

College of the Desert Institutional Effectiveness Process: Planning, Assessment, Allocation

Terms and Definitions

Allocation Proposal: A recommendation to the President and College Planning Council for the allocation of new resources in support of strategic and operational plans. This proposal is developed by the Budget Task Force.

Annual Plans: Annual plans are developed at the unit, area and college levels. These plans include goals, objectives, action plans, and an assessment process. The plans are developed to carry out goals set in PRUs and address both strategic and operational goals.

Area: The President's Office plus all administrative levels headed by a vice president (Academic Affairs, Student Affairs, and Business Affairs).

Area Goals (AGs): Annual goals developed by each Area to address both CSGs and operational needs. Plans include goals, objectives, and action plans.

Assessment of Planning and Outcomes sub-committee (APO): A sub-committee of the College Planning Council that is responsible for assessing progress in meeting operational and strategic goals and the effectiveness of the IEP.

College Planning Council: The primary shared governance body for the college, which advises the President.

College Strategic Goals (CSGs): Annual goals set by the Board of Trustees as a means to implement the College's Education Strategic Master Plan.

Operational Plans: Planning that does not specifically address a CSG. Operational plans are based on PRU goals. Any part of an operational plan that can be managed within existing unit resources does not require further approval. Operational plans that require new resources must be processed through the area and college planning process.

PRUs: Program review updates. Annual reports showing current program status and progress on 5-yr. program review goals. PRUs include planning goals that are carried out through unit/area/college planning.

Strategic Plans: Plans intended to meet a strategic goal of the college or an area. Strategic plans are based on PRU goals, and are developed at the unit, area, and college levels.

SWOT: SWOT analysis is used to determine what an organization can or cannot do based on an assessment of internal Strengths and Weaknesses as well as external Opportunities & Threats.

Unit: Administrative sub-divisions that report to the President or the Vice Presidents. Examples of administrative units include the School of Liberal Arts and Sciences (reports to the V.P. of Academic Affairs), Maintenance and Operations (reports to the V.P. of Business Affairs), EOPS/CARE (reports to the V.P. of Students Affairs), Information Technology and Institutional Research (reports to the President).

COD Institutional Effectiveness Process (IEP)



Planning Assessment Allocation

Spring 2011

Draft proposal of the Assessment of Planning and Outcomes sub-committee

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COD's Institutional Effectiveness Process (IEP) involves planning, implementing and assessing strategic and operational changes at the college. In any year the college implements plans made in the previous year, assesses their effect, and works on developing plans for the coming year. The adjacent diagram describes the planning component of this process, which takes assessment reports into consideration and includes the allocation of resources. This effort involves strategic and operational planning at four levels: the college as a whole, administrative "areas," administrative "units" within each area, and programs within each unit. Plans developed at the college, area, and unit levels involve generating goals, objectives, action plans, and an assessment process. For definitions of terms used in this diagram, please see the back page.

- 1.** The Board of Trustees & the President announce College Strategic Goals (CSGs).
- 2.** Vice Presidents, working with unit leaders (deans, directors, etc.), set area goals (AGs) and announce them to units and to faculty and staff working on program review updates (PRUs).
- 3.** Unit leaders, working with faculty and staff, develop strategic and operational plans and priorities for the coming year. They identify PRU goals that support AGs & develop strategic and operational plans and priorities. Operational goals that can be managed with existing unit resources go to the unit operational budget. These items require no further approval. Remaining strategic and operational plans are forwarded to area leaders.
- 4.** Area leaders, working with their deans and directors, combine unit plans to create area strategic and operational plans and priorities. Strategic plans should be carefully synthesized to coherently address CSGs. Area leaders also develop priority lists from their strategic and operational plans. These plans are forwarded to the President.
- 5.** President's Cabinet combines area plans into a college strategic and operational plan and priority list, which are forwarded to the Budget Task Force and College Planning Council (CPC). Budget Task Force develops allocation proposals which are forwarded to the President and CPC.
- 6.** Assessment of Planning & Outcomes (APO) sub-committee assesses the IEP process and progress on strategic goals implemented in the current year and writes report for College Planning Council (CPC).
- 7.** CPC reviews and approves college plan, allocation proposal and APO assessment report. It then develops a SWOT (Strengths, Weaknesses, Opportunities & Threats) report and strategic and operational recommendations for the next year, which are submitted to the President.
- 8.** Board and President review and approve the SWOT report and planning recommendations to update strategic goals for next year.

