

# Planning Design Manual





# **Rancho Santiago Community College District Planning Design Manual**

Board Approved: February 19, 2013

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## **RSCCD Mission Statement**

The mission of the Rancho Santiago Community College District is to provide quality educational programs and services that address the needs of our diverse students and communities.

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## Introduction

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The *Rancho Santiago Community College District 2012 Planning Design Manual* is a guide to integrated institutional planning at the district level. The planning processes were developed to ensure broad participation in district-level planning and to ensure compliance with the Accrediting Commission for Community and Junior Colleges Standards on institutional planning.

The processes described in this document identify the ways that constituent groups participate in and contribute to student success through district-level long-term and short-term planning. This document begins with a description of the Rancho Santiago Community College District (RSCCD) Planning Design. Following this overview is a description of the purpose, process, and timeline for each component in the Planning Design as well as the citation of the Accrediting Commission for Community and Junior Colleges Standard relevant to that component.

Both of the RSCCD entities, Santa Ana College and Santiago Canyon College, have independent cycles of integrated planning in which the components are linked to one another as well as to district-level planning. The college planning processes link to district planning in two ways:

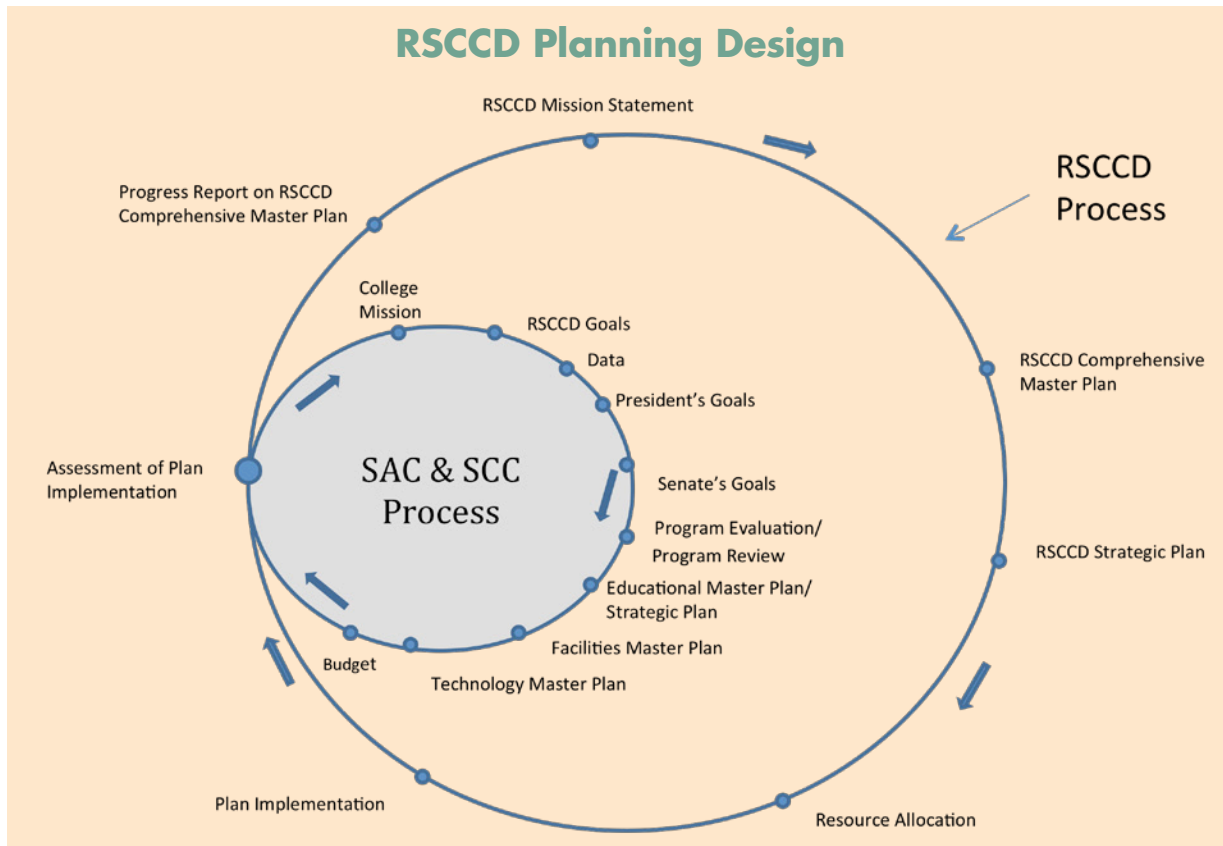
- The RSCCD Goals are foundational to planning at the two colleges. Each college develops site-specific goals, objectives, and action plans that collectively contribute to the achievement of the RSCCD Goals.
- The annual Progress Report details progress on RSCCD Goals and RSCCD Objectives as well as the colleges' goals and objectives.

The *Rancho Santiago Community College District 2012 Planning Design Manual* is reviewed and updated annually to maintain credibility as a valuable resource. The annual update prepared by the Executive Vice Chancellor of Human Resources and Educational Services reflects minor changes, such as in descriptions, timelines, or processes. In addition to this annual review of content, the planning processes described in this document are evaluated every three years. This assessment occurs as part of RSCCD's assessment of its decision-making processes. This timeline and assessment process is described in the "Assessment of Planning and Decision-Making Processes" section of this document. Through these two review processes, one completed on an annual basis and one completed every three years, this document is maintained to reflect the inevitable changes in planning processes that are to be expected as part of RSCCD's cycle of continuous quality improvement.

## Overview of the Planning Design

The Planning Design depicts how the components of district-level planning link to one another in a cycle of evaluation, development of goals and objectives, resource allocation, plan implementation, and re-evaluation. The district demonstrates institutional effectiveness and practices a cycle of continuous quality improvement through the systematic and

routine implementation of the following planning processes. In this graphic and throughout this document, RSCCD refers to the entire district collectively as an institution, encompassing the two colleges and District Services. The following graphic is a narrative explanation of the district-level planning processes.



- The **RSCCD Mission Statement** is the foundation of all planning processes because it describes the intended student population and the services that RSCCD provides to the community.
- The first step in preparing the **RSCCD Comprehensive Master Plan** is an analysis of effectiveness in which RSCCD compares its current status to the RSCCD Mission Statement (internal scans) and studies projected demographics changes in order to identify challenges and opportunities (external scans). Based on this analysis, the district develops the long-term **RSCCD Comprehensive Master Plan**. This plan includes summaries of the educational and facilities master plans developed by the two colleges as well as district-

wide data. Through the process of developing this comprehensive master plan, the district collaboratively develops RSCCD Goals to describe how it intends to address the identified current and anticipated challenges. As depicted in the Planning Design, these RSCCD Goals are part of the foundation for planning at the two colleges.

- The RSCCD Goals are also used to develop RSCCD Objectives presented in the **RSCCD Strategic Plan**. RSCCD Objectives describe specific initiatives that require the collaboration and coordination of administrators, faculty, and staff across the district in order to move toward achievement of the RSCCD Goals. In addition to the RSCCD Objectives, each site also develops initiatives that contribute to the achievement of





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RSCCD Goals. These initiatives are documented in the colleges' strategic plans and in the District Services Planning Portfolios.

- All resources coming into the district are dispersed to the colleges and centralized services based on formulas that mirror the statewide allocation formulas defined in Senate Bill 361. Following that allocation, each college and district service uses independent processes for **Resource Allocation** to ensure that the initiatives identified in their respective plans are appropriately funded to the extent possible.

- The next step in the Planning Design is **Plan Implementation**, which refers to work by the responsible parties to complete the RSCCD Objectives outlined in the RSCCD Strategic Plan.

- An **Assessment of Plan Implementation** occurs annually through the documentation and analysis of progress made toward achieving the RSCCD Goals at both the district and college levels.

- The assessment of plan implementation is consolidated and documented in an annual **Progress Report on the RSCCD Comprehensive Master Plan**. This document both summarizes the current year's achievements and informs the district's planning efforts in the coming year.

The components of the Planning Design summarized in this overview and described in this manual are evaluated on a three-year cycle along with the evaluation of the collaborative decision-making processes at the district level.

## RSCCD Planning Committees

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There are six participatory governance committees involved in planning at the district level.

The District Council serves as the primary participatory governance body that is responsible for district-wide planning activities including developing planning and budgetary recommendations that are submitted to the Chancellor and Board of Trustees.

The following five district-level participatory governance committees support the work of the District Council:

- Planning and Organizational Effectiveness
- Fiscal Resources
- Human Resources
- Physical Resources
- Technology Advisory Group

The responsibilities and membership for each of these committees is described in Appendix 3 of this document.

## RSCCD Mission Statement

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The RSCCD Mission Statement is the touchstone for planning processes across the district because it describes the intended student population and the services that RSCCD provides to the community (Standard I.A.)

RSCCD established its first district-wide mission statement in fall 2012.

*The mission of the Rancho Santiago Community College District is to provide quality educational programs and services that address the needs of our diverse students and communities.*

The cycle for reviewing and possibly revising the district-wide mission statement is every three years.



## Process for Reviewing the Mission Statement

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### **September 2015 and 2018**

The Board of Trustees charges the Chancellor with developing and implementing a process for a district-wide review of the RSCCD Mission Statement.

In collaboration with the District Council, the Chancellor distributes a request district-wide asking faculty, staff, and students to suggest changes to the RSCCD Mission Statement along with a justification or rationale for the suggestion.



### **October 2015 and 2018**

The District Council reviews the suggested changes and either recommends reaffirmation of or revisions to the RSCCD Mission Statement. If major revisions are warranted, District Council assigns a workgroup to evaluate the suggested revisions and prepare a single recommended revision to the RSCCD Mission Statement.



### **November 2015 and 2018**

The District Council solicits feedback district-wide regarding the reaffirmation of or recommended modifications to the RSCCD Mission Statement.



### **December 2015 and 2018**

Based on the feedback, the District Council makes a recommendation to the Chancellor. The recommendation is either an affirmation of the current RSCCD Mission Statement or suggested revisions to the RSCCD Mission Statement.



### **January 2016 and 2019**

The Chancellor considers the District Council's recommendation. If he/she approves, he/she recommends the revised or reaffirmed RSCCD Mission Statement to the Board of Trustees for approval.

If the Chancellor does not approve the recommended reaffirmation of or revision, collaboration and compromise with the District Council continues until he/she approves. Once agreement is reached, the Chancellor recommends the reaffirmed or revised RSCCD Mission Statement to the Board of Trustees for approval.



# RSCCD Comprehensive Master Plan

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The RSCCD Comprehensive Master Plan is a long-term plan that describes the district's projections and goals for the coming decade. (Standard I.B.1., Standard I.B.2.)

The process for developing the RSCCD Comprehensive Master Plan begins with an analysis of current internal and external conditions. These data are the foundation for assessing RSCCD's effectiveness in advancing its mission and for identifying anticipated challenges. These conversations culminate in:

- The identification of challenges that RSCCD is facing or is likely to face in the coming decade;
- RSCCD Goals, which articulate how the district intends to address current and anticipated challenges; and
- A plan for the addition or remodeling of facilities and technology infrastructure to support RSCCD's programs and services.

The RSCCD Goals are collaboratively developed and reviewed through district-wide dialogue. Following this review and dialogue, the District Council recommends the RSCCD Goals to the Chancellor and the Board of Trustees for approval.

The RSCCD Comprehensive Master Plan is linked to its mission statement because an assessment of the district's effectiveness in meeting its mission is the first step in the planning process. The RSCCD Comprehensive Master Plan is central to the overall Planning Design because the RSCCD Goals included in this long-term plan are the basis for the RSCCD Objectives in the RSCCD Strategic Plan and progress toward achieving the RSCCD Goals is described in an annual progress report.

The *Rancho Santiago Community College District 2013 Comprehensive Master Plan* is the district's current long-term plan. It was developed during the 2012-13 academic year and presented to the Chancellor and the Board of Trustees for approval in May 2013. This plan includes the identification of current and anticipated challenges; RSCCD Goals; summaries of the colleges' educational and facilities master plans; the technology plan for centralized technology needs; and plans for other college and district facilities.



# Process for Developing the RSCCD Comprehensive Master Plan

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## May 2021

The Planning and Organizational Effectiveness Committee calls for the development of the *Rancho Santiago Community College District 2023 Comprehensive Master Plan* and develops both a process for preparing the RSCCD Comprehensive Master Plan, an outline of what should be included in this plan, and a process that will include all district constituencies.

## September 2021 – March 2022

The RSCCD Comprehensive Master Plan is drafted following the process developed by the Planning and Organizational Effectiveness Committee. The first step in the process is an analysis of current internal and external conditions to assess RSCCD's effectiveness in advancing its mission.

To promote broad district-wide participation, the Planning and Organizational Effectiveness Committee distributes drafts of the document district-wide for review and comment at multiple points during this period.

Feedback from these district-wide reviews is integrated into the document to create a final draft of the RSCCD Comprehensive Master Plan. The final draft is forwarded to the District Council for final recommendations.

## April – May 2022

Members of the District Council distribute the final draft of the RSCCD Comprehensive Master Plan to their constituents for review and comment. Once feedback is received and integrated into the draft as appropriate, the District Council makes a recommendation to the Chancellor.

The Chancellor considers the District Council's recommendation. If he/she approves, he/she recommends the *Rancho Santiago Community College District 2023 Comprehensive Master Plan* to the Board of Trustees for approval.

If the Chancellor does not approve of the *Rancho Santiago Community College District 2023 Comprehensive Master Plan*, collaboration and compromise with the District Council continues until he/she approves.

Once agreement is reached, the Chancellor recommends the *Rancho Santiago Community College District 2023 Comprehensive Master Plan* to the Board of Trustees for approval.



## RSCCD Strategic Plan

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The strategic plan is the district's short-term plan. This plan uses the RSCCD Goals as the basis for developing RSCCD Objectives. (Standard I.B.1., Standard I.B.2., Standard I.B.4.)

The RSCCD Objectives describe specific initiatives intended to achieve the RSCCD Goals that require collaboration and coordination among District Services and college administrators, faculty, and staff. The initiatives developed at each site that contribute to the achievement of the RSCCD Goals are documented in college planning documents and in the District Services Planning Portfolios.

Since the term of the RSCCD Strategic Plan is three years, there will be three RSCCD Strategic Plans developed under the umbrella of the *Rancho Santiago Community College District 2013 Comprehensive Master Plan*:

*RSCCD Strategic Plan 2013 – 2016*

*RSCCD Strategic Plan 2016 – 2019*

*RSCCD Strategic Plan 2019 – 2022*

The primary components of the *RSCCD Strategic Plan 2013- 2016* are described below.

- **RSCCD Goals** are broad statements that articulate how RSCCD intends to address current and anticipated challenges.
- **RSCCD Objectives** describe more specifically those initiatives intended to achieve the RSCCD Goals that require collaboration and coordination among District Services and college administrators, faculty and staff.
- **Responsible Party** identifies the individual(s) assigned to launch, oversee, and complete one of the RSCCD Objectives. The responsible individual(s) may complete the RSCCD Objective or may collaborate with others to complete the RSCCD Objective. The assignment of a responsible party is essential for accountability.
- **Timeline** identifies the target date for the completion of the RSCCD Objective.



## Process for Developing the RSCCD Strategic Plan

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### February 2013, 2016, 2019

The District Council appoints an RSCCD Strategic Plan Workgroup to prepare the *RSCCD Strategic Plan 2013 – 2016 (or 2016 – 2019 or 2019 - 2022)*.

### March 2013, 2016, 2019

The RSCCD Strategic Plan Workgroup reviews the RSCCD Goals in the *Rancho Santiago Community College District 2013 Comprehensive Master Plan* and progress on the RSCCD Objectives in the most recent *Progress Report on the RSCCD Comprehensive Master Plan*. Based on this review, the RSCCD Strategic Plan Workgroup develops RSCCD Objectives and the corresponding Responsible Parties and Timelines for the next three years.

### April 2013, 2016, 2019

The RSCCD Strategic Plan Workgroup distributes the draft *RSCCD Strategic Plan 2013 – 2016 (or 2016 – 2019 or 2019 - 2022)* across the district for review and input.

The RSCCD Strategic Plan Workgroup uses the feedback from this district-wide review to prepare the final *Rancho Santiago Community College District-wide Strategic Plan 2013 – 2016 (or 2016 – 2019 or 2019 - 2022)* and forwards the final draft to the District Council.

Members of District Council distribute the final draft of the *Rancho Santiago Community College District-wide Strategic Plan 2013 – 2016 (or 2016 – 2019 or 2019 - 2022)* to their constituents for review and input.

The District Council considers the constituents' recommendations, integrates feedback as warranted, and makes a recommendation to the Chancellor.

If the Chancellor approves of the final document, the *RSCCD Strategic Plan 2013 – 2016 (or 2016 – 2019 or 2019 - 2022)* is presented to the Board of Trustees. If the Chancellor does not approve, collaboration and compromise continues until he/she approves.

The *RSCCD Strategic Plan 2013 – 2016 (or 2016 – 2019 or 2019 - 2022)* is implemented beginning in the subsequent fall semester.



## Resource Allocation

Resource allocations align with the RSCCD Mission Statement and link RSCCD Goals and RSCCD Objectives to the resources needed to accomplish these institutional goals. (Standard I.B.3., Standard I.B.4., Standard III.D.3.)

Generally speaking, the goals and objectives at both district and college levels reflect the district's commitment to its mission. Therefore, the purpose of resource allocations is to fund the programs and services that both directly and indirectly promote student success.

The budget development process begins with the development of budget assumptions. The budget assumptions are the foundation for the budget development process and guide the allocation of resources. Information from a variety of sources is considered in the development of the budget assumptions, including but not limited to:

- RSCCD Goals and RSCCD Objectives;
- Priorities identified by the district's participatory governance committees that have been vetted and approved by the District Council;
- A review of the effectiveness of the prior year's resource allocations;
- Maintenance of appropriate reserves for contingencies and economic uncertainties;
- Mandates from external agencies; and
- Plans for payment of liabilities and future obligations, such as retiree health benefits, STRS, and PERS.

Budget assumptions are categorized into the following three types: general, revenue, and expenditure. General assumptions describe broad agreements, such as the revenue allocation model and the level of the reserve. Revenue assumptions summarize the current status of anticipated revenue, such as cost-of-living adjustments, growth and state apportionment. Expenditure assumptions provide projected costs of contractual agreements and required budget reductions if any.

RSCCD's three budget centers are Santa Ana College, Santiago Canyon College, and District Services. These entities have the autonomy and responsibility to provide appropriate programs and services that support achievement of the RSCCD Goals and RSCCD Objectives as well as

their respective institutional goals, objectives, and initiatives.

The RSCCD Revenue Allocation Model is patterned after the community college funding protocols established in SB 361. Revenue is allocated to the colleges based upon these parameters except for an allocation to support centralized services. Any proposed changes to the allocation for district-wide services is reviewed by the Fiscal Resources Committee and recommended to the District Council and Chancellor.

Beyond the expenditures determined through district-wide collaboration, each budget center develops individual budgets for expenditures from general fund and categorical revenue in the following categories:

- Salaries and benefits as determined by union contracts;
- Supplies and materials;
- Services and other operating expenses, such as travel;
- Capital outlay, such as equipment; and
- Maintenance.

Planning is linked to resource allocations in the following ways:

1. Each budget center (Santa Ana College, Santiago Canyon College, and District Services) has developed unique planning processes. Each set of these processes are designed so that RSCCD Goals are the basis for site planning and that the resulting plans are the basis for resource allocations within that budget center. For example, District Services relies on the RSCCD Goals to justify any requests for funding forwarded through the District Services Planning Portfolios.
2. The five district committees (Planning and Organizational Effectiveness Committee, Fiscal Resources Committee, Human Resources Committee, Physical Resources Committee, and Technology Advisory Group) provide specific recommendations for resource allocations. These Budget Modification Recommendations describe initiatives that require additional, decreased, or reallocated funding and are submitted to District Council for consideration during development of the tentative budget.





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The Budget Modification Recommendation form requires the committee to justify the modification by describing how it will contribute to the achievement of RSCCD Goals and RSCCD Objectives.

3. Once funding recommendations are received from the five district committees, District Council is responsible for ensuring that resources are allocated to initiatives that contribute to the achievement of RSCCD Goals and RSCCD Objectives. To make this link between planning and resource allocation transparent, District Council uses a Budget Modification Rubric to prioritize each Budget Modification Recommendation based on the extent to which it is aligned with current RSCCD Goals and RSCCD Objectives and/or is justified by health or safety concerns. District Council then assigns the Chancellor's Cabinet to review and recommend the source and use of funds for the prioritized recommendations, including contributions from the other budget centers and/or the re-allocation of funds. District Council reviews and acts on the proposal.
4. To provide the opportunity for Board oversight of the RSCCD Goals, when the tentative and final budgets are presented to the Board each June, the presentation includes a review of the RSCCD Mission Statement and the RSCCD Goals as well as the identification of specific budget items that directly relate RSCCD Goals and RSCCD Objectives where appropriate.

## Process for Allocating Resources

### January

Board of Trustees and District Council review the Governor's proposed state budget.

Fiscal Resources Committee draft general and revenue budget assumptions and forward these to the District Council for review and input.

Through the spring, the Fiscal Resources Committee monitors changes in the forecasts for state allocations and revises the general and revenue budget assumptions as warranted. Any changes are submitted to the District Council for review and input.

### February

Board of Trustees' annual planning meeting includes a review and discussion of progress toward achieving RSCCD Goals, data on the 12 Measures of Success, and other assessments.

### March – April

Budget Centers receive tentative revenue allocations for the coming fiscal year based on the RSCCD Revenue Allocation Model and develop a tentative budget for that site.

### April

The five district committees (Planning and Organizational Effectiveness Committee, Fiscal Resources Committee, Human Resources Committee, Physical Resources Committee, and Technology Advisory Group) provide draft expenditure assumptions as well as complete Budget Modification Recommendations for initiatives that require additional resources. The Budget Modification Recommendation form requires the committee to justify the recommendation by describing how the initiative will contribute to the achievement of RSCCD Goals and RSCCD Objectives.

The five district committees submit the Budget Modification Recommendations to District Council.

### May

Co-chairs of the Fiscal Resources Committee revise the draft tentative budget and the revenue budget assumptions as needed based on changes to the proposed state budget and submit the revised tentative budget to District Council.

District Council revises the tentative budget as needed following their review of (i) the Governor's changes to the proposed state budget, (ii) revisions to the revenue budget assumptions if any, and (iii) the draft expenditure budget assumptions and (iv) Budget Modification Recommendations. District Council prioritizes the Budget Modification Recommendations using the Budget Modification Rubric. Highest priority is given to Budget Modification Recommendations that are linked to RSCCD Goals and RSCCD Objectives.



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### **June**

The tentative budget is presented to the Board of Trustees for approval. The presentation includes a review of the RSCCD Mission Statement and the RSCCD Goals as well as the identification of specific budget items that directly relate RSCCD Goals and RSCCD Objectives where appropriate.



### **July - August**

District Council reviews changes that impact the tentative budget and recommends revisions to the proposed budget as warranted.



### **September**

The Vice Chancellor of Business Operations and Fiscal Services prepares the final budget as determined by District Council and directed by the Chancellor.

The final budget is presented to the Board of Trustees for approval. The presentation includes a review of the RSCCD Mission Statement and the RSCCD Goals as well as identifying specific budget items that directly relate to RSCCD Goals and RSCCD Objectives.



## Plan Implementation

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Through the development of the RSCCD Strategic Plan, an individual is assigned responsibility for completing or overseeing the completion of each RSCCD Objective. This responsible party may complete the RSCCD Objective or may collaborate with others to complete the RSCCD Objective.

To ensure implementation of the identified activities that will move RSCCD toward accomplishment of the RSCCD Goals, responsible parties shall:

- Manage the timelines for the District Objective(s);
- Develop appropriate processes to complete the RSCCD Objective(s);
- Identify and address funding needs by submitting the request and rationale to the Planning and Organizational Effectiveness Committee;

- Provide data and other types of evidence to assess the levels of success following plan implementation; and
- Document the activities and outcomes to contribute to the preparation of the annual *Progress Report on the District Comprehensive Master Plan*.

Given that the timelines and processes for plan implementation differ for each RSCCD Objective, there is not a single process chart and timeline that describes the steps in this component of the Planning Design.

## Progress Report on the Comprehensive Master Plan

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A progress report is produced annually to inform the internal community about movement toward achievement of the RSCCD Goals. The *Progress Report on the District Comprehensive Master Plan* is an essential accountability tool in the RSCCD Planning Design because it reinforces and sustains a district-wide dialogue on its long-term and short-term goals. (Standard I.B.1., Standard I.B.4., Standard I.B.5.)

Three tasks will be accomplished through the development of this progress report:

- Consolidate information about the tasks that have been completed by all RSCCD entities related to RSCCD Goals;

- Analyze those outcomes in terms of their effectiveness in moving RSCCD toward achievement of the RSCCD Goals; and
- Edit or augment RSCCD Objectives for the coming year as needed based on the outcomes of the current year's work.

The *Progress Report on the District Comprehensive Master Plan* is prepared in late spring each year to describe the prior year's activities related to the RSCCD Goals and distributed each fall. This document is a key assessment tool in spring planning meetings including the Board of Trustees' February planning retreat.



## Process for Assessing Progress on RSCCD Goals

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### April

The Planning and Organizational Effectiveness Committee develop or revise the template for the annual *Progress Report on the RSCCD Comprehensive Master Plan*.

### May

The Planning and Organizational Effectiveness Committee calls for:

- Responsible parties identified in the RSCCD Strategic Plan to report on their progress in completing the RSCCD Objectives assigned to them and
- Colleges to report and evaluate the outcomes of activities undertaken to contribute to achievement of the RSCCD Goals.

### June

The reports are consolidated by the Co-chairs of the Planning and Organizational Effectiveness Committee to create a draft *Progress Report on the RSCCD Comprehensive Master Plan* that includes the reports of progress as well as an analysis of the effectiveness of the activities in fulfilling the RSCCD Goals.

The Planning and Organizational Effectiveness Committee reviews the draft *Progress Report on the RSCCD Comprehensive Master Plan* and provides input. The Co-chairs of the Planning and Organizational Effectiveness Committee revise the document as warranted based on the input.

### July - August

The Co-chairs of the Planning and Organizational Effectiveness Committee present the draft *Progress Report on the RSCCD Comprehensive Master Plan* to District Council for review and input. Suggested changes are incorporated as warranted to finalize the document.

The Chancellor presents the final *Progress Report on the RSCCD Comprehensive Master Plan* to the Board of Trustees for information.

The annual *Progress Report on the RSCCD Comprehensive Master Plan* is distributed as appropriate to both internal and external constituencies online and/or in print.



## Assessment of Planning and Decision-Making Processes

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RSCCD routinely assesses its planning and decision-making processes and makes revisions in these processes in a cycle of continuous quality improvement. (Standard I.B.6., Standard IV.A.5.)

A formal assessment of planning and decision-making processes is conducted every three years. The assessment includes gathering district-wide input and using that feedback to prepare an assessment report that is submitted to the District Council. District Council reviews the assessment report and recommends revisions to planning and/or decision-making processes as warranted by the assessment. The Chancellor considers the recommendation and approved changes are documented with revisions to the *Rancho Santiago Community College District Planning Design Manual*.

In addition to this formal assessment, the current version of the *Rancho Santiago Community College District Planning Design Manual* is reviewed and updated annually by the Co-chairs of the Planning and Organizational Effectiveness Committee to capture minor changes in descriptions, timelines, or processes.



# Process for Assessing Planning and Decision-making Processes

## September 2015 and 2018

District Council convenes a Planning and Decision-Making Processes Workgroup.

The Planning and Decision-Making Processes Workgroup develops a mechanism for soliciting feedback on the components of the district-level planning design and decision-making processes from the groups and individuals who are directly involved in implementing district-level planning and decision-making. The workgroup presents this process to District Council.

## October 2015 and 2018

Feedback from District Council about the process for soliciting feedback is incorporated into the process and the Planning and Decision-Making Processes Workgroup implements the process.

## November – December 2015 and 2018

The Planning and Decision-Making Processes Workgroup considers the feedback from the groups and individuals who are directly involved in implementing district-level planning and decision-making processes and prepares a Planning and Decision-making Processes Assessment Report. This report may include recommended changes to the planning and/or decision-making processes.

The Planning and Decision-Making Process Workgroup forwards the Planning and Decision-making Processes Assessment Report to District Council for review and input.

The Planning and Decision-Making Process Workgroup incorporates the feedback as warranted and forwards the Planning and Decision-making Processes Assessment Report to the Chancellor.

## February 2016 and 2019

The Chancellor reviews the Planning and Decision-making Processes Assessment Report with District Council and determines which changes, if any, will be made to district-level planning and/or decision-making processes.

The Chancellor prepares an information report describing this assessment and the resulting changes to planning and/or decision-making processes, if any, for the Board of Trustees. This report is also distributed district-wide.

The Co-chairs of the Planning and Organizational Effectiveness Committee prepare an updated version of the *Rancho Santiago Community College District Planning Design Manual* to incorporate any approved changes to district-level planning and decision-making processes.





## Appendix 1: Timeline for Key Planning and Assessment Activities

ACTIVITY	2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		
	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	Spr	Fall	
<b>Review Mission Statement</b>																					
<b>Develop Strategic Plan</b>																					
<b>Assess Progress on RSCCD Goals</b>																					
<b>Assess Planning &amp; Decision-making Processes</b>																					
<b>Prepare District Services Planning Portfolios</b>																					
<b>Develop Comprehensive Master Plan</b>																					



## Appendix 2: District Services Planning Portfolio

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The District Services Planning Portfolio is the program review process for centralized services. The purpose of this process is to analyze and track the efforts of each District Service to continually improve the quality of the services provided to the colleges and to other District Services. (Standard I.B.5., Standard III.A.6., Standard III.B.2.b., Standard III.C.2., Standard III.D.3.)

District Services Planning Portfolios are designed to serve these purposes:

- Document the unique service initiatives for each District Service;
- Align and document strategies for achieving RSCCD Goals and RSCCD Objectives;
- Collect and analyze data on District Services performance;
- Provide an objective foundation for budget, staff, facilities, professional development, and other funding requests; and
- Demonstrate compliance with accreditation standards.

District Services Planning Portfolios are prepared every other year. To provide data for the analysis required by these planning portfolios, satisfaction surveys are distributed district-wide every other year requesting feedback on District Services. In the year between the preparations of comprehensive District Services Planning Portfolios, each District Service prepares an update of progress on the service initiatives undertaken to correct a weakness or work toward achievement of a RSCCD Goal or RSCCD Objective. Both the comprehensive District Services Planning Portfolios and the annual updates of progress are submitted to the Planning and Organizational Effectiveness Committee for their review and input.

This program review process is designed to lead to continuous quality improvement and therefore includes a cycle of data collection, analysis of strengths and weaknesses, development and implementation of strategies to remedy weaknesses, and re-evaluation. The steps are:

1. Describe the services provided by the District Service
  - Organizational Chart
  - Functions
  - Budget, including grants
2. Analysis of quantitative and qualitative data that reflect the services' strengths and weaknesses
  - Outcome of prior year's service initiatives
  - Results of the most recent satisfaction survey
  - Data recorded by the District Service, such as snapshots of time to complete tasks, etc.
3. Develop Service Initiatives for the coming year to (a) sustain or improve the services provided, (b) address a weakness identified through the data analysis, and (c) contribute to the achievement of RSCCD Goals and RSCCD Objectives.
4. Implement the Services Initiatives.
5. Assess the impact of the strategies.

The final step of assessment is the starting point for the development of the next year's District Services Administrative Review.

The District Services that complete a planning portfolio every other year are:

- Auxiliary Services
- Chancellor's Office
- Child Development Services
- Economic/Workforce Development
- Facilities Planning Services
- Fiscal Services
- Human Resources/Risk Management
- Information Technology Services
- Public Affairs/Publications
- Research
- Resource Development
- Safety

Resources are allocated to District Services through the RSCCD Revenue Allocation Model that is patterned after the community college funding protocols established in SB 361. Revenue is allocated to the colleges based on these parameters included in SB 361 except for an allocation to support centralized services.

There are two processes for changes to the allocation for District Services.

- Proposed changes to the proportion of the revenue allocated for District Services is reviewed by the Fiscal Resources Committee and recommended to the District Council and Chancellor.
- Specific revenue requests related to a Service Initiative presented in a District Services Planning Portfolio are submitted to the Planning and Organizational Effectiveness Committee. The Planning and Organizational Committee considers the request and the rationale presented in the District Services Planning Portfolio and prioritizes this request for consideration by the District Council. (See the "Process for Allocating Resources" timeline in this manual.)



## Process for Preparing District Services Planning Portfolios

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### **September 2013, 2015, 2017, and 2019**

District Services gathers data as needed to document progress on the previous Service Initiatives as well as feedback from the satisfaction survey. This information will be compiled into a District Services Operational Review.

The appropriate district-level administrator drafts the District Services Planning Portfolio for the area(s) under his/her supervision. Refer to the accompanying narrative for the template of the District Services Planning Portfolio.

### **October 2013, 2015, 2017, and 2019**

The administrator shares the draft District Services Planning Portfolio with other members of the unit and creates venues for discussion of the draft. The administrators revise the draft District Services Planning Portfolios based on the feedback as warranted.

### **November 2013, 2015, 2017, and 2019**

The District Services Planning Portfolios are submitted to the Planning and Organizational Effectiveness Committee for review. Funding requests, if any, are prioritized by the Planning and Organizational Effectiveness Committee and submitted to District Council.



## Appendix 3: District-level Participatory Governance Committees

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The Rancho Santiago Community College District is committed to relying on the professional expertise and perspectives of employees across the district to build and maintain vibrant and collaborative decision-making processes. These committee members are united by a shared ambition to provide students with excellent instructional programs and services.

Each member who serves on a RSCCD participatory governance committee represents a specific constituent group. Therefore, committee members are responsible for:

1. Voicing the perspectives of the constituent group in the discussions and
2. Providing feedback about the committees' deliberations to colleagues.

The following table presents the responsibilities and membership of the six district-level participatory governance committees. The District Council will review the membership of these committees annually and make adjustments as needed.



Committee	Responsibilities	Membership
District Council	<p>Provide advice to the Chancellor on district issues</p> <p>Review and act on recommendations from the five district-level participatory governance committees including recommended funding priorities and the annual <i>Progress Report on the RSCCD Comprehensive Master Plan</i></p> <p>Ensure district-wide involvement in the development of all district-level planning</p> <p>Review and monitor budget assumptions and budget information</p> <p>Review and recommend approval of the tentative and final budgets contingent on the alignment of tentative and final budgets with budget assumptions and RSCCD Goals</p> <p>Collaborate with the Chancellor to review the District Mission Statement, solicit district-wide input, and recommend revisions as warranted</p> <p>Oversee the work of the Planning and Organizational Effectiveness Committee to develop and monitor implementation of the <i>RSCCD Comprehensive Master Plan</i> and the <i>RSCCD Strategic Plan</i></p> <p>Appoint and oversee the work of the RSCCD Strategic Plan Workgroup and the Planning and Decision-Making Processes Workgroup</p> <p>Review recommended modifications to policies and procedures prior to consideration by Board of Trustees</p> <p>Evaluate recommended changes to delineation of College/District functions</p> <p>Review Board of Trustees agenda</p>	<ul style="list-style-type: none"> <li>• Chancellor</li> <li>• Executive Vice Chancellor, Human Resources &amp; Educational Services</li> <li>• Vice Chancellor, Business Operations &amp; Fiscal Services</li> <li>• President, Santa Ana College</li> <li>• President, Santiago Canyon College</li> <li>• Academic Senate President, Santa Ana College</li> <li>• Academic Senate President, Santiago Canyon College</li> <li>• CSEA President</li> <li>• Associated Student Government President, Santa Ana College</li> <li>• Associated Student Government President, Santiago Canyon College</li> <li>• Co-chair, Fiscal Resources Committee (faculty)</li> <li>• Co-chair, Human Resources Committee (classified)</li> <li>• Co-chair, Physical Resources Committee (classified)</li> <li>• Co-chair, Planning &amp; Organizational Effectiveness Committee (faculty)</li> <li>• Co-chair, Technology Advisory Group (faculty)</li> </ul>

Committee	Responsibilities	Membership
Fiscal Resources	<p>Review and evaluate the RSCCD revenue allocation model</p> <p>Monitor state budget development and recommend mid-year adjustments to the budget assumptions and budgets as needed</p> <p>Develop assumptions for tentative and adopted budgets</p> <p>Develop RSCCD budget process calendar</p> <p>Review enrollment management and develop annual FTES targets</p> <p>Assess effective use of financial resources</p> <p>Review and evaluate financial management processes</p>	<ul style="list-style-type: none"> <li>• Vice Chancellor, Business Operations &amp; Fiscal Services (chair)</li> <li>• Assistant Vice Chancellor, Fiscal Services</li> <li>• Administrator appointed by Santa Ana College President</li> <li>• Administrator appointed by Santiago Canyon College President</li> <li>• Two faculty members appointed by each Academic Senate, Santa Ana College &amp; Santiago Canyon College</li> <li>• A faculty member appointed by FARSCCD</li> <li>• Three Classified representatives appointed by CSEA (District Office, Santa Ana College &amp; Santiago Canyon College)</li> <li>• One of the faculty representatives shall serve as committee co-chair</li> </ul>



Committee	Responsibilities	Membership
Human Resources	<p>Evaluate the effective use of human resources</p> <p>Review human resources policies and procedures and recommends changes</p> <p>Evaluate workplace safety and emergency preparedness plans and procedures</p> <p>Evaluate policies and procedures related to employment equity</p> <p>Monitor diversity of RSCCD employees</p> <p>Monitor compliance using human resources metrics such as:</p> <ul style="list-style-type: none"> <li>• Full-time/Part-time Faculty ratio</li> <li>• Full-time Faculty Obligation</li> <li>• Classified staffing ratios</li> <li>• Turnover ratios and recruitment activities</li> </ul> <p>Develop recommendations to ensure ongoing compliance with human resources requirements</p> <p>Plan and evaluate professional development activities</p>	<ul style="list-style-type: none"> <li>• Executive Vice Chancellor, Human Resources &amp; Educational Services (chair)</li> <li>• Assistant Vice Chancellor, Human Resources</li> <li>• District Services Office Manager appointed by Chancellor</li> <li>• Administrator appointed by Santa Ana College President</li> <li>• Administrator appointed by Santiago Canyon College President</li> <li>• Two faculty members appointed by each Academic Senate, Santa Ana College &amp; Santiago Canyon College</li> <li>• A faculty member appointed by FARSCCD</li> <li>• Three Classified representatives appointed by CSEA (District Office, Santa Ana College &amp; Santiago Canyon College)</li> <li>• One of the classified representatives shall serve as committee co-chair</li> </ul>

Committee	Responsibilities	Membership
Physical Resources	<p>Review plans related to district physical resources including facilities, equipment, land and other assets</p> <p>Assess the effective use of physical resources</p> <p>Review:</p> <ul style="list-style-type: none"> <li>• Five-year facilities plan</li> <li>• State capital outlay projects</li> <li>• Local bond projects</li> <li>• Scheduled maintenance plans and activities</li> <li>• Hazardous mitigation programs</li> <li>• Facility master plans</li> <li>• Ancillary costs related to new construction</li> </ul>	<ul style="list-style-type: none"> <li>• Vice Chancellor, Business Operations &amp; Fiscal Services</li> <li>• Assistant Vice Chancellor, Facility Planning</li> <li>• Administrator appointed by Santa Ana College President</li> <li>• Administrator appointed by Santiago Canyon College President</li> <li>• Two faculty members appointed by each Academic Senate, Santa Ana College &amp; Santiago Canyon College</li> <li>• Three Classified representatives appointed by CSEA (District Office, Santa Ana College &amp; Santiago Canyon College)</li> <li>• One of the classified representatives shall serve as committee co-chair</li> </ul>





Committee	Responsibilities	Membership
<p>Planning and Organizational Effectiveness</p>	<p>Develop and monitor implementation of the RSCCD Comprehensive Master Plan and the RSCCD Strategic Plan</p> <p>Ensure that District planning processes follow the processes and timelines outlined in the RSCCD Planning Design Manual</p> <p>Provide leadership for coordination of district and college planning activities</p> <p>Prepare the annual Progress Report on the RSCCD Comprehensive Master Plan</p> <p>Coordinate data to be presented at annual Board of Trustees planning activity</p> <p>Coordinate accreditation activities between colleges and District Services including the delineation of District/College Functions</p> <p>Review institutional research activities and results</p> <p>Review resource development initiatives</p>	<ul style="list-style-type: none"> <li>• Executive Vice Chancellor, Human Resources &amp; Educational Services (chair)</li> <li>• Assistant Vice Chancellor, Educational Services</li> <li>• RSCCD Director of Research</li> <li>• Vice President, Academic Affairs, Santa Ana College</li> <li>• Vice President, Academic Affairs, Santiago Canyon College</li> <li>• Institutional Effectiveness Coordinator, Santa Ana College</li> <li>• Assistant Dean of Institutional Effectiveness &amp; Assessment, Santiago Canyon College</li> <li>• Two faculty members appointed by each Academic Senate, Santa Ana College &amp; Santiago Canyon College</li> <li>• A faculty member appointed by FARSCCD</li> <li>• Three Classified representatives appointed by CSEA (District Office, Santa Ana College &amp; Santiago Canyon College)</li> <li>• One of the faculty representatives shall serve as committee co-chair</li> </ul>

Committee	Responsibilities	Membership
Technology Advisory Group	<p>Develop and evaluate RSCCD and college technology plans</p> <p>Assess the effective use of technology resources</p> <p>Develop and evaluate hardware and software standards</p> <p>Review and evaluate hardware replacement cycle</p> <p>Develop recommendations regarding equipment, staffing, and training needs related to the use of technology</p>	<ul style="list-style-type: none"> <li>• Assistant Vice Chancellor of Information Technology Services</li> <li>• Administrator appointed by Santa Ana College President</li> <li>• Administrator appointed by Santiago Canyon College President</li> <li>• Two faculty members appointed by each Academic Senate, Santa Ana College &amp; Santiago Canyon College</li> <li>• Three Classified representatives appointed by CSEA (District Office, Santa Ana College &amp; Santiago Canyon College)</li> <li>• One of the faculty representatives shall serve as committee co-chair</li> </ul>





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