



May 4, 2021

GOVERNING BOARD REPORT

Palomar College Integrated Planning Overview

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Executive Summary

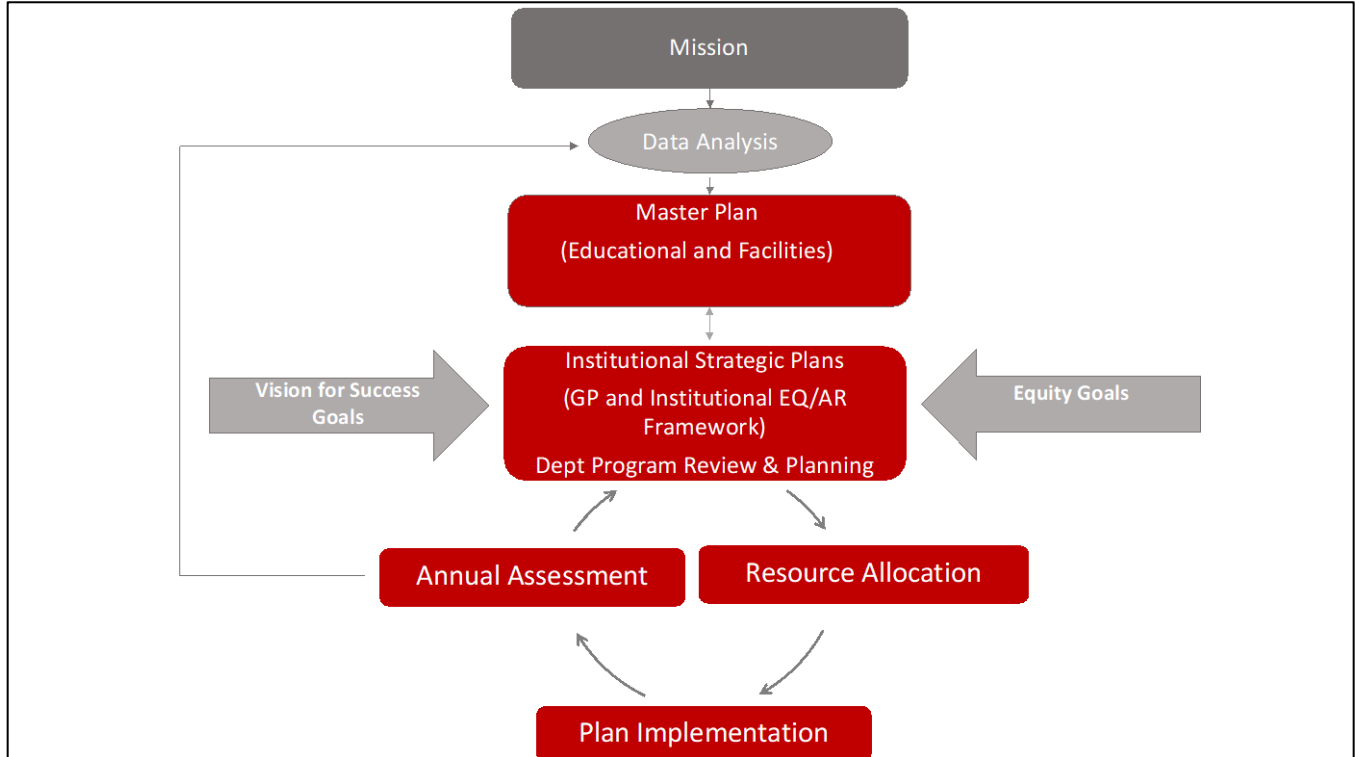
Guided by Board Policy and Administrative Policy 3250 Institutional Planning, Palomar College engages in continuous, broad based, and systematic evaluation and planning through its Integrated Planning and Resource Allocation Models (IPM and RAM). These models were established in 2009, reviewed in 2015, and then updated in Spring 2021 by the Strategic Planning Council (SPC).

On the following page, Figure 1 depicts the IPM. The mission of the College drives all institutional planning. The College creates data-driven long-range plans (Educational and Facilities), medium range plans (Technology and Staffing - not shown in the figure), and short-range strategic and program plans (derived from the departmental Program Review and Planning (PRP) process. This is an annual process that connects resource allocation and budget to plan implementation. Through this annual process, priorities identified throughout the various plans come together to influence resource allocation and budget development decisions. Annual evaluations examine progress on plans, and goals, objectives, and strategies are updated per the plan's cycle. The model is designed so that information from each planning process flows two ways. For example, the Strategic Plan informs Program Review and Planning and vice versa. Outcomes of Program Review and Planning inform the update and review of the College's strategic plans.

Long-Range and Medium-Range Planning

The College's primary long-range plan is the Educational Master Plan, which is the basis for the development of the Facilities Plan and the complementary medium-range Staffing and Technology plans. The Educational Master Plan and the Facilities Master Plan are fully integrated and together comprise the Master Plan 2022. Through a detailed analysis of the communities served by the College, the Master Plan establishes the College's vision for its future, articulating the configuration of the District, and planned educational programs. The Master Plan is reviewed and evaluated informally each year, formally every six years, and is recast every twelve years by the principal participatory governance council of the College.

Figure 1. Palomar College Integrated Planning Model, 2021.



Master Plan 2022 will sunset in Spring 2022. In Fall 2021, the College will initiate the development of the new plan through its principal participatory governance body. The medium range plans, such as the Staffing and Technology plans, are set on a six-year cycle. However, with the most recent updates, the plans were shifted by one year, otherwise they would have all come due simultaneously. The shift allows for the development of the new Master Plan which will, in turn, inform the development of the Staffing and Technology plans.

Short-Range Planning

The Strategic Plan of the College is on a three-year cycle of review, evaluation, and reformulation. The Strategic Plan reflects the Mission, Vision, and Values of the College, and establishes the goals and measurable objectives that the College uses to influence institutional resource allocation decisions. It also focuses on institutional effectiveness and ongoing improvement. At present, the College is implementing Strategic Plan 2022. In alignment with BP/AP 3225 Institutional Effectiveness, the Strategic Plan 2022 incorporates our Vision for Success numeric goals and includes objectives intended to help the College meet these targets. The goals and objectives in the Strategic Plan are informed by the Equity Plan and Strategic Enrollment Management plan of the College. As part of the PRP process, programs and units are asked to align their goals and initiatives with the Strategic Plan. The Strategic and other plans incorporate an annual implementation plan, where objectives are reviewed and operationalized for action.

Strategic Plan 2022 will sunset in Spring 2022. As the College reformulates its Master Plan, it will update and recast the new three-year Strategic Plan. At that time, the College will fully integrate its antiracist/equity framework and guided pathways into the structure of the plan.

As described above, the PRP process represents the unit level planning completed at the College. As with the Strategic Plan, the PRP process is set on a three-year cycle where instructional and noninstructional units complete a comprehensive evaluation of the program and develop their three-year plan in year one and then in years two and three updates are provided.

In FY2019-20 the College refined its PRP process to ensure that planning influences resource allocation decisions at the program level. First, the College ensured that all instructional and noninstructional units participated in the PRP process during the Fall semester so that the results can then be used to influence resource allocation decisions that take place in the Spring. Second, the College strengthened the connection of planning to resource allocation by building out a more robust resource request process connected to the PRP. Once units create or update their evaluations and plans, they identify needed resources to implement them. Resource requests include staffing, technology, supplies, equipment, facilities, and other needs such as professional development. In the Spring, based on available budget, the College engages in a staff prioritization process utilizing requests derived from the PRP process and engages in a prioritization process to allocate one-time requests for funds to support unit plans. In addition, all technology and facilities requests are provided to the appropriate review committee to evaluate alignment with the technology and facilities plans of the College, and ensure efficient use of resources. For example, the technology review consists of an examination of technology requests across the College to identify common needs, and ensure that technology purchases do not result in a duplication of resources.

Resource Allocation Model

Figure 2 presents the Resource Allocation Model (RAM) of the College. Moving from right to left, the figure shows how planning priorities are derived from the Strategic Plans and PRPs. This involves an annual prioritization process during which the planning councils and budget committee consider and rank resource requests resulting from college and unit level plans. The RAM also considers the College's upcoming budget through a review of budget assumptions (expected revenue and expected uses). Prioritization of one-time funds and adjustments to budgets are then considered within the context of establishing a budget that aligns revenues and expenditures.

Figure 3 presents the flow of the Resource Allocation Model within the decision-making and participatory governance process of the College. The Strategic Planning Council identifies institutional priorities arising from the College's strategic plans, while at the divisional level (through planning councils and operations) priorities from the PRP process are identified and prioritized. All resource requests are reviewed for funding through various funding sources and the Executive Cabinet develops comprehensive lists. The Budget Committee then reviews the lists and recommends funding in line with the budget assumptions. The final list is reviewed at SPC which advances a recommendation to the Superintendent/President. This process is finalized in the last meeting of SPC and then the cycle begins again the following fall. This year's planning summary will be shared with the board upon the completion of this year's cycle.

Figure 2. Palomar College Resource Allocation Model, 2021

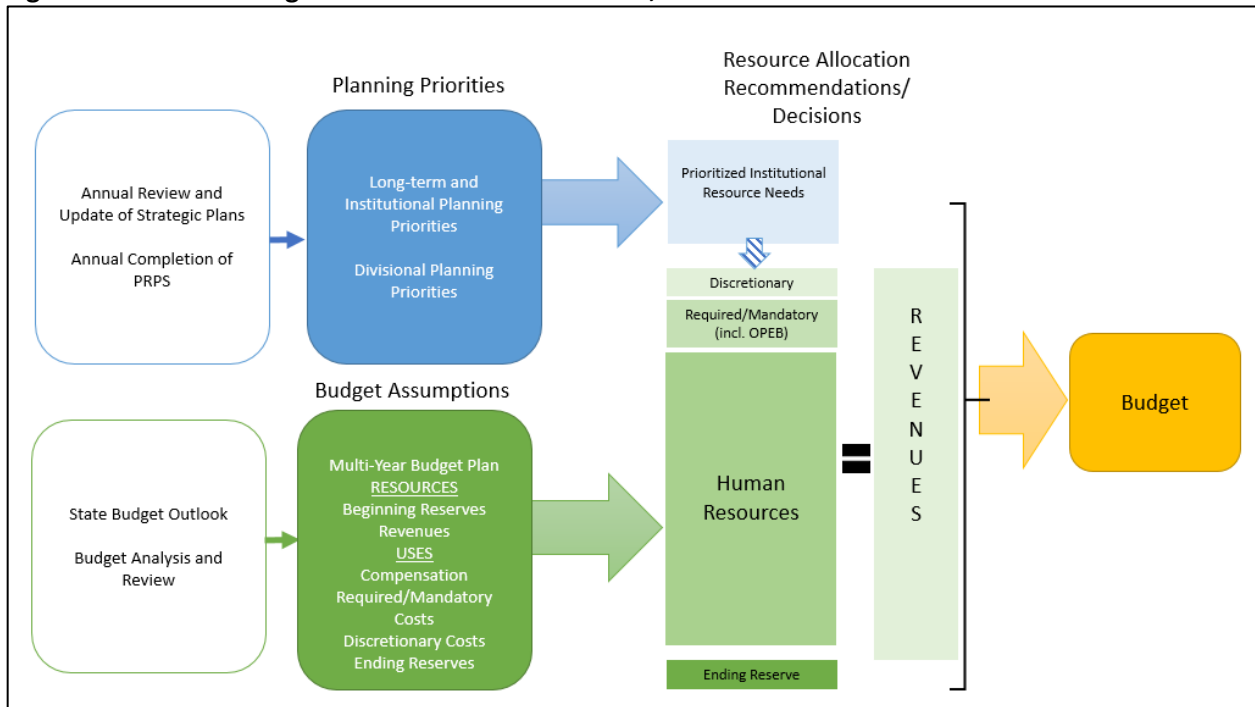


Figure 3. Palomar College Resource Allocation and Decision-Making Model, 2021

