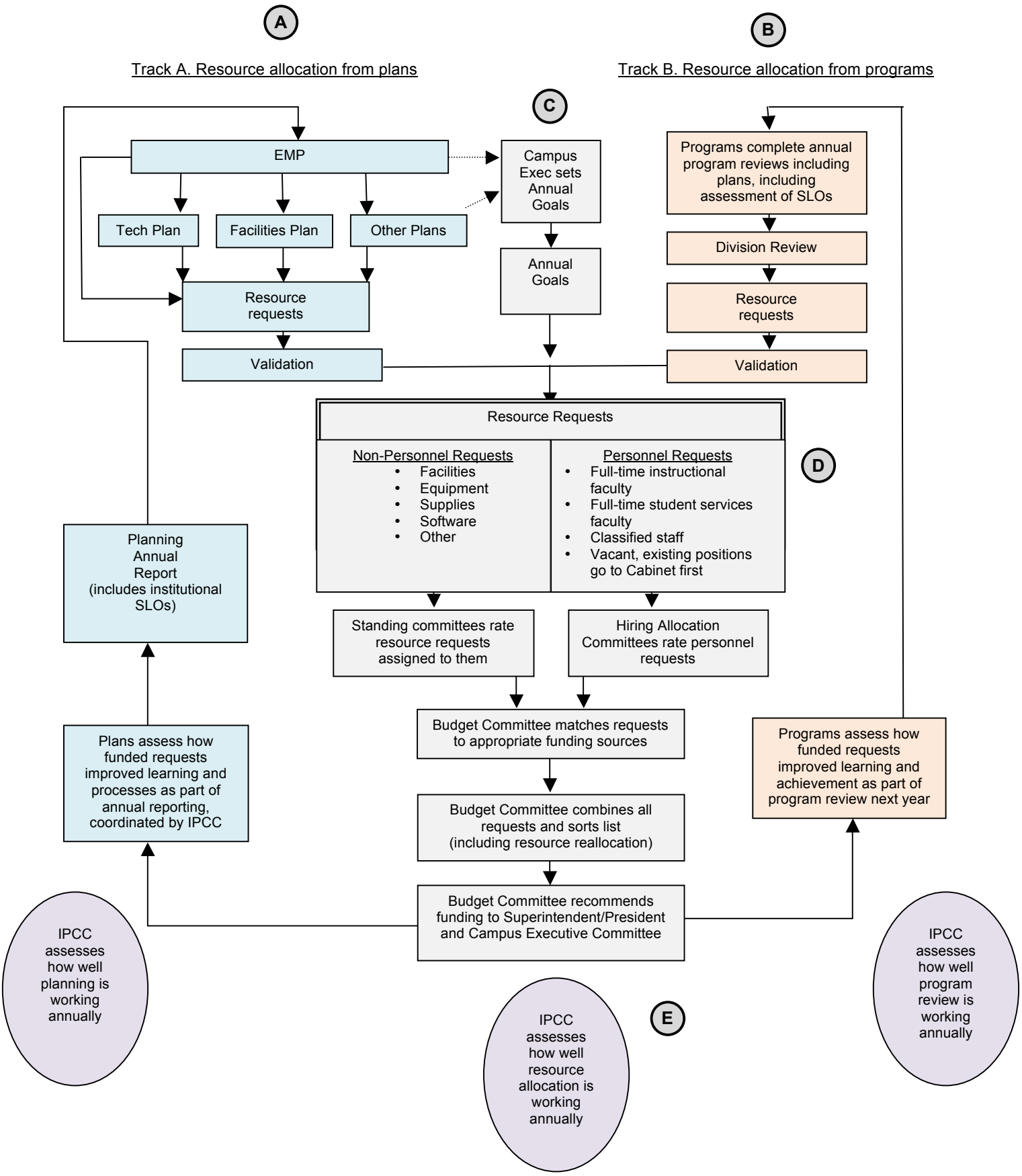
Integrated Planning, Program Review, and Resource Allocation



The planning, evaluation, and resource allocation process begins with two parallel tracks. Track A involves resource allocation from existing plans. Track B involves resource allocation from programs. Resource allocation requests from both tracks funnel into one mechanism for handling requests.

Resource requests in either Track A or Track B fall into the following categories:

Personnel Requests
- Requests for new/replacement full-time instructional faculty
- Requests for new/replacement full-time student services faculty
- Requests for new/replacement classified staff

Non-Personnel Requests
- Requests for new facilities (including total cost of ownership)
- Requests for remodeling of existing facilities (including total cost of ownership)
- Requests for new equipment/computers (including total cost of ownership)
- Requests for supplies
- Requests for software (including future licensing fees)
- Other requests

A Track A: Resource Allocation from Plans

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The table below shows the college plans that may make requests through the resource allocation process each year. Each plan has an administrative responsibility assigned. Part of the administrator's evaluation includes the implementation of the plan or plans assigned to that administrator.

Plan	Responsible Administrator
Educational Master Plan/Strategic Plan	Vice President, Instructional Services
Student Services Master Plan	Vice President, Student Services
Facilities Master Plan	Vice President, Administrative Services
Disaster Recovery Plan	Vice President, Administrative Services
Health and Safety Plan	Vice President, Administrative Services
Technology Plan	Associate Vice President, Information and Technology Services
Noncredit Matriculation Plan	Associate Vice President, Continuing and Community Education
Human Resources Plan	Associate Vice President, Human Resources
Staff Development Plan	Associate Vice President, Human Resources
Credit Matriculation Plan	Dean, Student Services
Distance Education Plan	Associate Dean, Instructional Technology
Instructional Technology Plan	Associate Dean, Instructional Technology
Cultural Diversity Plan	Associate Vice President, Human Resources
Library and Learning Resources Plan	Program Manager, Library and Learning Resources
Facilities Maintenance Plan	Director, Facilities
Student Equity Plan	*(to be assigned by Student Equity Committee)*

It is expected that the administrator will work with faculty, staff, and appropriate committees when deciding what resource requests to submit from the plan. Resource requests must be tied to specific plan goals. Requests must be submitted by a specific date each year for possible funding in the next fiscal year.

Validation

Resource requests from plans are validated by the IPCC. Validation involves the evaluation of the request in relation to the stated goals of the plan, as well as to EMP goals and institutional SLOs (core competencies). The validation process rates each resource request on the following criteria:
- Strength of connection to plan goals/actions
- Strength of connection to EMP goals/actions

- Strength of connection to institutional SLOs (is it reasonable that the request will lead to improved institutional learning outcomes?)
- Strength of connection to institutional achievement measures (is it reasonable that the request will lead to improved achievement measures such as ARCC indicators?)

Each voting member of the IPCC evaluates the resource requests from plans on the four criteria. The evaluations are combined to form an overall committee rating of each request's validity. The IPCC assigns a cut score to ratings; resource requests with ratings below the cut score do not progress further in the resource allocation process. Only requests found to be valid (by exceeding the cut score) are passed on to the next step of the process (see "Resource Request Pool" below).

B Track B: Resource Allocation from Programs

Instructional, student services, and administrative services programs and offices may request resources each year through program review. All units, as defined by the Program Review Committee, are required to conduct program review annually. Program review focuses on student achievement, student learning outcomes, and program planning. The program review document is streamlined to include less narrative than in the past.

Instructional program review includes the assessment of course-level and program-level SLOACs. Student services program review also includes assessment of SLOACs. As part of program review, programs summarize assessment findings at the course and program levels, show how program improvements have been made in response to SLO assessments, evaluate how effective past activities have been in improving student achievement and learning, and link resource allocation requests to program needs and student learning.

Instructional divisions with more than one program should review program reviews, including plans and resource requests, for all their programs. This division-level review may result in the elimination of some resource requests.

Validation

Validation of requests from program review focus on the match between program plans, achievement and learning outcomes data, and EMP goals. Validation is conducted by the Program Review Committee, whose members rate each request on the following criteria:

- Strength of connection between request and recent SLO assessments (is it reasonable that the request will lead to improved learning outcomes?)
- Strength of connection between request and specific EMP goal/action
- Strength of connection between request and specific goal/action of another college plan

Only validated resource requests exceeding a cut score defined by the Program Review Committee are passed on to the next step of the process (see "Resource Request Pool" below).

C Annual Goals

Annual Goals are priorities that the college sets each year for the strategic implementation of long-term Educational Master Plan goals or to address urgent needs that might not be addressed through established plans or program review/program planning. Annual Goals allow flexibility in resource allocation. Institutional priorities (e.g., technology replacement) can be defined in the Annual Goal process in order to increase their priority in resource allocation.

Annual Goals are proposed by the Campus Executive Committee in the Fall semester each year. After they are proposed, they are sent to the Academic Senate and the standing governance committees for feedback. The final set of Annual Goals is approved by Campus Executive after feedback is received. Annual Goals are used by the Budget Committee in its final prioritization of resource requests in the Spring semester each year. The Budget Committee evaluates whether each resource request addresses an Annual Goal and uses that information in making decisions about prioritization.

D Resource Request Pool

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Requests from plans and from program reviews are submitted to a pool of all requests for a given fiscal year. Requests are divided into two types: personnel requests and non-personnel requests. The mechanisms for prioritizing personnel and non-personnel requests are different.

Non-personnel requests are all treated and prioritized together. Instead of prioritizing requests depending on their type and funding source (e.g., instructional equipment), one process is used for all non-personnel requests. Non-personnel requests are prioritized by the appropriate standing committees. Requests involving instructional programs are prioritized by Academic Affairs. Requests involving student services programs are prioritized by Student Affairs. Requests involving administrative services programs are prioritized by Administrative Affairs. Requests involving computer equipment and software are prioritized by the Campuswide Computer Coordinating Committee.

Personnel requests are prioritized by the hiring allocation committees: IHAC, SSHAC, and CSHAC.

After prioritization by the standing committees and the hiring allocation committees, requests are submitted to the Budget Committee. The Budget Committee matches resource requests with appropriate funding sources (e.g., instructional equipment, lottery, etc.). The Budget Committee decides on the final prioritization of all the requests for the next fiscal year. [What about Perkins funding, basic skills, categorical funding, etc.?] The Budget Committee's final recommendation of funded requests goes to the Superintendent/President and the Campus Executive Committee.

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The Budget Committee also reviews funding for reallocation, instead of allocating only new funding. [Should this be done by continuing the task force that looked at non-personnel accounts over $10,000?]

E Evaluation

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The IPCC is responsible for evaluating the effectiveness of the integrated planning process. The IPCC evaluates how well resource allocation, planning, and program review are working. The IPCC develops specific measures of effectiveness (performance indicators) for resource allocation, planning, and program review. Evaluation is conducted every year.

Evaluation of Program Review

The IPCC evaluates program review annually. Measures of program review's effectiveness include:

- Percent of programs completing program reviews
- Percent of resource requests from program reviews that are validated and considered in resource allocation
- Percent of programs using student learning outcomes assessments for program improvement
- Percent of programs listing specific program improvements in their program review documents
- Program Review Committee assessment narrative

Evaluation of Planning

The IPCC evaluates the Educational Master Planning process annually. Measures of the effectiveness of the EMP process include:

- Percent of EMP action items scheduled to be completed during year that were completed
- Percent of EMP action items with assigned timelines
- Percent of EMP action items with assigned outcome measures
- Percent of standing committee agendas referencing EMP action items
- Team B assessment narrative

Individual college plans are also evaluated. Each plan undergoes self-evaluation annually. The IPCC synthesizes institutional plan evaluations into a planning annual report, which also includes assessment of institutional SLOs.

Evaluation of Resource Allocation

The IPCC evaluates integrated planning and budgeting annually. Measures of the effectiveness of resource allocation include:

- Percent of requests successfully funded
- Comparison of funded requests and prioritized list
- Budget Committee assessment narrative

Evaluation of Institutional Effectiveness

In addition to evaluation of processes, the IPCC and the Research & Planning Office report annually on institutional effectiveness. Measures of institutional effectiveness include:

- College transfer rate
- Collegewide course success rate
- Course success rate for CTE courses
- Course success rate for basic skills courses
- Collegewide student persistence rate
- Student Progress and Achievement rate
- Percent of credit students earning at least 30 units
- ESL improvement rate
- Basic skills improvement rate
- CDCP progress and achievement rate
- CTE technical skill attainment rate
- CTE completion rate
- CTE persistence rate
- CTE employment rate

Implementation Timelines

Timeline and Outcomes for Implementing Integrated Planning

Activity	Primary Responsibility	Outcomes	Completion Date
Design integrated planning model that includes planning, program review, and resource allocation and strengthens linkages	IPCC	• Model completed	Summer 2010
Define evaluation process and measures for planning, program review, and resource allocation	IPCC	• Process defined • Measures identified	Summer 2010
Approve integrated planning model through governance process	IPCC, Campus Executive Committee, Academic Senate	• Model approved	Fall 2010
Implement program review that includes student learning outcomes, student achievement measures, program planning, and resource requests	Program Review Committee	• All instructional, student services, and administrative services programs undergo revised annual program review process	Fall 2010 (annually thereafter)
Implement validation process for program resource requests	Program Review Committee	• All resource requests from program review are filtered by program review validation	Fall 2010 (annually thereafter)

Implement validation process for resource requests from plans	IPCC	• All resource requests from plans are filtered by validation	Fall 2010 (annually thereafter)
Implement integrated resource allocation process for resource requests for 2011-2012	Budget Committee	• All resource requests undergo prioritization as defined in new model	Spring 2011 (annually thereafter)
Assess and revise annual program review for all instructional, student services, and administrative services programs	Program Review Committee	• All programs complete annual program reviews	Spring 2011 (annually thereafter)
Assess and revise integrated planning model	IPCC	• Evaluation documents, meeting minutes	Spring 2011 (annually thereafter)
Assess and revise resource allocation process	Budget Committee	• Evaluation documents, meeting minutes	Spring 2011 (annually thereafter)
Publish Planning annual report	IPCC	• Publication of report	Spring 2011 (annually thereafter)

Annual Timeline for Integrated Planning

Date	Activity
October	All programs complete program reviews, including plans and resource requests
October	Leaders in charge of individual plans develop resource requests tied to plans
October	Annual Goals set
November	Resource requests go through division review
February	Resource requests validated
March	Resource requests go to standing committees
March	Spring curriculum review
April	Standing committees and hiring allocation committees prioritize resource requests
May	Prioritized resource requests go to Budget Committee
June	Expanded Budget Committee establishes final prioritized list of resource requests
June	Tentative Budget is adopted
July	IPCC develops Planning Annual Report
July	IPCC evaluates program review, planning, and resource allocation and recommends changes for following year

Timeline for Dissemination and Buy-In

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The integrated planning model and revised annual program review model will be presented at the following meetings in Fall 2010:

- Classified Institute (August 25, 2010)
- Division Chair Retreat (August 26, 2010)
- Faculty Institute
- Campus Executive Committee
- Academic Affairs Committee
- Student Affairs Committee
- Administrative Affairs Committee
- Campuswide Computer Coordinating Committee