

Samples: General Description [\[What is this plan?\]](#)

The general description should briefly describe the type of plan. It is not intended to define a current planning process (aka project scope), but rather to loosely define what distinguishes this plan from other plans in a manner that can be used as a consistent reference over time. **The samples below are provided solely for discussion purposes.**

Type of Plan	Sample Description
Institutional Equity Plan	The primary lens for all planning at American River College is the institution's commitment to social justice and equity. The Institutional Equity Plan provides a framework through which this commitment can be considered and addressed across all other plans. The framework further defines and articulates an expanded view of the commitment that the College has made to its students and employees. It strives to develop a shared vision and guidance for realizing the commitment across the institution.
Educational Master Plan	As the most long-range and comprehensive of American River College's planning processes, this plan assesses the current state of the institution, projects its likely future, and proposes how it should develop in order to serve its mission effectively. During the planning cycle, the College intentionally examines its context, environment, and effectiveness. Based on analysis of the data, the College is able to identify key priorities and develop a long-term vision for the future which can then provide direction and serve as a navigational tool for all other planning processes.
Strategic Plan	This plan establishes American River College's mid-range goals and major strategies. The strategic goals are the broad outcomes that the institution, as a whole, hopes to achieve. The strategies are approaches by which the institution expects to make progress towards achieving the goals.
Distance Education Plan	This plan is intended to assess the current state of American River College's distance education (branded as ARC Online); project the future needs of students and employers; and makes recommendations for developing distance education in a manner which can best support the college mission and strategic direction. It may propose implementation timelines or suggest next steps.
Facilities Master Plan	This plan is intended to assess the current state of ARC facilities across all locations; project future needs related to the maintenance, use, acquisition, renovation, construction, and demolition of facilities; and recommend strategies for developing the institution's physical resources to best support the college mission. Because of the substantial time frame involved with capital projects, the facilities master plan involves both a long- and short-range outlook guided by the Educational Master Plan. This plan is often developed within a district-wide process and is inclusive of the main campus and center locations.
Strategic Enrollment Management (SEM) Plan	This plan is intended to assess existing enrollment management practices and cultivate optimum enrollment levels in alignment with the College's strategic plan. The planning process utilizes strategic enrollment management methodology to holistically align efforts across all stages of the student life cycle to simultaneously foster student success. It may recommend approaches, propose implementation timelines, or suggest next steps.
Employee Development and Retention Plan	This plan recognizes American River College's employee base as a valuable resource and is intended to determine how to best foster an environment that promotes employee development and retention in support of the college mission. The plan is primarily focused on existing employees and does not address future staffing needs or hiring prioritization. It may propose implementation timelines or recommend next steps.
Sustainability Plan	This plan is intended to advance the American River College value of sustainability which is stated as "recognizing its leadership role in the stewardship of natural resources, ARC is committed to reducing its negative impact on the environment." It may recommend approaches, propose implementation timelines or suggest next steps.
Technology Master Plan	This plan is intended to assess the current state of American River College technology, identify future needs, advance technological progress, and ensure consistency between technology initiatives and the College's strategic direction in support of the college mission. For planning purposes, technology is broadly defined to include the technology infrastructure, equipment, applications, technical knowledge, user support mechanisms, data management practices, and technology standards which can be leveraged as strategic resources to create effective teaching, learning, and working environments. The plan may propose implementation timelines or recommend next steps.

Samples: Purpose [How should this plan be used?]

The purpose should indicate the intent for how the plan is likely to be used by the college. The samples below are provided solely for discussion purposes.

Type of Plan	Sample Purpose
Institutional Equity Plan	Serves as a reference to guide other groups in actualizing ARC's commitment to social justice and equity across all subsequent strategies, objectives, and activities.
Educational Master Plan	Sets the long-range vision for the institution and its planning processes; serves as a navigational tool to ensure all other plans are headed in the same general direction.
Strategic Plan	Articulates the strategic goals which are subsequently used in various planning processes including annual unit planning. Through ARC's integrated process, unit-level plans result in action steps and resource requests that are aligned to the strategic goals that the institution hopes to achieve.
Distance Education Plan	Serves as a reference on the current state of ARC's distance education efforts and supplies an actionable implementation plan for developing, maintaining, and enhancing distance education in support of the college mission.
Facilities Master Plan	Serves as a reference on the current state of ARC's facilities and supplies as an actionable implementation plan for developing, maintaining, and enhancing the institution's physical resources in support of the college mission. Identifies the major capital outlay projects that are in progress or on the horizon. This type of plan is often used as evidence for ACCJC Standard III.B. (Physical Resources).
Strategic Enrollment Management (SEM) Plan	Serves as a reference on the current state of ARC's enrollment activities and supplies an actionable implementation plan for recruitment, enrollment, and retention strategies desired to achieve and maintain optimum enrollment levels in support of the college mission.
Employee Development and Retention Plan	Serves as a reference on the current state of ARC's human resources and supplies an actionable implementation plan for developing and maintaining a vibrant, resilient workforce in support of the college mission. This type of plan is often used as evidence for ACCJC Standard III.A. (Human Resources).
Sustainability Plan	Serves as a reference on the current state of ARC's sustainability efforts and supplies an actionable implementation plan for promoting responsible sustainability practices in support of the college mission.
Technology Master Plan	Serves as a reference on the current state of ARC's technology and supplies an actionable implementation plan for developing, maintaining, and enhancing the institution's technological resources in support of the college mission. This type of plan is often used as evidence for ACCJC Standard III.C. (Technology Resources).

Samples: Typical Topics [What types of information might this plan include?]

Topics are offered simply to provide a reference for the reader to the type of information they might expect to find in this type of plan. The topics may but are not required to be explored in the actual planning documents. **The examples below are provided solely for discussion purposes.**

Type of Plan	Example Topics (derived from multiple sources)
Institutional Equity Plan	<ul style="list-style-type: none"> ▪ Social justice and equity as core values for student success ▪ Cultural perspectives of historically underrepresented groups ▪ Individual, institutional, and structural discrimination ▪ Diversity and inclusion ▪ Racism and hate crimes on campus ▪ Opportunity gaps which result in inequitable outcomes ▪ Equity-minded communication and language ▪ Equitable participation and engagement ▪ Institutional data through the equity lens ▪ Campus climate ▪ Leadership, professional development, and community engagement ▪ Research-based models and methodologies for change
Educational Master Plan	<ul style="list-style-type: none"> ▪ Reflection on the college mission ▪ Context of post-secondary education (national, state, regional, and local) ▪ External and internal environmental scans ▪ Enrollment and program growth forecasts ▪ Stakeholder perceptions and interests ▪ Institutional strengths, opportunities, and challenges ▪ Key priorities or themes to address ▪ Vision of the future <ul style="list-style-type: none"> ○ Assumptions and implications for other planning processes ○ Alignment of instruction and support services with future needs of students/community ○ Infrastructure and institutional support necessary to provide anticipated instruction and services ○ Suggested approaches for realizing the vision
Strategic Plan	<ul style="list-style-type: none"> ▪ Strategic goals ▪ Major strategies by which those goals might be reached ▪ Measurable objectives ▪ Metrics associated with measurable objectives
Distance Education Plan	<ul style="list-style-type: none"> ▪ Online programs and pathways ▪ Delivery methods and scheduling based on learner needs ▪ Responsiveness to industry and labor market factors ▪ Distance education technology, authentication, and accessibility ▪ Best practices in online teaching and learning including instructional design ▪ Emerging and innovative practices ▪ Non-traditional methods of assessing and certifying learning ▪ Resources and support services for online and/or remote learners ▪ Resources and support services for online and/or remote faculty ▪ Training and professional development ▪ Organizational structure and practices ▪ Regulatory context and compliance ▪ Distance education through the lens of equity and social justice
Facilities Master Plan	<ul style="list-style-type: none"> ▪ Potential capital projects ▪ Standards for space utilization and facility planning ▪ Development guidelines for architecture, landscaping, lighting, and signage ▪ Pedestrian and vehicular circulation, parking, and public transportation ▪ Site design and functional zones ▪ Accessibility, safety, and security of facilities ▪ Regulatory context and compliance ▪ Communication of information relating to facilities ▪ Placemaking and gathering spaces ▪ Accreditation standards specific to physical resources ▪ Facilities and facility use through the lens of equity and social justice

Type of Plan	Example Topics (derived from multiple sources)
Strategic Enrollment Management (SEM) Plan	<ul style="list-style-type: none"> ▪ Historical, projected, and optimal enrollment levels (targets) ▪ College image and brand ▪ Marketing and communication efforts ▪ Existing and potential enrollment streams ▪ Recruitment and outreach efforts ▪ Admission and front-door services ▪ Affordability and financial assistance efforts ▪ Program and service offerings ▪ Competitors and competitive advantage ▪ Partners and transition points (K-12, higher education, and employer) ▪ Enrollment policies, practices and procedures ▪ Student retention and completion ▪ Technologies which support enrollment and enrollment management ▪ Training and professional development ▪ Guiding principles and common definitions related to enrollment management ▪ Research and communication of information relating to strategic enrollment management ▪ Strategic enrollment management through the lens of equity and social justice
Employee Development and Retention Plan	<ul style="list-style-type: none"> ▪ Recruitment of new employees ▪ New employee onboarding ▪ Training and professional development ▪ Retention and growth ▪ Succession planning ▪ Workplace climate and involvement ▪ Workplace safety ▪ Regulatory context and compliance ▪ Communication of information relating to employee development and retention ▪ Accreditation standards specific to human resources ▪ Employee development and retention through the lens of equity and social justice
Sustainability Plan	<ul style="list-style-type: none"> ▪ Sustainability education and awareness ▪ Conservation and efficient use of resources ▪ Natural ecosystem (campus landscape, water, outdoor learning spaces) ▪ Green construction, alternative energy, and green technologies ▪ Campus operations and business practices ▪ Waste management ▪ Climate-friendly transportation ▪ Eco-friendly food ▪ Environmentally-friendly vendors and partners ▪ Integration with local and regional initiatives ▪ Training and professional development ▪ Advocacy, events, and communication of information related to sustainability ▪ Sustainability through the lens of equity and social justice
Technology Master Plan	<ul style="list-style-type: none"> ▪ Standardization of campus technology and technology use ▪ Technology support services for students and employees ▪ Technology infrastructure and networks ▪ Information security and disaster recovery ▪ Emerging technologies and technology-related equipment/furniture ▪ Innovative practices enabled by technology ▪ Technology literacy, access, and accessibility ▪ Perceived/demonstrated barriers to technology use (e.g., geography, connectivity, and availability) ▪ Data management, classification, and documentation ▪ Technology maintenance, lifecycles, and replacement plans ▪ Regulatory context and compliance ▪ Organizational structure and practices ▪ Training and professional development for end users and technical employees ▪ Communication of information and standards relating to technology and technology use ▪ Accreditation standards specific to technology ▪ Technology through the lens of equity and social justice