

Planning Summary

Over the past six years, the college has made progress in its planning efforts for the institution. As the standard subcommittees prepared the self study, the committees identified areas for improvement and recommended plans to address the concerns. The Accreditation Steering Committee directed the committees to look at the standard in its entirety when they began to identify plans for the future. To ensure that the college supported these plans, the Steering Committee circulated the planning agendas to the major campus constituencies, including the President's Cabinet, for discussion and feedback. Based on the feedback, the Steering Committee modified some plans and added others. In reviewing the plans, the college has identified several themes.

Planning – These planning agendas strengthen the college's planning process and include the dissemination of the plans and the progress toward goals.

- Develop a review cycle for the mission statement to guarantee that, as the community changes, the college remains responsive to its needs. (1.4)
- Design a comprehensive system that links all evaluation activities and integrates annual reports, program reviews, Chancellor's Office reports, and site visits. (3A.4)
- Utilize and respond to student opinion data in the planning process. (5.4)
- Develop a strategic recruitment plan. (7D.2)
- Improve the linkage between program planning, budgeting, and facilities development. (8.5)
- Develop a plan to ensure the maintenance of the equipment inventory system. (8.4)
- Develop institutional priorities, based on the goals of the master plan in order to guide the general budget development process each year. (9A.1)
- Plan the conversion of appropriate classrooms on campus to multimedia classrooms. (6.1)
- Develop a staffing plan in all labs to provide assistance to students and faculty in the use of technology. (6.1, 6.2)
- Reconcile the criteria used by the Budget Development Committee with the institutional goals of the master plan. (9A.1)
- Establish close communication and coordination among campus departments whenever modifications and adjustments to the integrated data system are proposed. (6.7)
- Complete the implementation of a new data warehouse to facilitate the college's ability to provide timely information. (3A.2)
- Ensure that all major decisions are made in the context of both the mission statement and Educational Master Plan. (1.3)

- Establish a process to communicate the progress of accomplishment of institutional goals toward the achievement of the mission. (1.1)
- Develop a method of communicating institutional effectiveness measures to the campus and public. (3A.3, 3C.1, 3C.2)
- Design a process to provide reports and documentation regarding campus plans and progress to the staff, faculty, and community. (3C.2)
- Design a mechanism to publish and distribute college goals and objectives each year, assess progress toward meeting these objectives at the end of the year, and report on progress at the beginning of the next year. (10B.1)

Assessment – These planning agendas highlight the areas the college needs to address to improve the evaluation process of services and assess outcomes.

- Assess program review processes and revise, as needed, to ensure that the review process provides relevant and timely information to assist areas to improve programs and services. (3A.4)
- Redesign the instructional program review process to eliminate the current deficiencies and ensure it is linked to the planning process. (4D.1)
- Reach consensus on a limited number of key performance indicators in order to focus planning and evaluation efforts. (3A.4)
- Monitor the assessment process to assure proper placement of students and improve student success and retention. (5.5)
- Create a culture of evidence in which assessment results are utilized to improve programs and services. (5.10)
- Evaluate the effectiveness of electronic communication in the delivery of online or virtual counseling and determine a direction in which the college will proceed. (5.3, 5.6)
- Design a process for assessing the demonstrated achievement of learning outcomes, other than course completion. (4B.3)
- Review the structure and function of the Budget Development Committee taking into account the recommendations generated from the Linking Planning to Budget Retreat. (9A.4, 9A.5)
- Review current grading standards and develop minimum competencies in English and mathematics courses. (4B.5)

Staff Development – These planning agendas propose actions that will enhance staff development and develop new skills to improve teaching and services.

- Ensure that all managers and program coordinators develop expertise in writing goals and measurable objectives using key performance indicators. (3A.4)
- Coordinate staff development activities to inform campus constituents of progress achieved toward goals and provide the opportunity for input to the establishment of new goals. (3A.3, 3B.2, 3B.3)
- Develop a faculty training program for online instruction that provides consistency and periodic updates. (4D.7)
- Offer on a continual basis diversity training to faculty and staff and provide students the opportunity to understand the diversity represented by our student population. (5.7)
- Ensure that all campus users are trained to utilize the full potential of the integrated data system. (6.7)
- Ensure that all new employees are participants in a formal orientation program designed to meet their specific needs. (7C.1)
- Improve the evaluation process for all employees and communicate consequences for not evaluating staff in a timely manner. (7B.2)
- Develop in-depth training to assist administrators and supervisors in addressing subordinates' performance deficiencies in a proactive manner. (7B.2)
- Institute a training program for all employees that consists of a specified amount of required professional development/training every year to ensure that the skills of ECC employees remain current. (7C.1)
- Address technology training on the individual "skills" level and the application within the job and the classroom. (7C.2)
- Expand the staff development program to ensure that all employees are trained to assist in the event of an emergency. (8.3)
- Improve communication of all pertinent policies for faculty and revise faculty orientations to incorporate a discussion on these policies. (2.3)
- Design a process to disseminate information, when policies and procedures are modified so that all handbooks, publications, and web sites are kept current. (2.4)
- Explore the development of a classified employee handbook. (2.4)

Curriculum – These planning agendas urge the college to investigate alternatives to the teaching-learning process to increase student success.

- Expand and market the college’s range of delivery systems and modes of instruction, such as learning communities. (4D.5)
- Develop a plan for incorporating into the curriculum a variety of instructional delivery methods that are specifically designed to meet the needs of the college’s very diverse developmental student population. (4D.5)
- Explore the feasibility of offering electronically delivered degree programs. (4D.7)

Financial Resources – These planning agendas urge the college to explore options to secure funding to address both infrastructure and service needs.

- Pursue external funding for capital replacement and renovation and seek alternate funding sources to address facility needs. (8.1)
- Secure funds to remove barriers affecting access to college services. (8.3)
- Develop a plan for equipment replacement that considers both emerging and deferred needs and ensure that adequate funding is allocated. (8.4)
- Explore the feasibility of establishing a base funding for infrastructure renewal projects. (8.5)
- Develop a stable budget for meeting the college’s rapidly changing academic technology needs. (4A.4)
- Budget for ongoing technological needs, such as supplies, upgrades, maintenance, and security of media presentation equipment. (6.5)
- Begin feasibility studies for alternate sources of revenue to fund projects, such as the Facilities Needs Report. (9.A.3)
- Allocate appropriate funds in the program and operational budgets for the division offices to ensure adequate and equitable staffing. (7A.1)
- Expand efforts to increase revenues from sources other than California appropriations. (9A.2)
- Develop a process to provide a sound institutional and fiscal base for programs designed to increase student success and retention. (5.8)
- Develop a stable funding source to maintain adequate book and periodical collections. (6.5)

Student Services and Development – These planning agendas outline enhancements for student services to improve student retention and success.

- Devise a plan providing evening and weekend students with appropriate academic and student support services. (4A.4)
- Develop a plan that addresses the needs of undeclared majors. (4A.5)
- Provide ongoing workshops to educate the faculty in the articulation process. (4D.4)
- Assess the student services needs of evening, weekend, and off-campus students and develop improved methods of delivery. (5.3, 5.6)
- Review the college's co-curricular activities for students in order to enhance their opportunities and explore the need to increase the activities available for evening students. (5.8)
- Create online student support services for registration, classes, tutoring, and research. (6.3)
- Devise a plan to provide equitable student support services during all instructional periods. (6.4)
- Coordinate student tutorial programs and ensure uniformity in training to maximize effectiveness of services. (6.1)
- Enhance the college's web site to include publications, such as the college catalog and student policies, increasing their accessibility to students and the community. (2.1)
- Market aggressively the college's special programs and services. (4A.1)
- Ensure that all policies affecting students are publicized and readily available. (5.2)

Policies/Procedures – These planning agendas identify areas where a need for a process or policy have been identified.

- Develop timelines for the review and revision of major documents, such as the Student Equity Plan, Faculty and Staff Diversity Plan, and handbooks. (2.6, 2.9)
- Establish procedures and guidelines for creating and maintaining college, division, program, and unit web sites. (2.1)
- Develop an academic freedom board policy that addresses the rights and responsibilities of both faculty and students. (2.2)
- Develop and publish a well-defined policy on the transfer of credit for coursework completed at other institutions. (4D.4)
- Develop a process for updating the faculty listing in the college catalog. (7A.4)

- Develop processes to support hiring committees to ensure consistency in employment procedures. (7D.1)
- Design a procedure to ensure that actions undertaken by the Academic Senate are appropriately processed. (10B.8)
- Develop and communicate the criteria for prioritizing facilities modification requests. (8.2)
- Develop processes to support hiring committees to ensure consistency in employment procedures. (7D.1)
- Review and update, as necessary, local minimum qualifications for faculty. (7A.2)

Governance – The planning agendas suggest areas to explore to improve the governance process and increase participation.

- Develop methods to increase faculty participation on collegewide committees. (10B.6, 10B.8)
- Publicize the roles of administrators, faculty, staff, and students in college governance. (10B.5, 10B.6, 10B.9, 10B.10)
- Study the function of division and area councils and strengthen their roles in the governance process. (10B.3)
- Publicize and encourage opportunities for student involvement in campus governance. (5.2, 5.4)
- Revise the Shared Governance Document to reflect current practices. (10B.3)
- Improve communication by publicizing what is available on the college's internal information network (Infonet) and the variety of web sites utilized by key governance committees. (10.B.1)