters. The next revision is scheduled to begin in Fall 2013. The following list shows the process of revising the SMP:

Fall	Review college mission statement
Fall	Begin internal scan (survey of faculty and staff to identify college strengths and weaknesses)
Fall	Begin external scan (invite speakers knowledgeable about critical areas such as K-12 education, workforce development, and technology to identify external opportunities and threats)
Spring	Use discussion groups to engage the college community on topics addressed by the SMP goals; propose modifications to the SMP goals
Spring	Conduct retreat to integrate new ideas and revisions of the SMP
Fall	Draft revised SMP and develop KPIs (Key Performance Indicators) to measure progress toward goal achievement
Fall	Develop and/or revise implementation plans for each SMP goal

Educational Master Plan. While the SMP defines high-level, long-term institutional goals, the Educational Master Plan (EMP) collects unit-level plans for instructional programs and student services programs. Each program updates its Educational Plan, as well as its SLOs, during the program review process. In program review, programs are asked to base their plans in part on student learning outcomes and activities that will improve student learning. Programs may update their plans more frequently as well, particularly if the program wants to make a budget request. Budget requests are evaluated in part on whether or not they match a program's validated plan, so programs desiring budget requests should update their plans regularly. Plans that are updated in the Fall semester of each year go through the program review validation process and may be used to support budget requests for the following year, which are submitted in February.

Other Plans. In addition to the SMP and the EMP, the college develops a variety of operational plans. These include the Facilities Master Plan/Capital Construction Plan, the Facilities Maintenance Plan, the Technology Plan, the Staff Diversity Plan, the Staff Development Plan, the Learning Resources Plan, the Instructional Technology Plan, the Garfield Campus Plan, and Emergency Plans.

Annual Goals. In contrast to the SMP and the EMP, which set long-term goals, the college sets Annual Goals which define its budget priorities for the following year. Annual Goals are derived from the goals of the SMP and EMP as well as from emerging issues affecting the college in the short term. The process of setting Annual Goals is coordinated by the Planning Coordinator and Team A. The list below describes the process setting Annual Goals.

- At its October meeting each year, Team A receives updates about progress on individual plans (such as the SMP, EMP, and Technology Plan)
- At its November meeting each year, Team A discusses planning priorities based on planned needs defined in individual plans
- In November, Team A members vote online to prioritize potential Annual Goals
- In December, the highest priority Annual Goals are sent to the Superintendent/President for review
- In February, the Board of Trustees adopts the college's Annual Goals for the next budget year

Relationship of Annual Goals to Budget Process. Annual Goals are used in the budgeting process to determine which budget requests are funded. The following list describes the linkage between Annual Goals and resource allocation.

- Budget augmentation request forms include sections for the requestor to describe the relationship between the request and the following:
    - Annual Goals
    - Program Review/Educational Plan
    - Strategic Master Plan
- In March, a subcommittee of the Program Review Committee evaluates each completed budget augmentation request form to assess whether the request is supported by the program's Educational Plan and program review document
- Also in March, a subcommittee of Team A evaluates each completed budget augmentation request form to assess whether the request addresses any of the goals of the Strategic Master Plan
- Four governance committees (Academic Affairs, Student Affairs, Administrative Affairs, and the Campuswide Computer Coordinating Committee) receive the evaluations from the program review subcommittee and the Team A subcommittee. These governance committees prioritize the budget requests in their areas.

- The Budget Committee determines which budget augmentation requests are must-dos.

The Expanded Budget Committee, consisting of the Budget Committee, Cabinet, and the Executive Committee, meets in June to establish the final prioritized list.

Implementation and Evaluation. Each SMP goal is assigned to the appropriate governance committee or Vice President. Team B coordinates SMP implementation by setting timelines and assigning goals and strategies.

Budget Augmentations

The 2008-2009 budget process resulted in the following prioritized requests.

1. Replace obsolete equipment
2. Scheduled Maintenance Match
3. Campus Development Projects -Painting
4. Printing - Accreditation
5. Training Workshops – Accreditation
6. Vehicle repair
7. Summer and Winter houlry librarians
8. High School Counselor Day
9. Dry erase markers
10. Supplies - SLO
11. Training - SLO
12. Summer hourly counselors
13. Training/Workshops
14. Classified Positions
15. Mileage
16. English lab supplies
17. Staff Development
18. Assistant for blind instructor
19. Instructional supplies
20. Oracle consultant
21. Database system training
22. Train HS counselors to teach student development
23. Office supplies
24. Oceanography cruises
25. Credit ESL instructional media
26. Fusion
27. Database Administrator supplies
28. Computer lab tech training
29. Supplies for Non-credit ESL
30. Holistic final exams
31. English supplies
32. Release time for an Assistant Nursing Prog. Director

The above requests were prioritized in addition to the following list of “must do” items.

Administrative Services

Supplies (backflow prev. device, waterless urinals etc)
Emergency lighting system backup batteries
Paper goods
Maint. agreeements for forklift, sweeper, generator
Energy Management system maintenance
Fuel for district vehicles
Simplex fire alarm maintenance contract
Hazardous material disposal

Student Services

SARS Grid and SARS Trak maintenance agreements
Maintenance agreements 3M, Ex Libris and OCLC
Copier maintenance agreement
FAMS maintenance agreement

Instructional Services

Software renewal and maintenance
Copier maintenance contract
Journalism copier maintenance agreement
Planetarium maintenance agreement
Image runner maintenance agreement
Copier maintenance agreement
Elumen Software license

Information Technology

System maintenance agreements
Backup servers
System maintenance agreements

Other

.5 FTE Student Service Tech (VTEA grant)
.2 FTE Sr. Student Service Tech (VTEA grant)
1.0 FTE Fin Aid Tech (BFAP reduction)
.25FTE Student Service Tech (GEAR Up)

Planning and Budgeting
Timeline

October	Team A meets and receives updates about progress on individual plans (Technology Plan, Educational Master Plan, etc.) from plan coordinators
November	Team A meets and receives Executive Summaries of individual plans about planned needs for the next budget year; Team A discusses planning priorities
	Team A votes online to prioritize potential Annual Goals
December	The highest priority Annual Goals are sent to the Superintendent/President for review
February	Board conducts retreat to set goals in response to the Annual Goals identified by the college
	Board adopts college's Annual Goals for the next budget year
	Annual Goals are sent to Academic Affairs, Student Affairs, Administrative Affairs, and the Campuswide Computer Coordinating Committee (4C's) so they can disseminate the Annual Goals to college constituencies
	Unit managers consider their plans and objectives and identify which match the college's Annual Goals
	Units complete Budget Augmentation Request forms
	Budget Augmentation Request forms go to Academic Affairs, Student Affairs, Administrative Affairs, and 4C's
March	Program Review subcommittee indicates which Budget Augmentation Requests match Program Review documents
	Team A subcommittee indicates which Budget Augmentation Requests match Strategic Master Plan goals
April	Academic Affairs, Student Affairs, Administrative Affairs, and 4C's prioritize Budget Augmentation Requests in their areas, using information from the Program Review subcommittee and the Team A subcommittee
May	Academic Affairs, Student Affairs, Administrative Affairs, and 4C's return prioritized Budget Augmentation Requests to the Budget Committee
June	Expanded Budget Committee reviews Budget Augmentation Requests and establishes final priority list
	Priority list is forwarded to the Budget Committee for approval
	Budget Committee forwards priority list to Campus Executive Committee for approval
	Campus Executive Committee forwards priority list to Superintendent/President
	Superintendent/President presents final priority list to the Board of Trustees for final approval
	Tentative Budget is adopted
August	Final Budget is adopted

For more information about planning and budgeting at GCC, feel free to contact the following individuals:

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