

# CHAPTER THREE: INSTITUTIONAL PLANNING

## Standard Three – Planning and Implementation

Through its Strategic Plan and Core Themes, Shoreline Community College engages in ongoing participatory planning that provides direction for the institution and leads to fulfillment of its mission, accomplishment of its core theme objectives, and achievement of the identified goals or intended outcomes of its programs and services. Our resulting plans reflect the interdependent nature of our operations, functions, and resources in achieving intended results. With many restructures due to annual budget cuts and loss of personnel and programs over the past six years, the College has demonstrated that its infrastructure and planning/implementation processes are sufficiently flexible to address unexpected circumstances with the potential to impact the institution’s capacity to accomplish its core theme objectives and fulfill its mission. In this report, the College demonstrates that its plans are implemented and influence practice, resource allocation, and application of institutional capacity.

Institutional Planning is comprised primarily of Strategic Planning and Core Theme planning. The two processes inform, align and share the themes of Program Excellence and Community Engagement, but they do not duplicate each other. See Figure 3A: Accreditation and Strategic Planning below.

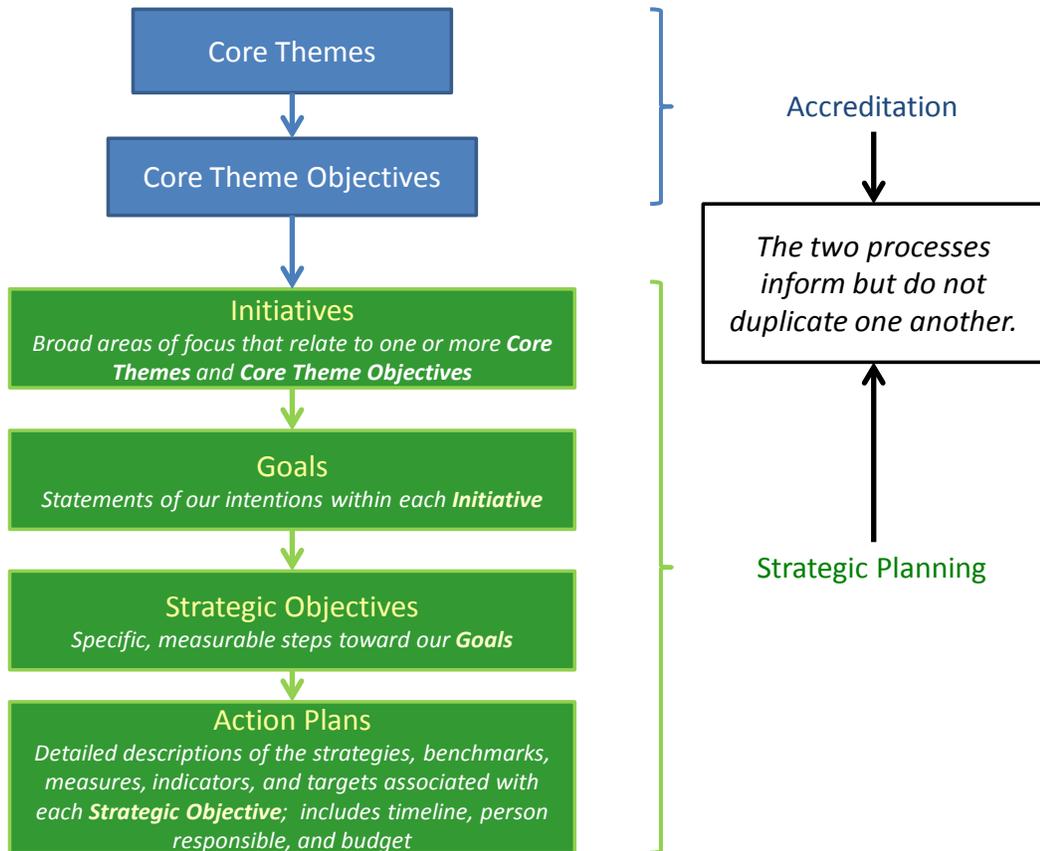


Figure 3A: Accreditation and Strategic Planning

### 3.A. INSTITUTIONAL PLANNING

#### Comprehensive Planning Process, Implementation, Input and Constituencies

Shoreline Community College develops and implements several types of institutional plans that address the entire college community. At SCC planning is accomplished through a number of different processes and groups based upon the focus of the planning, the needed resources and the governance principles of: *joint effort, consideration and inclusion of all constituencies; working under the authority of the President's Office for administrative review and consideration of operational and planning decisions; providing appropriate channels of communication and opportunity for input; and characterized by a spirit of cooperation, shared responsibility and decision-making to the greatest possible extent*, principles cited in the [College Governance Procedural Guidelines](#) Policy #2301.

[College Governance Policy #2301](#) identifies governance at Shoreline Community College as *a shared participatory system in which every member of the college community can influence decisions regarding operational policies and priorities and provide direction for the college. Under this system, the college community shall arrive at appropriate and timely decisions in a manner consistent with the principles of open and honest communication. Students are encouraged to participate in the governance process and are frequently solicited to be on college planning committees. In fact, in light of Core Theme 3: Community Engagement, students report monthly at Board of Trustee meeting and participate on key governance committees such as College Council, Strategic Planning and Budget, etc. (See membership lists for Table 3.A.1. below.)*

**Table 3.A.1. College Planning and Core Theme Planning Infrastructure:** The College addresses strategic planning and core theme planning through its ongoing governance committees, operational committees and task forces to accomplish its goals. The following chart, Table 3.A.1, addresses several standards (Standards 3.A.1, 3.A.2, 3.B.1, 3.B.2) and summarizes the college's planning infrastructure and its relation to our core themes. It demonstrates that College infrastructure supports ongoing, purposeful, systematic, integrated and comprehensive planning that leads to the fulfillment of its mission. **(3.A.1, A.2. & A.3)**

Table 3.A.1 (below) is organized by sections: ongoing governance, college-wide task forces, staff and finally student work groups. Moreover, the chart should demonstrate that our infrastructure aligns with the Core Themes and the institution's comprehensive Strategic Plan. **(3.B.1)**

**TABLE # 3.A 1**  
**COLLEGE PLANNING and CORE THEME PLANNING INFRASTRUCTURE**  
**(Standards 3.A.1, 3.A.2, 3.B.1, 3.B.2)**

<b>ONGOING GOVERNANCE</b>		
<b>INFRASTRUCTURE/ ACTIVITY</b>	<b>MEMBERSHIP</b>	<b>PLANNING RESPONSIBILITIES</b>
<p style="text-align: center;"><a href="#"><u>Board of Trustees</u></a></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• All Core Themes</li> <li>• All Strategic Plan Themes</li> </ul>	<p>5 BOT members            College President            Student Body President            Faculty Federation President            Classified Staff President            BOT Secretary            Assistant Attorney General</p> <p><u>Attendees</u>            3 Vice Presidents            Deans, Directors            Public</p>	<ul style="list-style-type: none"> <li>• Govern the College lawfully as one voice</li> <li>• Provide strategic leadership with a future focus</li> <li>• Direct, inspire the college through careful establishment of ... organizational policies</li> <li>• Cultivate a sense of group responsibility</li> <li>• Develop policy in context of college, community needs</li> <li>• Seek input from external/ internal college constituencies on Board policies and goals</li> <li>• Set realistic, achievable goals for the President; communicate these to campus</li> <li>• Approve tuition, fees, budgets, acquisitions</li> <li>• Grant faculty tenure or non-renew faculty</li> <li>• Ratify collective bargaining agreements</li> <li>• Continually improve performance through education, enriched input and deliberation</li> </ul>
<p style="text-align: center;"><a href="#"><u>President's Senior Executive Team (P/SET)</u></a></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• All Core Themes</li> <li>• All Strategic Plan Themes</li> </ul>	<p>VP of Academic &amp; Student Affairs            VP of Administrative Services            VP, Human Resources &amp; Legal Affairs            Exec. Director, Foundation &amp; Chief Advancement Officer            Special Assist. to President on Communications &amp; Marketing            Special Assist. to President Budget and Internal Controls            Confidential Assistant, Administrative Services</p>	<ul style="list-style-type: none"> <li>• Decision making regarding college procedures</li> <li>• Capital plans</li> <li>• Allocation/reduction/management of resources</li> <li>• Implementation/management of new initiatives</li> <li>• Review grants and approve contracts</li> <li>• Legislative priorities</li> <li>• Space utilization</li> <li>• Personnel decisions</li> <li>• Supervise governance committees</li> </ul>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Annual Board Goals (page 45)</li> <li>• Annual President's Goals (page 46)</li> <li>• <a href="#"><u>Board Governance Manual</u></a> (Exhibit #2)</li> <li>• Meetings scheduled monthly</li> <li>• Open to the public</li> <li>• Packets, minutes in the President's Office</li> </ul>		
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Weekly meetings</li> <li>• Minutes reside with Office of Administrative Services</li> <li>• VPs report to the President</li> </ul>		

<p style="text-align: center;"><a href="#">College Council</a></p> <p><b>Focus on:</b></p> <p><b>Core Themes</b></p> <ul style="list-style-type: none"> <li>• <b>Core Theme 3: Community Engagement</b></li> <li>• <b>Core Theme 5: College Stewardship</b></li> </ul> <p><b>Strategic Plan Theme: <u>Campus Culture:</u></b></p> <ul style="list-style-type: none"> <li>• <i>We value and respect each other's' diverse contributions to our collective goals.</i></li> <li>▪ <i>Encourage participation in an equitable campus governance system.</i></li> </ul>	<p><b>Membership</b></p> <p>5 students 5 classified staff 5 faculty 5 administrators</p>	<ul style="list-style-type: none"> <li>• Provide opportunities for all segments of campus to have input into decision- making process</li> <li>• Improve communication in all directions of the campus and community</li> <li>• Serve as communication forum for all campus constituencies</li> <li>• Recommend approval of college policies</li> <li>• Makes recommendations to other governance committees</li> <li>• Recommend to President on all-campus meeting topics</li> <li>• Advise on governance infrastructure</li> </ul>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Meet twice monthly</li> <li>• <a href="#">Minutes posted to the website</a></li> <li>• Advisory to the President</li> </ul>	<p><b>Membership</b></p> <p>President Vice Presidents Executive Directors Deans Directors Supervisors for training sessions</p>	<ul style="list-style-type: none"> <li>• Campus-wide planning</li> <li>• Campus-wide training</li> <li>• Informational exchange</li> <li>• Recommend resource allocation</li> </ul> <p>Please note: OPCOM is undergoing some changes in structure to optimize effectiveness.</p>
<p style="text-align: center;"><a href="#">Operations Committee (OPCOM)</a></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• <b>All Core Themes</b></li> <li>• <b>Strategic Plan Themes:</b></li> <li>▪ <i>Student Success: Increase opportunities for success through convenient, student friendly enrollment services</i></li> <li>▪ <i>Campus Culture: Provide opportunities and encouragement for all campus employees to enhance their skills through professional development.</i></li> <li>▪ <i>Promote managerial and administrative excellence through accountability and succession planning.</i></li> </ul>	<p><b>Activities:</b> Meet bi-monthly</p> <ul style="list-style-type: none"> <li>• <a href="#">Agendas, handouts, presentations posted on website</a></li> <li>• Advisory to the President</li> <li>• Training sessions for the campus</li> </ul>	

<p style="text-align: center;"><a href="#">Dean Team</a></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• <b>All Core Themes</b></li> <li>• <b>Strategic Plan Themes</b> <ul style="list-style-type: none"> <li>▪ <u>Program Excellence</u>: <i>Enhance the quality of our educational programs through innovation and continuous improvement</i></li> <li>▪ <u>Student Success</u>: <i>Recruit, retain, and develop a diverse community of learning.</i></li> <li>▪ <u>Campus Culture</u>: <i>We value and respect each other's' diverse contributions to our collective goals.</i> <ul style="list-style-type: none"> <li>▪ <i>Promote managerial and administrative excellence through accountability and succession planning.</i></li> <li>▪ <i>Develop a culture of assessment and collaborative planning.</i></li> </ul> </li> </ul> </li> </ul>	<p><b>Membership</b></p> <p>Vice President of Academic &amp; Student Affairs</p> <p>5 Academic Deans:</p> <ul style="list-style-type: none"> <li>▪ Humanities &amp; Basic Skills</li> <li>▪ Social Science &amp; Library</li> <li>▪ Science, Automotive &amp; Manufacturing</li> <li>▪ Health Occupations and Business</li> <li>▪ Dean of Workforce &amp; Continuing Ed</li> </ul> <p>1 Student Services dean</p> <ul style="list-style-type: none"> <li>▪ Dean of Students</li> </ul> <p>Assistant Director, Institutional Effectiveness, Strategic Planning</p> <p>Confidential Assist., Instruction</p> <p>Others as invited</p>	<ul style="list-style-type: none"> <li>• Instructional planning</li> <li>• Student services planning</li> <li>• Enrollment Management</li> <li>• Program reviews and requirements</li> <li>• Assessment planning</li> <li>• Schedule development</li> <li>• Implementation of college procedures</li> <li>• Resource development (write grants)</li> <li>• Instructional supervision</li> <li>• Lead or participate on governance committees, task forces, initiatives, etc.</li> <li>• Recommend instructional resource allocation</li> <li>• Review student success data; recommend</li> <li>• Implement college initiatives</li> <li>• Coordinate/implement administrative initiatives</li> <li>• Develop/report on program assessments</li> <li>• Coordinate class offerings</li> <li>• Implement compliance with faculty and staff agreements</li> </ul>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Bi-weekly meetings</li> <li>• Advise and report to VPASA</li> <li>• <a href="#">Minutes reside in Office of Instruction</a></li> </ul>		
<p style="text-align: center;"><b>Division Planning Councils</b></p> <p><b>Focus on:</b></p> <p><b>Core Theme 2: Program Excellence</b></p> <ul style="list-style-type: none"> <li>• <i>Enhance quality of our educational programs through innovation and continuous improvement.</i></li> <li>• <i>Create and apply standards for assessment of student learning and program effectiveness.</i></li> <li>• <i>Create, revise programs based on community needs, economic trends, and college strengths.</i></li> </ul> <p><b>Strategic Plan Theme: Program Excellence:</b> SCC fosters excellence in its educational programs.</p>	<p><b>Membership</b></p> <ul style="list-style-type: none"> <li>• Academic Dean</li> <li>• Assistant deans/Faculty chairs/leads</li> <li>• Program representatives</li> <li>• Others as invited</li> <li>• Secretary supervisor for division</li> </ul>	<ul style="list-style-type: none"> <li>• Division planning and goals</li> <li>• Program planning and goals</li> <li>• Curriculum development ;</li> <li>• Approval of master course outlines</li> <li>• Recommend resource allocation (equipment, personnel)</li> <li>• Reviews Program Dashboards</li> <li>• Review and Approve Master Course Outlines</li> <li>• Review courses for distribution credit</li> <li>• Assist in developing schedule</li> <li>• Assist dean in developing division policy</li> </ul>

<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Advisory to Dean</li> <li>• Bi-monthly meetings</li> <li>• Minutes in deans' offices</li> </ul>		
<p align="center"><b>Programs/Departments</b></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• <b>Core Theme 1, 2, 3, 4</b></li> <li>• <b>Strategic Plan Themes</b> <ul style="list-style-type: none"> <li>○ Program Excellence</li> <li>○ Student Success</li> <li>○ Diversity, Equity and Access</li> <li>○ Environmental Stewardship and Sustainability</li> <li>○ Multicultural and Global Competence</li> <li>○ Campus Culture</li> </ul> </li> </ul>	<p><b><u>Membership</u></b></p> <p>Program director  Program chair/leads  Discipline faculty, full-time and part-time  Program staff</p>	<ul style="list-style-type: none"> <li>• Course and program planning</li> <li>• Dashboards</li> <li>• External Program Reviews</li> <li>• Grant proposals</li> <li>• Curriculum and degree development (MCOs)</li> <li>• Implementation of Advisory Committee recommendations</li> <li>• Implement processes for assessment of student learning</li> <li>• Assessment of student learning outcomes</li> </ul>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Notes in program chair offices</li> <li>• Advisory Committee Meetings (quarterly)</li> <li>• Report to dean</li> </ul>		
<p align="center"><a href="#"><u>Strategic Planning and Budget Committee (SPBC)</u></a></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• <b>All Core Themes</b></li> <li>• <b>All Strategic Plan Themes</b></li> </ul>	<p><b><u>Membership</u></b></p> <p>5 students  5 classified staff  5 faculty  5 administrators  Ex officio: VPAS</p>	<ul style="list-style-type: none"> <li>• Develop, update Strategic Plan</li> <li>• Advise president on processes for implementing the plan</li> <li>• Review college's progress toward achieving the goals of the plan.</li> <li>• Assess allocation of funding resources for relevance to and support of the strategic plan</li> <li>• Develop criteria for compliance in the use of college funds.</li> <li>• Provide feedback to the college leadership</li> <li>• Evaluate and communicate findings of college's progress and compliance with criteria to the campus community.</li> </ul>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Meets 1<sup>st</sup> and 3<sup>rd</sup> Wednesday from 3:00 pm – 4:30 pm.</li> <li>• Additional meetings as required.</li> <li>• Advisory to the President</li> <li>• Report to the VP of Administrative Services</li> </ul>		

<b>COLLEGE-WIDE TASK FORCES</b>		
<p style="text-align: center;"><u><a href="#">Accreditation Coordinating Team (ACT)</a></u></p> <p><b>Focus on:</b></p> <ul style="list-style-type: none"> <li>• All Core Themes, Objectives, Indicators, Eligibility Requirements</li> <li>• Alignment with Strategic Plan Themes</li> </ul>	<p><b>Membership</b></p> <p>Dean of Humanities, Chair  Dean of Students  Dean of Social Science  Institutional Researcher (IR)  Director, Auxiliary Services (Admin. Exempt)  3 staff: 1 Program manager, 1 Office Assistant, 1 PIO  4 faculty (1 Basic Skills, 2 Social Science, 1 Science)  HO/PE faculty, as needed.  Faculty Senate Chair (faculty)</p>	<ul style="list-style-type: none"> <li>• Foster college-wide focus on all Core Themes and ongoing accreditation initiatives</li> <li>• Plan accreditation report parameters</li> <li>• Format and develop communication tools regarding accreditation issues</li> <li>• Develop helpful, user-friendly website and intranet site on accreditation and accreditation history of the college</li> <li>• Disseminate information</li> <li>• Help prepare college for reports, responses to reports, formal visits, etc.</li> <li>• Refine, update Core Themes, objectives and indicators on a scheduled basis.</li> </ul>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Regular meetings as needed</li> <li>• Meeting notes posted on website</li> <li>• Advisory to Assessment Liaison Officer</li> <li>• Advisory to Senior Executive team (SET)</li> <li>• Advisory to the President</li> </ul>	<p style="text-align: center;"><u><a href="#">Technology Committee</a></u></p> <p><b>Focus on:</b></p> <p><b>Core Themes:</b></p> <ul style="list-style-type: none"> <li>• Core Theme 1, Objective 1.1</li> <li>• Core Theme 2, Objective 2.2</li> <li>• Core Theme 4, Objective 4.1</li> <li>• Core Theme 5, Objective 5.2</li> </ul> <p><b>Strategic Planning Themes:</b></p> <ul style="list-style-type: none"> <li>• Program Excellence</li> <li>• Student Success</li> <li>• Infrastructure and Technology</li> </ul>	<p><b>Membership</b></p> <p>3 Administrators  3 Classified staff  3 Faculty  3 Students  Ex Officio – VPAS</p> <p>(See Exhibit #20 binder.)</p> <ul style="list-style-type: none"> <li>• Address technological needs of the campus</li> <li>• Identify strategies to maintain, improve, plan for overall instructional and administrative technology resources</li> <li>• Respond to new technologies and new funding realities</li> <li>• Focus on: training, infrastructure, emerging issues, staffing, funding, client technology services communication and services.</li> <li>• Review plan annually</li> <li>• Committee was created in 2011 to replace the <a href="#">Technology Planning Committee</a> and the Technology Implementation Committee. Completed report 12/09.</li> <li>• Aligned with the SBCTC Technology Plan</li> </ul>
<p style="text-align: center;"><u><a href="#">Virtual College Implementation Team</a></u></p> <p><b>Focus on:</b></p> <p><b>Core Themes:</b></p> <ul style="list-style-type: none"> <li>• Core Theme 1, Objective 1.1</li> </ul>	<p><b>Membership by Appointment</b></p> <p>Director of eLearning  Director of Technology Support Services</p>	<ul style="list-style-type: none"> <li>• <a href="#">Shoreline Community College's Virtual College Initiative - Blueprint</a> (See Exhibit #3 binder.)</li> <li>• Lead virtualization of the college initiatives</li> </ul>

<ul style="list-style-type: none"> <li>• Core Theme 2, Objective 2.2</li> <li>• Core Theme 4, Objective 4.1</li> <li>• Core Theme 5, Objective 5.2</li> </ul> <p><b>Strategic Planning Themes:</b></p> <ul style="list-style-type: none"> <li>• Program Excellence</li> <li>• Student Success</li> <li>• Infrastructure and Technology</li> </ul>	<p>2 Faculty  Federation president  Chief Advancement Officer  Director, Financial Services  Program Coordinator, Financial Aid  Registrar</p>	<ul style="list-style-type: none"> <li>• Develop campus work groups to implement blueprint</li> </ul> <p>*Work groups: Marketing, Funding, Instruction, Student Support Services, Quality</p>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Regular meetings as needed</a></li> <li>• Minutes posted on website</li> <li>• Report to VPAS and Strategic Planning and Budget Committee</li> </ul>	<p>5 Work groups: <a href="#">*work groups</a> are individuals selected based on experience, functional area within the college, and time availability</p>	
<p><b><u>Campus Internationalization Leadership Team (CILT)</u></b></p> <p><b><u>Focus on:</u></b></p> <p><b>Core Themes</b></p> <ul style="list-style-type: none"> <li>• 1, objective 1.1</li> <li>• 2, objective 2.1, 2.2</li> <li>• 3, objective 3.1, 3.2</li> <li>• 4, objective 4.1</li> </ul> <p><b>Strategic Planning Themes</b></p> <ul style="list-style-type: none"> <li>• Program Excellence</li> <li>• Diversity, Equity and Access</li> <li>• Multicultural and Global Competence</li> <li>• Community Engagement</li> <li>• Campus Culture</li> </ul>	<p><b><u>Membership</u></b></p> <p>1 Academic Dean  3 faculty  2 staff</p>	<ul style="list-style-type: none"> <li>• Create, implement recommendations for internationalization of the campus</li> <li>• Conduct inventory of classes meeting Global Awareness general education outcome</li> <li>• Recommend strategies for integration of domestic and international students</li> <li>• Develop plan to conduct assessment of Global Awareness general education outcome</li> <li>• Recommend global competence learning opportunities and professional development</li> <li>• Recommend outreach/engagement strategies for our internal and external communities</li> </ul> <p>(See <i>Advancing Campus Internationalization</i> Exhibit #4 binder.)</p>
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Meets as necessary periodically</li> <li>• Minutes on posted on website</li> <li>• Advisory to P/SET</li> </ul>		

<p style="text-align: center;"><b>Advising Work Group</b></p> <p><b>Focus on:</b></p> <p><b>Core Themes:</b></p> <ul style="list-style-type: none"> <li>• <b>1, Objectives 1.1, 1.2, 2.1, 2.2;</b></li> <li>• <b>4, Objective 4.1</b></li> <li>• <b>5, Objective 5.2 a.</b></li> </ul> <p><b>Strategic Theme: <u>Student Success:</u></b></p> <ul style="list-style-type: none"> <li>▪ <i>Develop and implement an innovative, proactive advising model.</i></li> <li>▪ <i>Recruit, retain and develop a diverse community of learning.</i></li> </ul>	<p><b>Membership</b></p> <p>All Academic Deans  All Academic Advisors  Director Equity, Engagement and Counseling services  One member of the Academic Advising and Counseling Staff</p>	<ul style="list-style-type: none"> <li>• Plan advising strategies and protocols for the college campus</li> <li>• Schedule advising events.</li> <li>• Plan for eAdvising; administer eAdvising training and processes</li> <li>• Collect and develop advising training materials for campus</li> </ul>
<ul style="list-style-type: none"> <li>• Meet periodically as needed</li> <li>• Meeting notes in Advising and Counseling Center, Dean of HO/PE office</li> <li>• Report to Office of Instruction</li> <li>• Advisory to VPASA</li> </ul>		
<p style="text-align: center;"><b><u>Articulation and Transfer Task Force (ATTF)</u></b></p> <p><b>Focus on:</b></p> <p><b>Core Themes:</b></p> <ul style="list-style-type: none"> <li>• <b>Core Theme 1, Objective 1.2</b></li> <li>• <b>Core Theme 2, Objective 2.1</b></li> </ul> <p><b>Strategic Plan Themes: Program Excellence:</b></p> <ul style="list-style-type: none"> <li>▪</li> </ul>	<p><b>Membership</b></p> <p>Dean of Humanities, Academic Standards, Articulation &amp; Transfer...</p> <p>Confidential Secretary, VPASA, Office of Instruction (admin exempt)</p> <p>Academic Transfer advisors:</p> <ul style="list-style-type: none"> <li>• Humanities</li> <li>• Science and Math</li> <li>• International Education</li> </ul> <p>Faculty Senate Chair</p>	<ul style="list-style-type: none"> <li>• Articulate benefits of articulation agreements.</li> <li>• Establish guidelines and definitions regarding kinds of agreements</li> <li>• Recommend criteria t when other institutions want to articulate.</li> <li>• Recommend process and cycle for review and updating of agreements</li> <li>• <a href="#">Develop content for a webpage</a></li> <li>• Recommend language in agreement to assist in tracking students' progress</li> <li>• Annual updating of agreements.</li> <li>• Recommend publication of articulation agreements for easy availability on website and print materials</li> </ul>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Meet twice quarterly or as needed</li> <li>• Meeting notes in Instruction and Humanities Dean offices</li> <li>• Advisory to VPASA</li> </ul>		
<p style="text-align: center;"><b><u>Library Planning</u></b></p> <p><b>Focus on:</b></p> <p><b>Core Theme 1: Educational Attainment/Student Success</b></p>	<p>3 full-time librarians  All library personnel:</p> <ul style="list-style-type: none"> <li>• 2 media technicians</li> <li>• 2 curriculum technicians</li> </ul>	<ul style="list-style-type: none"> <li>• Planning new initiatives, new equipment</li> <li>• Maintaining 100-seat computer lab (lower level)</li> <li>• Space utilization</li> <li>• Resource allocation</li> </ul>

<p><b>Strategic Plan Theme: <u>Student Success</u></b></p> <ul style="list-style-type: none"> <li>▪ <i>Provide high quality...comprehensive learning assistance.</i></li> </ul> <p>-----</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Weekly librarians meeting</li> <li>• Bimonthly all library personnel meetings</li> <li>• Bimonthly Tech Directors' meetings</li> <li>• Report to Social Science academic dean</li> </ul>	<ul style="list-style-type: none"> <li>• 2 technical process staff</li> <li>• 1 circulation supervisor</li> </ul> <p>Library archives paraprofessional Part-time librarians 8 staff Library Assistant Dean Technical Services Director E-Learning Director Media Director</p>	<ul style="list-style-type: none"> <li>• Future staffing</li> <li>• Library services to students, staff, and faculty</li> <li>• Library &amp; media resources</li> <li>• New Technologies and databases</li> <li>• Virtual efficiency of the library</li> </ul> <p>ASSESSMENT: Student Survey Spring 2011; (Please note: library Planning is fostered by 3 groups: Library staff, Librarians and Tech Directors.)</p>
<b>ONGOING STAFF WORK GROUPS</b>		
<p><b>Secretary Education and Exchange Council (SEEK)</b></p> <p><b>Focus on:</b></p> <p><b>Core Themes:</b></p> <ul style="list-style-type: none"> <li>• <b>3, Objective 3.2</b></li> <li>• <b>4, Objective 4.2</b></li> <li>• <b>5, Objective 5.1</b></li> </ul> <p><b>Strategic Plan Theme : <u>Campus Culture</u>:</b></p> <ul style="list-style-type: none"> <li>▪ <i>Provide opportunities, encouragement for all campus employees to enhance skills through professional development.</i></li> </ul>	<p><b><u>Membership of Instructional Classified Staff:</u></b></p> <p>Secretary Supervisors for academic divisions Secretary Lead (Advising) Program Office Assistant Guests as requested</p>	<ul style="list-style-type: none"> <li>• Advise and implement instructional processes and procedures</li> <li>• Plan, advise deans and VPASA and provide professional development for appropriate staff</li> <li>• Advise, assist and implement division and program planning activities and procedures</li> </ul>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Monthly meeting as necessary</li> </ul>	<p><b><u>Membership</u></b></p> <p>Representation from every department across campus: Confidential Assistants (admin. exempt) Classified staff designee from each department: academic divisions, student services, administrative services, human resources, etc.</p>	<ul style="list-style-type: none"> <li>• Information exchange</li> <li>• Sharing policies and procedures</li> <li>• Advise on efficiency of college processes</li> </ul>
<p><b>Communications Operations Processes Exchange (COPE)</b></p> <p><b>Focus on:</b></p> <p><b>Core Themes :</b> 3, Objective 3.2</p> <ul style="list-style-type: none"> <li>• 4, Objective 4.2</li> <li>• 5, Objective 5.1</li> </ul> <p><b>Strategic Plan Theme Campus Culture:</b></p> <ul style="list-style-type: none"> <li>▪ <i>We value and respect each other's diverse contributions to our collective goals.</i></li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Meet once a month as necessary</li> </ul>	

<b>ONGOING STUDENT GROUPS</b>		
<p style="text-align: center;"><a href="#"><u>Student Body Association (SBA)</u></a></p> <p><b>Focus on:</b>  <b>Core Theme 2: Program Excellence and</b>  <b>Core Theme 3: Community Engagement</b>  <b>Strategic Plan Themes: <u>Campus Culture</u> and</b>  <b><u>Multicultural and Global Competence:</u></b></p> <hr/> <ul style="list-style-type: none"> <li>• <i>Develop a culture of assessment and collaborative planning</i></li> <li>• <i>Integrate our international students into the campus community.</i></li> </ul> <hr/> <p><b>Activities</b></p> <hr/> <ul style="list-style-type: none"> <li>▪ Meet weekly</li> <li>▪ Guided by Dean of Students</li> </ul> <hr/>	<p><b>Membership</b></p> <p>10 Student officers  Program manager  Student advisor (classified staff)</p>	<ul style="list-style-type: none"> <li>• Represents students on campus</li> <li>• Address Board of Trustees on important issues</li> <li>• Serve on college governance committees</li> <li>• Participate in developing strategic plans, policies of the college</li> <li>• Allocate resources... including technology fees</li> <li>• Oversee and approve student activities</li> <li>• Recommend....and promote student initiatives</li> <li>• Develop and plan for college community activities</li> <li>• Manage: <a href="#"><u>Student Affairs Accreditation Wikispace</u></a></li> </ul> <p style="text-align: center;">(See <i>Planning</i> Exhibit #3 binder.)</p>

Table 3.A.1 demonstrates the integrated nature of our strategic plan and Core Themes in a complex College infrastructure that guides selection of programs and services and selection of contributing components of those programs and services. **(3.B.1 and 3.B.2)**

**Strategic Planning and Budget Committee:** The [Strategic Planning and Budget Committee \(SPBC\)](#) is charged with developing and updating the College's Strategic Plan, advising the president on processes for implementing the plan, and reviewing the college's progress toward achieving the goals of the plan. It meets every second and fourth Wednesday during the academic year and has done so for many years. Significant work also continues through the summer months. For instance, during the summer of 2010 the committee conducted [environmental scans](#) of information related to increasing college enrollments.

During the period from 2005 to 2007, the Strategic Planning Committee (later merged with the Budget Committee to form the SPBC in Spring of 2010) developed a five-year strategic plan integrated more fully with campus operations and awareness. This plan was later used as a significant resource as the College developed its Core Themes. Currently, the committee is developing a new strategic plan format with the goal of creating a more systematic planning process that will explicitly link the College's strategic initiatives to the Core Theme Objectives.

The SPBC maintains a [website](#) which is freely available to anyone on campus and contains archived meeting minutes from 1997 to the present. Agendas for the current academic year are also posted on the website. A list of committee members with contact information is available along with other informational resources and periodic announcements. In recent years the committee has made annual reports to the Board of Trustees on the College's progress toward implementation of the strategic plan. These reports are available on the committee website. **(3.A.1)**

The College's comprehensive planning process is broad-based and offers opportunities for input by appropriate constituencies. By design, the membership of the committee has broad-based representation from campus constituencies. The committee has five positions dedicated to members from each of the following constituencies: faculty, classified staff, administration and students. The committee is led by a chair and vice-chair who must be from two different constituencies. In addition, when members are chosen for the committee, care is taken to provide representation from a variety of academic disciplines and functional areas of the college. Members of the committee can draw on the expertise and input of other employees and students in their areas, and the committee relies on this representative process when doing committee business.

The SPBC frequently conducts outreach activities where it engages the campus community more directly. For instance, during Opening Week in 2010 the committee facilitated an all-campus activity designed to solicit input on various strategies for increasing enrollment. In June of 2011, the committee conducted brown bag seminars to introduce the campus to the new strategic plan format and get feedback on how it would be implemented. **(3.A.2)**

The College's institution's comprehensive planning process is informed by the collection of appropriately-defined data that are analyzed and used to evaluate fulfillment of its mission. The SPBC strives to base its recommendations and plans on sound evidence. The committee conducted both internal and external [environmental scans](#) in 2007, 2008, 2009 and 2010. In 2006 the committee conducted a campus-wide SWOT survey, the results of which were used in the crafting of the strategic plan. Most recently, during the summer of 2010, the committee conducted an extensive survey of external opportunities related to increasing enrollment. Data used for this work included the following: eLearning Report for Board Retreat, Green Technology Report, SPBC and Federal Resources Report August 2010, Trends in Student Financial Aid July 2010, and Opportunity Study for Basic Skills Programs at SCC, documents on the [SPBC website](#).

Internal data related to evaluation of mission fulfillment has been collected using small-group interviews with relevant campus departments and divisions in the past. These interviews resulted in comprehensive reports to the Board of Trustees in 2009 and 2010 on the College’s progress toward meeting the goals of the strategic plan. Currently, the committee is developing a new strategic reporting instrument that connects college strategic objectives, core themes, actions, and budget allocation along with relevant indicators will making it easier to do a comprehensive evaluation of the College’s progress toward plan completion. **(3.A.3)**

The institution’s comprehensive plan articulates priorities and guides decisions on resource allocation and application of institutional capacity. In previous years the SPBC has conducted environmental scans and sought campus input in order to determine which two of eight broad strategic plan themes would be prioritized during each biennium of the plan. For instance, during the period from 2007 to 2009, the focus areas were Student Success and Infrastructure & Technology. During the 2009 – 2011 biennia, the focus areas were Community Engagement and Infrastructure & Technology. Our new strategic plan format is still under development, but the intention is to create a plan that expresses current strategic priorities which are evaluated, assessed, linked to budget expenditure and Core Themes, and revised annually. Please note that Student Success is Core Theme #1, Community Engagement is Core Theme #3, and that Infrastructure and Technology are critical elements to Core Theme #5, College Stewardship.

STRATEGIC PLANNING ACTIVITIES		
Activity	Persons Responsible	Data Used
Strategic Planning- 5 year cycles beginning 2000	Board of Trustees President VPAS Strategic Planning & Budget Committee	Environmental Scans Internal and External Community Surveys Board of Trustee goals President’s goals and progress on goals Board Monitoring Reports Institutional data resources College finances and budget allocations Enrollment data, Partnerships, Foundation reports

**Annual Budget Planning Activities:** Annually the College engages in a variety of planning activities including summer retreats by the Board of Trustees, the Foundation Board, Operations Leadership, and Student Leadership. Added to rigorous and regularly scheduled meetings, the College spends a great deal of time planning and problem solving, particularly regarding budget and resource allocation.

<b>Budget Development</b>	<ul style="list-style-type: none"> <li>• Prioritize funding requests</li> <li>• Propose budget to cover planned course offerings and support services for next year</li> <li>• Identify areas to cut to meet budget limitations</li> </ul>	<ul style="list-style-type: none"> <li>• Previous year’s budget</li> <li>• Report on finances and state allocations</li> <li>• Carryover funds</li> <li>• Program Reviews</li> <li>• Program Dashboards</li> <li>• Enrollment patterns</li> <li>• Review of Budget requests including equipment requests</li> </ul>	Input: SBCTC Deans, Directors Division Planning Councils Program chairs Assistant Deans Faculty program leads
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**(3.A.2, 3.A.4, 3.B.3)**

From this planning work came our two primary current initiatives: developing our virtual college and internationalizing the campus. These will be discussed in sections on Core Theme Planning. For what has now become an annual budget reduction process, the College used the core themes as backdrop for its recommendations.

During each of the past six years, the College has sustained annual budget cuts. Throughout each reduction, the College's strategic plan has helped steer decisions on how to implement the necessary cuts while attempting to promote college community involvement, transparency, and credibility. The Strategic Planning Committee, the Budget Committee, or the joint SPBC (committees were merged as of Spring Quarter 2010) have participated in developing and/or reviewing the [criteria and priorities](#) lists that guided reduction decisions. Campus input was sought in a variety of ways: all-campus meetings question and answer sessions, anonymous email, suggestion boxes and SPBC representative presentations at division meetings. Our subsequent strategic planning process will more closely incorporate the Core Themes, objectives and indicators.

The following table, Table 3.A.3.a. *Shoreline Community College Institutional Planning* is a summary of institutional planning, assessments, timelines, and data resources:

**Table 3.A.3.a: SHORELINE COMMUNITY COLLEGE INSTITUTIONAL PLANNING**

INSTITUTIONAL PLANNING	ASSESSMENTS	TIMELINE	DATA RESOURCES
<b>Core Theme Planning</b>	Accreditation reviews and visits; Alignment with Strategic Plan, BOT, etc.	Ongoing; Fall 2012 ComprehensiveRpt.	Entire college data resources including SAI, GISS, SBCTC and all college data resources
<b>Board of Trustee Goals</b>	Board Monitoring Reports	Monthly reports	Entire college data resources GISS, IR, etc.
<b>President's Goals</b>	Board Review and Approval	Fall 2011	Entire college data resources
<a href="#"><u>Strategic Plan</u></a>	Review by campus; Environmental Scan; Alignment with Core Themes	Annual review; ongoing	Campus wide input, SPBC scans, SAI, etc.
<b>Five Star Consortium Plan</b>	Implementation of MOU agreements	Ongoing	Consortium meetings; data per agreements
<a href="#"><u>Active Capital Projects Plan</u></a>	SBCTC Review and approval; Strategic Plan Review by SET; Fire Code Compliance	Annually	SBCTC allocations and review reports; campus input; alignment w/Master Plan
<a href="#"><u>Budget/Operational Planning</u></a>	Review/approval by Board of Trustees	Annually	College budget, SBCTC and legislative mandates
<a href="#"><u>Master Plan</u></a> (Text and CD available)	Review by SBCTC and review and approval by City of Shoreline	Review by City every 10 years	2008-2011 consultants' data collection; SBCTC institutional data; campus input
<a href="#"><u>Facilities Plan</u></a>	Reports to College Council	Annually	Plant Operations reports
<a href="#"><u>Enrollment Management Plan</u></a>	Review by P/SET and BOT Review by Strategic Planning & Budget	Annually	IPEDS, SBCTC Reports including SAI
<a href="#"><u>Emergency Management Response Plan 2012</u></a>	Review: Security Dept. P/SET; BOT; SBCTC; Homeland Security & U.S. Dept. Education	Annually	Incident and crime statistics; federal mandates/updates
<a href="#"><u>Technology Plan</u></a>	Review by SPBC, P/SET, BOT Alignment with SBCTC Technology Plan	Annually	Campus Surveys; Student Interviews; SBA, Departmental Interviews: Student Services,
<a href="#"><u>SCC Foundation Plans</u></a>	Review and approval by P/SET, BOT	Annual	Foundation Board
<a href="#"><u>Instructional Imperatives Plan</u></a> (See Exhibit #3)	Review and approval by P/SET. Quarterly review by Dean Team and VPSAS.	Annually	Entire college data resources and SBCTC data including GISS, SAI, etc.
<a href="#"><u>Virtual College Implementation Plan</u></a>	Review by SPBC, P/SET, all departments	Annual; ongoing	Data (See Planning Exhibit Binder #3.)
<a href="#"><u>Human Resources Planning</u></a>	Employee Climate Survey (See Exhibit #25 binder.)	Winter 2012 (Every 3 years)	Survey of college employees; Input by BOT, P/SET, Dean Team, Operations , etc.

## Emergency preparedness and contingency planning

Safety and security of all personnel on the campus is important to the College. In addition to investing in *an equitable governance system* and promoting *equity in our working and learning environment, a safe environment* is specifically mentioned twice in our Strategic Plan under two strategic directions: *Student Services* and *Infrastructure and Technology*. Through proactive and responsive emergency plans, the [Safety and Security Department](#) at SCC provides for the welfare of its staff, students and visitors.

A Core Policy Team has been formed to annually review and update the Emergency Management Plan. Shoreline is required under provisions of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act to keep and disclose information about crime on and near their respective campuses. Federal Uniform Part I Crimes and all college crime incidents are provided for our main campus, property adjacent to the campus, and all college-operated properties. The [Daily Crime Log](#) is displayed and updated daily, showing crime incidents for the current month. The [Annual Crime Report](#) is available after October 1 of each year, and provides a large variety of emergency and safety-related information, policies, and crime information for the most recent three-year period.

### Emergency Management Response Plan

The College publishes and regularly updates a comprehensive [Emergency Management Response Plan 2012](#) under the direction of the Vice President for Administrative Services and the College's Security Department. Foremost, the Security Department encourages all college personnel to be familiar with the plan and evacuation locations in advance of an emergency. *The Shoreline Community College Evacuation Plan* and map are easily accessible on the college intranet, as well as the map being posted at all exit doors, and various locations on campus. Additionally, the Emergency Preparedness Poster is posted throughout the institution in bright colors for easy viewing of what to do regarding a bomb threat, crime in progress, earthquake, fire, first aid, hazardous materials leaks or spills. Planned for and scheduled campus drills and exercises are being more regularly implemented and will occur throughout the year. The *Evacuation Plan and Map* delineates how college personnel prepare for an evacuation, what to do during an evacuation, various emergency incidents, shelter in space procedures, intruder incidents, assisting the disabled in an emergency, etc. A full Emergency Management Plan, endorsed by the Board of Trustees and College President is available for further explanation and detail to faculty and staff on how to assist in an emergency. (See Exhibit #17 binder.)

The college's server room is environmentally controlled and supplied with conditioned emergency backup power via a battery backup system and generator. Server systems are backed up throughout the day and master copies of the data are rotated to a secure off-site location weekly. Mission critical systems are virtualized and clustered as appropriate. The core administrative systems are hosted and managed by the State Board for Community and Technical Colleges. These systems are housed in the state's OB2 data center where they are monitored around the clock. The OB2 data center is an ANSI/TIA 942 based facility (can withstand one or more major events such as earthquakes) with maximum expected outage of 0.4 hours per year.

All power, cooling, network (including carrier access to the K-20 Network) is implemented in active, redundant mode. Critical server systems are virtualized and in case of a failure, colleges can be quickly moved to other virtual machines supported by different hardware. College data is stored on modern storage area networks (SANs). Data is backed up to disk and then stored onto tape. Tapes are stored at an off-site facility. **(3.A.5)**

