2019 Edition

ARC

AMERICAN RIVER COLLEGE

Integrated Planning Guide

IPI Team: As noted in the agenda planner, the goals for this draft are:

- **Review draft format (style and sequencing of the guide)**
- **Think about desired content for the guide and be prepared to share ideas on 10/12. Prompts have been provided throughout the guide as a springboard for thinking about possible content.**

TABLE OF CONTENTS

INTRODUCTION

[placeholder – content to be developed]

Prompt for the 10/12 meeting: Is there any specific content desired for the introduction beyond a brief description of the purpose of the guide? Should any acknowledgements be included in this section? Should the ARC Redesign be mentioned since it prompted major changes to governance, planning processes, etc.?

ARC VISION, MISSION, COMMITMENT, and VALUES

[placeholder – content to be developed]

Prompt for the 10/12 meeting: Thinking of an external audience, how would you describe the significance of these statements (vision, mission, commitment, and values) to ARC? How were they developed and in general, how do they influence the work of the college?

Guiding the Integrated Planning Process

[placeholder – content to be developed]

Prompt for the 10/12 meeting: Building on the section above, how would these statements guide integrated planning and the work of project teams? How do these statements create common ground for all plans? How might draft plans be tested against these statements?

VISION:
Transform the future of all students and our community through inclusive, equitable **education.**

MISSION:
American River College places students first in providing an academically rich, inclusive environment that inspires critical thinking, learning and achievement, and responsible participation in the community.

American River College, serving the greater Sacramento region, offers education and support for students to strengthen basic skills, earn associate degrees and certificates, transfer to other colleges and universities, and achieve career as well as other academic and personal goals.

COMMITMENT TO SOCIAL JUSTICE AND EQUITY:
American River College strives to uphold the dignity and humanity of every student and employee. We are committed to equity and social justice through equity-minded education, transformative leadership, and community engagement. We believe this commitment is essential to achieving our mission and enhancing our community.

VALUES:
Access, Benefit of Education, Communication, Community Development, Diversity, Employees, Excellence, Fiscal Responsibility, Innovation and Risk Taking, Leadership, Research and Evaluation, Student Learning Outcomes, Sustainability, and Technology

Adopted May 2017

OVERVIEW OF INTEGRATED PLANNING AT ARC

[placeholder – content to be developed]

No prompt: There likely will be 1-2 sentences here just to introduce the idea of integrated planning and the integrated planning diagram below.

[placeholder - diagram to be developed

Figure 1: Overview of ARC Integrated Planning Structure

Cohesive Planning, Resource Use, and Evaluation

[placeholder – content to be developed]

Prompt for the 10/12 meeting: How should the integration of planning, resource use, and evaluation be described? What does the integrated planning process look like? This section most likely will be a narrative version of the diagram.

Potential reference material: integrated planning calendar (see appendix) and the program review/annual unit planning work from last year; also see example diagrams in the Citrus College guide (p. 8) and Shasta College guide (p. 5).

Cycles of Planning

[placeholder – content to be developed]

Prompt for the 10/12 meeting: How should the general timing of planning cycles be described in relation to the integrated planning calendar and annual cycles?

Note: The calendar is contained in the appendix and could be referenced in this section.

Alignment to District Planning

[placeholder – content to be developed]

Prompt for the 10/12 meeting: How should the alignment to district-level planning be described? Are there any connections between district- and system-level planning that should be highlighted?

Potential reference material: Los Rios CCD Strategic Plan; CCCCO Vision for Success

GOVERNANCE AND PLANNING RESPONSIBILITY

[placeholder – content to be developed]
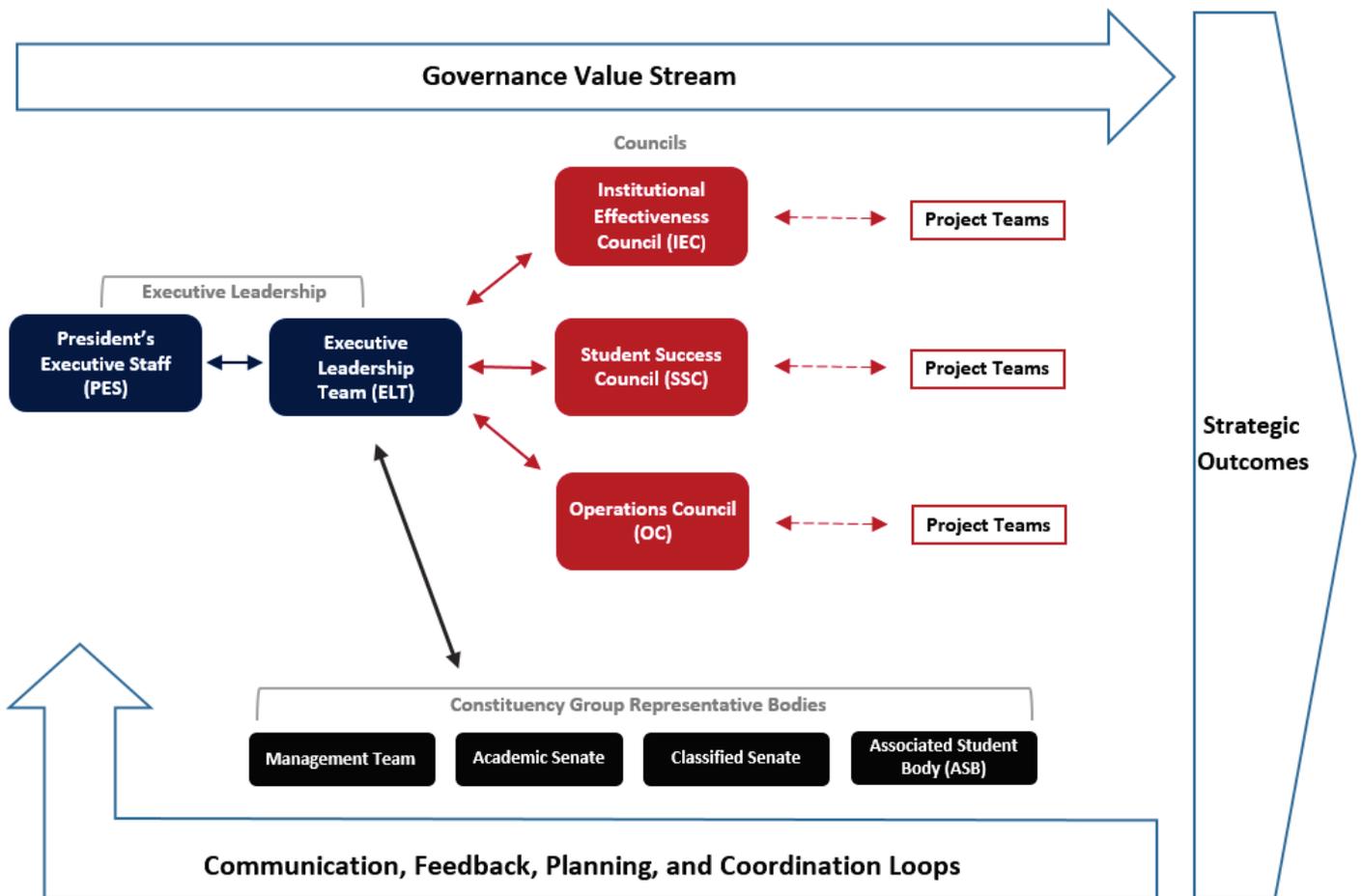
Figure 2: ARC Governance Diagram

How It Works in Practice

[placeholder – content to be developed]

	PLANNING		RESOURCE ALLOCATION, IMPLEMENTATION, EVALUATION	
Prior Spring	**Sept.-February**	**Mar.-early May**	**May**	**June-August**	**Each Year**
• Councils charter project teams based on the integrated planning calendar	• Team develops plan • Team refines plan through informal review processes	• Governance Review	• PES assigns implementation lead/project manager • Responsible units add resource requests for 1st year of implementation	• Resources are allocated to the plan prior to final budget	• Planned activities are executed • Progress report to appropriate council • Council evaluates progress of plan

EXAMPLE
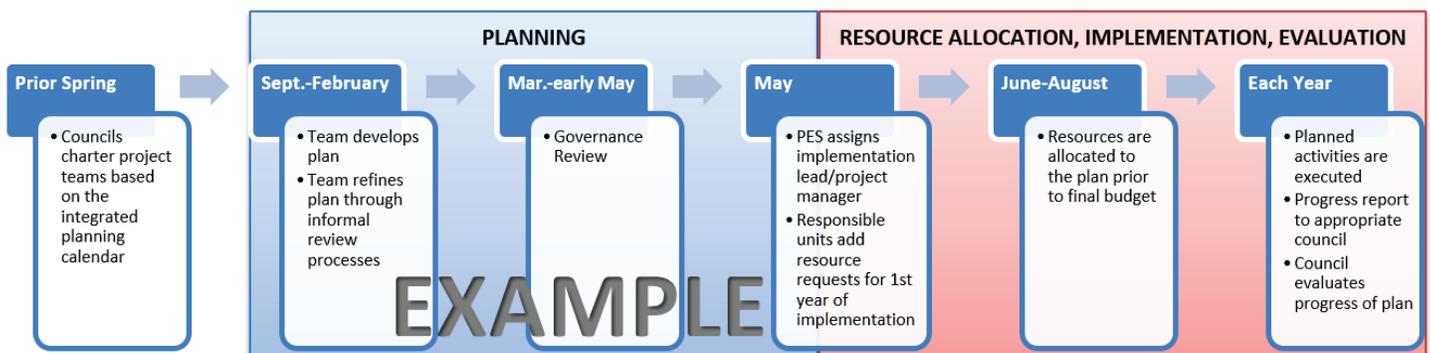
Governance Responsibility by Plan

[placeholder – content to be developed]

Document	Oversight (Council)	Governance Review Path
Institutional Equity Plan	Institutional Effectiveness Council *(based on current project)*	
Educational Master Plan	Institutional Effectiveness Council *(per ELT documentation from last spring)*	
Strategic Plan		
Distance Education Plan	Student Success Council *(based on current project)*	
Facilities Master Plan	Operations Council *(based on current project)*	
Strategic Enrollment Management (SEM) Plan	Student Success Council *(based on current project)*	
Employee Development and Retention Plan		
Sustainability Plan	Operations Council *(based on ELT documentation from last spring)*	
Technology Master Plan		

Table 1: Governance Responsibility by Plan

INSTITUTIONAL EQUITY PLAN

General Description:

[placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan?
See meeting agenda attachments for sample text.

Intended Purpose:

[placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics:

At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:
[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle:

Every 7 years *(based on integrated planning calendar)*

Oversight Council:

Institutional Effectiveness Council *(based on current project)*

Expectations or Metrics:

[placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

EDUCATIONAL MASTER PLAN

General Description:

[placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose:

[placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics:

At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:
[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle:

Every 14 years *(based on integrated planning calendar)*

Oversight Council:

Institutional Effectiveness Council *(per ELT documentation from last spring)*

Expectations or Metrics:

[placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

STRATEGIC PLAN

General Description: [placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development: [placeholder – content to be added]

Prompt for the 10/12 meeting: How was the strategic plan developed the last time? Should the same process be used in the future? How should the ideal process be described?

Example Topics: At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Does this section fit the strategic plan? If so, which topics should be listed? See meeting agenda attachments for sample text.

Cycle: Every 7 years *(based on integrated planning calendar)*

Oversight Council: [placeholder – content to be added]

Prompt for the 10/12 meeting: Should this be the Institutional Effectiveness Council?

Expectations or Metrics: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

DISTANCE EDUCATION PLAN

General Description: [placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development: [placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics: At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle: Every 7 years *(based on integrated planning calendar)*

Oversight Council: Student Success Council *(based on current project)*

Expectations or Metrics: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

FACILITIES MASTER PLAN

General Description: [placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development: [placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics: At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle: Every 7 years *(based on integrated planning calendar)*

Oversight Council: Operations Council *(based on current project)*

Expectations or Metrics: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

STRATEGIC ENROLLMENT MANAGEMENT PLAN

General Description: [placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development: [placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics: At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle: Every 7 years *(based on integrated planning calendar)*

Oversight Council: Student Success Council *(based on ELT documentation from last spring)*

Expectations or Metrics: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

EMPLOYEE DEVELOPMENT AND RETENTION PLAN

General Description: [placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development: [placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics: At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle: Every 7 years *(based on integrated planning calendar)*

Oversight Council: [placeholder – content to be added]

Prompt for the 10/12 meeting: Based on the expected topics, which council should be listed?

Expectations or Metrics: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

SUSTAINABILITY PLAN

General Description:

[placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose:

[placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics:

At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle:

Every 7 years *(based on integrated planning calendar)*

Oversight Council:

Operations Council *(based on ELT documentation from last spring)*

Expectations or Metrics:

[placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

TECHNOLOGY MASTER PLAN

General Description: [placeholder – content to be added]

Prompt for the 10/12 meeting: What is a brief definition of this type of plan? See meeting agenda attachments for sample text.

Intended Purpose: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should this plan be used at ARC? See meeting agenda attachments for sample text.

Process for development: [placeholder – content to be added]

Prompt for the 10/12 meeting: Should all of the plans which are developed through project teams have a standardized process description? If so, what is the description? If not, how should the process for this plan be framed?

Example Topics: At ARC, plans are often developed based on a project charter which would define the scope including any specific topics. Plans of this type typically explore topics such as:

[placeholder – content to be added]

Prompt for the 10/12 meeting: Which topics should be listed? See meeting agenda attachments for sample text.

Cycle: Every 7 years *(based on integrated planning calendar)*

Oversight Council: [placeholder – content to be added]

Prompt for the 10/12 meeting: Which council should be listed?

Expectations or Metrics: [placeholder – content to be added]

Prompt for the 10/12 meeting: How should any expectations or metrics be described?

PROGRAM REVIEW AND UNIT PLANNING

Planning at the unit level is another essential component of ARC's integrated planning structure. Focused unit planning is comprised of **program review** (program-level units only) and **annual unit plans** (all units) which are embedded in a single, cohesive model. Units use a data-informed approach to regularly assess effectiveness, plan for the future, and request resources to carry out those plans. While considerable emphasis is given to quality enhancement of the planning unit, the entire process is guided by institutional planning to ensure synergistic efforts.
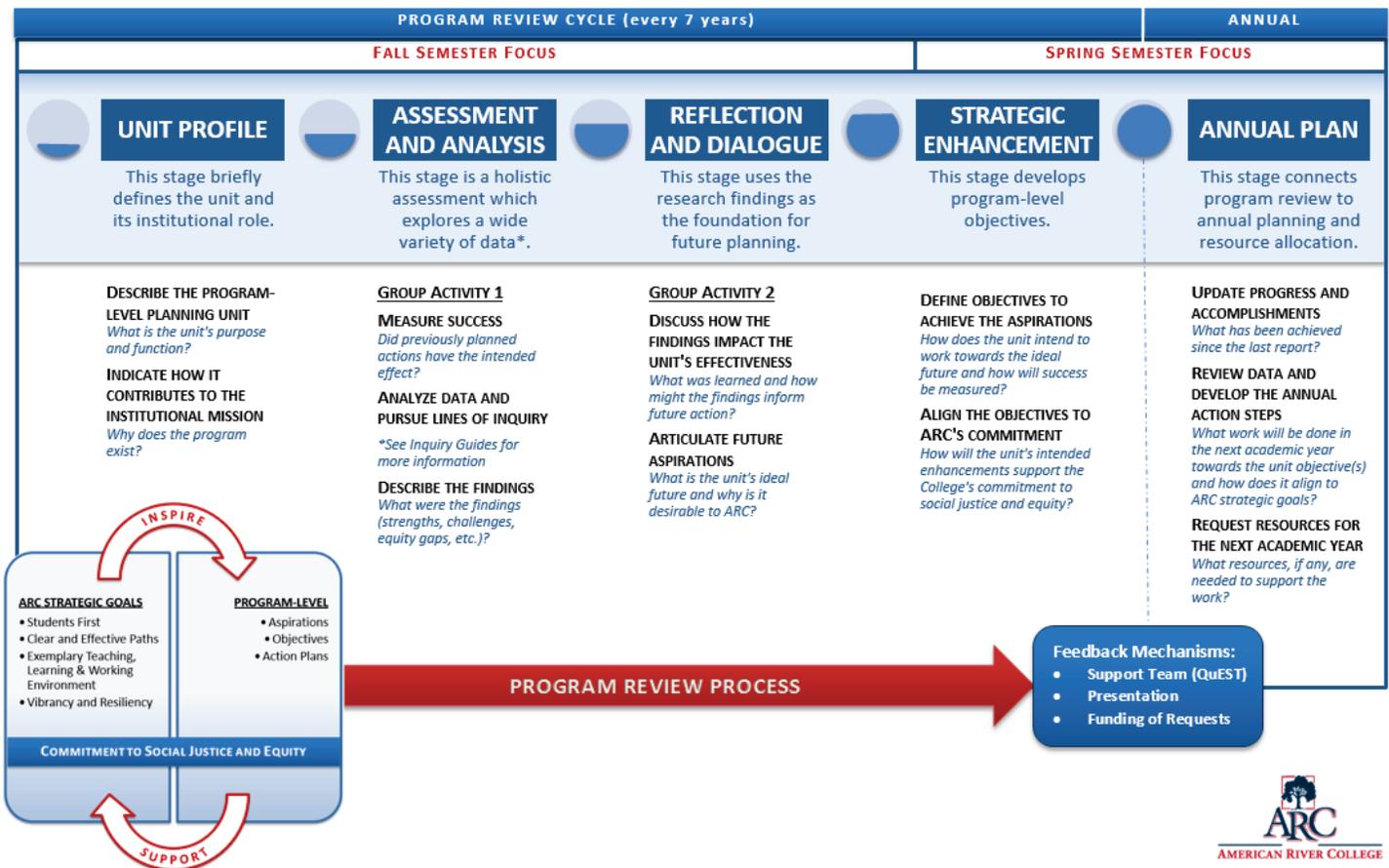

Figure 3: ARC Program Review and Unit Planning Model

ARC developed this model based on a set of guiding principles which reflected an intent to create a supportive, streamlined process that is both meaningful and useful to the participants.

Cyclical Pattern

From the perspective of a single program-level planning unit, the combined model plays out over a seven-year cycle of planning, action, and evaluation of progress. Program review sets the objectives which drive the activities or action steps to which resources are allocated on an annual basis. Updates on progress towards the objectives are collected each year to identify any needed adjustments (course corrections) and the aggregated progress reports serve as the starting point for evaluation at beginning of the next program review cycle.
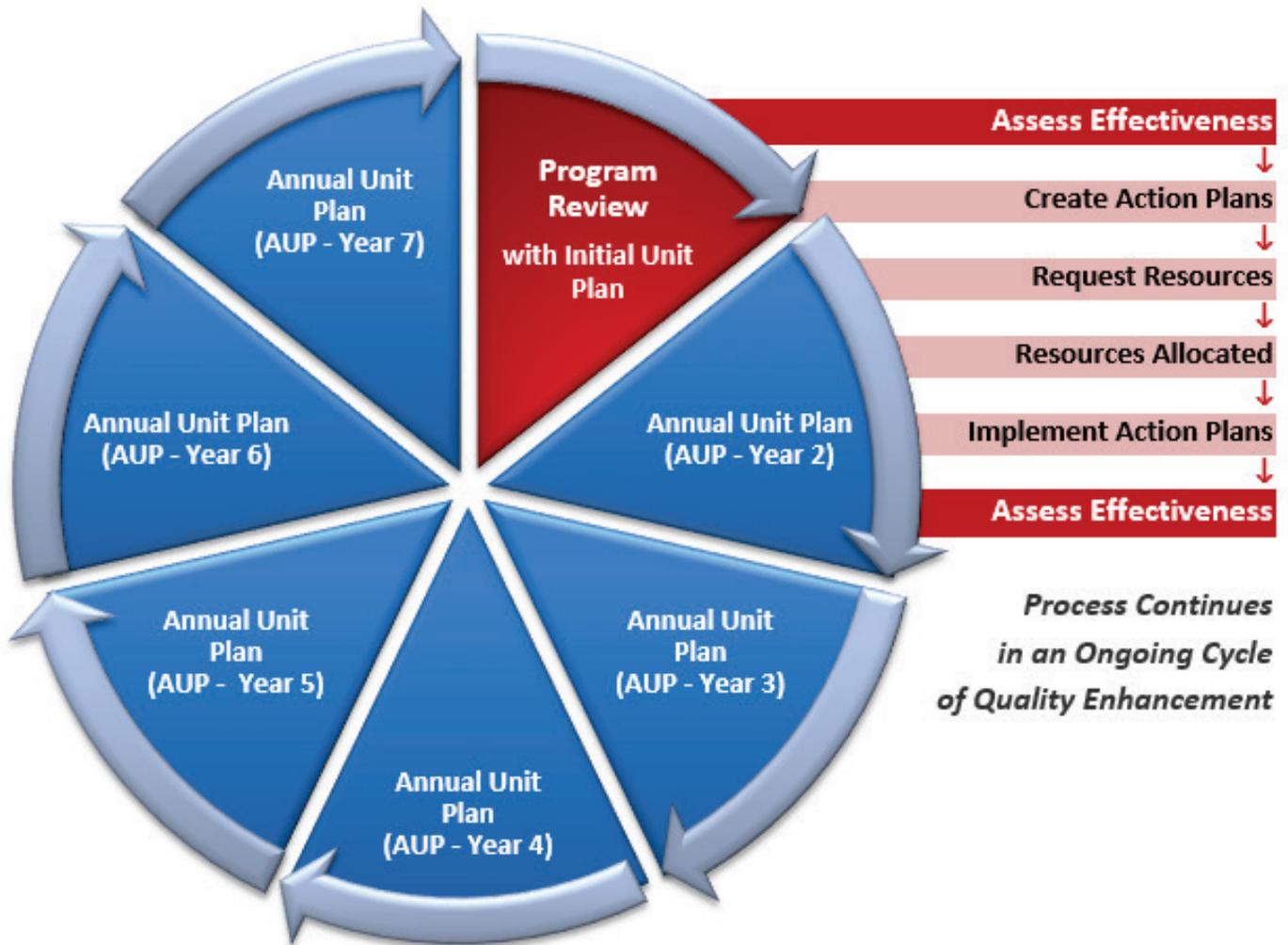

Figure 4: Seven-Year Cycle for a Program-Level Unit

It should be noted that focused unit planning, which takes place annually, is not restricted to the program-level units which participate in program review. Units at all other levels of the institution may also participate in annual unit planning to specify planned activities and request resources for the upcoming year.

Program Review

Intended Purpose: Assess program effectiveness and define objectives for program enhancement in alignment with institutional planning

Cycle: Every 7 years per program

Oversight: ARC Program Review Committee (Process Coordination)
Institutional Effectiveness Council (Integrated Planning and Results)

Coordination of the Program Review Process

Program-level planning units are grouped into cohorts which participate in self-evaluation through program review during an assigned planning year. There is a scheduled hiatus of program review during the year in which the institutional self-evaluation occurs to grant all programs an equitable opportunity to participate in the institutional review.

One notable characteristic of ARC's process is the allocation of a cross-functional support team as a resource for each planning unit undergoing comprehensive program review. The use of Quality Enhancement Support Teams (QuEST) demonstrates ARC's ongoing commitment to maintain high-quality programs and continuously improve institutional effectiveness.

The QuEST process is coordinated through the Program Review Committee which is intentionally designed to support and evaluate ARC's program review processes. As a subcommittee of the Academic Senate and working closely with the Institutional Effectiveness Council, the Program Review Committee is comprised of faculty, classified staff, and administrators who can provide essential technical expertise as well as sharing valuable insight and thoughtful feedback when called upon by the program review participants.

Transparency and Institutional Dialogue

At the end of program review process, each planning unit presents highlights of their program review to a broad audience including members of governance councils, the Program Review Committee, and administrators. This mechanism promotes further dialogue and ensures that the information extends beyond individual planning units and their assigned QuEST groups.

The Institutional Effectiveness Council formally accepts the program review reports annually.

Annual Unit Planning

Intended Purpose: Identify the short-term action steps and resources by which objectives will be achieved

Cycle: Every year

Oversight: Institutional Effectiveness Council (Integrated Planning and Results)
President's Executive Staff; Operations Council (Resource Allocation and Budget)

Annual unit planning occurs <u>each spring</u> to develop action steps and allocate resources for the upcoming academic year. Action steps are directly linked to goals from ARC's Strategic Plan. This intentional linkage creates a clear connection between institutional planning, unit planning, and resource allocation.

Defining a Planning Unit

Unlike program review which is limited to program-level units, planning units at all levels of the institution participate in the annual unit planning process. A planning unit is an entity that typically exists in the organizational structure and can be allocated resources. Planning unit levels and roles are defined below.

	Role in Annual Unit Planning	Typical Leads	Example
Executive-Level Unit	Identifies action steps and related resource needs to implement strategies or objectives that cross multiple divisions or areas; may include requests for cross-functional initiatives that involve multiple areas	President Vice President Associate Vice President	Instruction
Division/Area-Level Unit	Identifies action steps and related resource needs to implement objectives that cross multiple program-level planning units, but do not extend beyond the division or area	Dean Director	Humanities
Program-Level Unit	Identifies action steps and related resource needs to implement objectives for a program-level planning unit	Department Chair Director Manager Supervisor or designated lead	Foreign Languages

Table 2: Definition of a Planning Unit

Relationship between Program Review and Annual Unit Planning

For program-level planning units, annual unit planning advances the program's objectives into action. One outcome of program review is creating an aspirational vision for the planning unit and one or more objectives which work towards achieving the vision. Annual unit planning identifies the specific action steps the planning unit intends to take during the upcoming year and any resources needed for implementation so that institutional resources can be effectively allocated to planned activities.

INTEGRATION WITH RESOURCE PRIORITIZATION AND ALLOCATION

[placeholder – content to be added]

Prompt for the 10/12 meeting: What types of information should this section contain? Should it identify how the major plans are resourced? Should it discuss hiring prioritization? Should there be tables or diagrams? If so, what should they depict?

Potential reference material: Any ARC documents on hiring prioritization, budget processes, or other information that describes how resources are allocated at ARC; also see the narrative example in the Shasta College guide (p. 20-22).

SYSTEMATIC EVALUATION

[placeholder – content to be added]

CONCLUSION

[placeholder – content to be added]

Prompt for the 10/12 meeting: Once institutional plans are adopted through the governance process, how are they communicated? Is there any other information that should be included in this section or elsewhere so that the integrated planning guide is coherent?

Potential reference material: See Cerritos, Coastline, Cypress, Cuyamaca, and College of the Canyons (scroll to bottom of page) for different examples of how colleges are presenting their plans on the college web site which could be one of several venues for communicating plans.

APPENDIX

Prompt for the 10/12 meeting: Which items should be included as supplementary material? The multi-year integrated planning calendar has been inserted on the next two pages because it is a chartered deliverable.

Multi-Year Integrated Planning Calendar

The calendar below is synced to the 7-year accreditation cycle. The initial development of plans is compressed in order to have the full set of evidence by 2021. The regular schedule for integrated planning begins in 2022.

Plan or Activity	Cycle	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
								First full cycle on regular schedule								
Accreditation	7 years	Write Follow-up	Write Midterm Report	Midterm Report *Due FA 18*		Prep for ISER	Write the ISER	Site Visit *(2022)*		Write Midterm Report	Midterm Report Due		Prep for ISER	Write the ISER	Site Visit (2029)	
Vision-Mission-Values Review	7 years	Done						Review (2023-31)							Review (2030-36)	
Institutional Equity Plan	7 years			New[1] (2019-23)					Develop (2024-30)							Develop (2031-37)
Educational Master Plan	14 years			New[1] (2019-31)					Review*							Develop (2031-44)
Strategic Plan	7 years	Done (2017-21)				*Extend to 2024*				Develop (2025-31)						
Distance Education Plan	7 years			Develop (2019-25)							Develop (2026-32)					
Employee Dev. & Retention Plan	7 years			In Progress[2]	In Progress[2]	New[2] (2021-37)							Develop (2028-34)			
Enrollment Mgmt. Plan (SEM)	7 years			New (2019-25)							Develop (2026-32)					
Facilities Master Plan	7 years			Develop[1] (2019-26)								Develop (2027-33)				
Sustainability Plan	7 years			New[1] (2019-24)						Develop (2025-31)						
Technology Master Plan	7 years					Develop (2020-26)						Develop (2027-33)				
Program Review	7 years	Group B	Group C	Group D	Group E	Group F	*(hiatus)*	Group A	Group B	Group C	Group D	Group E	Group F	*(hiatus)*	Group A	Group B
Annual Unit Planning	Annual	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process	Annual Process
Employee Survey (college-wide)	Varies	District and College surveys conducted prior to the ISER; additional college surveys conducted as needed						District and College surveys conducted prior to the ISER; additional college surveys conducted as needed								
Student Survey/ CCSSE	Varies	CCSSE, SENSE, and/or other student surveys conducted on a regular basis						CCSSE, SENSE, and/or other student surveys conducted on a regular basis								
Assessment of Program Review	Ongoing	n/a	Full Review	QuEST Feedback	QuEST Feedback	QuEST Feedback	*QuEST Feedback*	QuEST Feedback	QuEST Feedback	Full Review	QuEST Feedback	QuEST Feedback	QuEST Feedback	*QuEST Feedback*	QuEST Feedback	QuEST Feedback
Assessment of Integrated Planning	See note[3]	n/a	*Council Feedback*	*Council Feedback*	Full Review	*Council Feedback*	*Council Feedback*	Full Review	*Council Feedback*	*Council Feedback*	Full Review	*Council Feedback*	*Council Feedback*	Full Review	*Council Feedback*	*Council Feedback*

[1] Off-cycle plan; future plans will follow the regular schedule and range of years.

[2] Work has already been done on a professional development plan which can serve as initial research to be further framed through the lens of the Institutional Equity Plan. A phased approach is suggested which would focus on professional development in the first year, employee onboarding in the second year, and employee retention/succession planning in the third year which could then be compiled into a complete plan.

[3] The councils are generally chartered for three years. Annual feedback would be followed by a full review of integrated planning in the final year of each IEC charter.

The regular cycle is configured to ensure all plans are revisited during each seven-year accreditation cycle and that planning documents are available as a resource while the institution examines its effectiveness through the process of institutional self-evaluation.

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Accreditation Site Visit			**Midterm Report**		**Prepare for ISER (Self-Evaluation)**	**Write the ISER (Self-Evaluation)**
Review of Vision-Mission-Values	Institutional Equity Plan Educational Master Plan *(Full development every 14 years; addendum if needed at midpoint)*	Strategic Plan Sustainability Plan	Distance Education Plan Enrollment Management (SEM) Plan	Facilities Master Plan Technology Master Plan	Employee Development & Retention Plan	