Chapter 3

**Integrated Planning Components, Major College-wide Plans,
Planning Cycle, Processes, and Timelines**

The College makes a conscious effort to organize its key processes and allocate financial, physical, human, and technological resources, as needed, to support the ongoing improvement of student learning for all BCC students, including students in face-to-face and online classes, students with different levels of college readiness, and students with a wide range of educational and professional goals. BCC also uses ongoing and systematic evaluation and planning, involving all of the College's stakeholders, to refine its key processes and improve student learning.

Major Planning Components

Main components of BCC's integrated planning are as follows:

- **College Mission -** six year cycle. BCC's Mission describes the intended student population and the programs and educational services that the College provides to the community as well as its commitment to achieving student learning. The Mission Statement is the benchmark for measuring institutional effectiveness.

- **Education Master Plan** – Six year cycle. BCC relies on research and evaluation to assess its current effectiveness compared to the Mission Statement (internal scans) and to identify future challenges (external scans). Based on this analysis, the College develops its annual and long-term Goals that articulate how the College plans to advance the Mission and meet the identified current and anticipated challenges as well as envisions future adjustments to its programs and services.

- **The Annual College Goals and Strategic Plan,** with Measurable Outcome Indicators – one year cycle. Based upon PCCD's annual strategic goals, Education Master Plan, Equity Plan, SSSP and other State's mandates, and through shared governance, BCC develops its annual college goals and strategic plans, and activities to reach these goals that will be measured by outcome indicators.

- **State Mandated Plans: BSI** (1-year cycle), **SSSP** (1-year cycle), **Equity Plan** (6-year cycle with annual updates). These State Mandated Plans are fully integrated with each other and into BCC's Education Master Plan, Annual College Goals and Strategic Plan, and Program Review/APU. Ever since the first introduction of Student Success Initiatives by the State Chancellor's Office with details published in the 2012 Final Report of Student Success Task Force with Recommendations in January 2012, BCC began to integrate the eight recommendations with 22 strategies into college-wide goals and strategic plans. While SSSP focuses on services for entering students and identifies individuals needing more help by implementing all SSSP Core Services, Equity Plan identifies groups needing more help and focuses on support services and instruction for new and continuing students through completion to address and monitor disparities aiming at bridging the opportunity gap. Through BSI, BCC continues to institutionalize basic skills funded programs and projects to serve students in basic skills courses through connection, entry, interventions, progress, program completion, and transfer.

- **SLO/ILO** – three year cycle. Student Learning Outcomes (SLO) represent the broad skills and knowledge that students are expected to attain as a result of engaging in specific educational experiences. For each course and program, BCC conducts original research relating to SLO in order to gain insight into how effectively we are teaching and students are learning. The student learning outcomes are assessed regularly and these assessments are used to improve teaching and learning at the college http://www.berkeleycitycollege.edu/wp/slo/.

- **Program Review/Annual Program Update (APU)** – three-year/one year cycle. Through Program Review/APU, instruction programs, student support services functions, and other administrative areas review their accomplishments, assess area effectiveness, develop new or updated program improvement initiatives describing how the area will contribute to the achievement of the Goals developed through various college-wide plans. Resource requests through program review/APU serve as the foundation for annual resource allocations.

- **Categorical Program Plans** – one-year cycle: **EOPS/CARE, DSPS, CalWORKs.** Following state's guidelines, BCC develops, implements, evaluates, and reports these categorical programs annually. Although each of these programs has its own intended target student population, BCC regularly assesses and enhances the impact of these programs by providing institutional matching funds and institutionalizing effective program plans and strategies.

- **Resource Plans: Enrollment Management, Human Resources** (Personnel Hiring Plan – 1 year**), Facility, Technology, and Budget Plans -** 3-year cycle with annual updates. These 3-year Plans are either vital components of, or closely linked to, BCC's Education Master Plan and the Program Review/APU processes. The measureable goals and strategies developed and implemented through these plans serve as short-term measures for the Education Master Plan's long-term goals.

- **Marketing Plan** – three year cycle. Based upon the Marketing Plan, BCC develops and implements its outreach, recruitment, and retention strategies with timelines, and the evaluation of the Plan.

- **Prioritized College-Wide Annual Actions (hiring, purchasing, equipment update/upgrade, etc.) –** one-year cycle. The Action Plan (e.g., personnel hiring plan, equity and supply purchasing plan) is a summary of the Initiatives arrived at through the Program Review/APU and Annual Strategic Plan. Resource needs are prioritized through shared governance, and final recommendations are made by the Roundtable voting members to the President for action. The Annual Actions have been regularly summarized in the Roundtable meeting minutes.

- **Resource Allocation –** one-year cycle. Resource Allocation includes both budget adjustments and the assignment of personnel to specific tasks. Resource allocation is linked to planning at both the institutional and district levels.

- **Plan Implementation** – regularly and one-year cycle**.** With adequately prioritized resource allocations, the College implements the plans by completing the strategic activities identified in the Plans and the Initiatives identified in the Prioritized College-wide decision-making and actions.

- **Assessment, Research, and Evaluation** – regularly and one-year cycle. BCC assesses the effectivenss and the impact of the design and the implementation of all of its plans regularly and annually. Based upon qualitative and quantitative data, which BCC collects through various assessment tools, BCC relates the plan effectiveness with the College's progress in completing the Strategic Activities derived from the Institutional Goals as well as the Initiatives identified in the Prioritized College-wide Annual Action Plan. Assessment also encompasses the evaluation of resource allocations. In addition, BCC evaluates, regularly and on a 3-year cycle, its systematic assessment mechanism in order to ensure its effectiveness college wide.

- **Progress/Annual Reports (ACCJC Annual Report, EOPS/CARE, DSPS, CalWORKs, BSI, SSSP, Equity, etc.)** –regularly and one-year cycle. Reports are prepared to inform the internal and external communities/agencies about the progress toward long-term Goals established in the Education Master Plan and short-term Institutional Goals and Initiatives set for other college wide plans. These reports are used to develop subsequent short-term and long-term plans. The planning processes in this integrated planning cycle are evaluated along with the decision-making processes. This evaluation serves as the basis for improvements to both planning and decision-making processes.

- **Planning and Decision-Making Processes** – regularly and one-year cycle. BCC's decision-making processes are closely linked through input and feedback communication channels. The College Goals are informed by District Strategic Goals, as well as by the College's Mission, Vision, and Values, and by related qualitative and quantitative data arrived from program reviews and annual program updates. These College Goals then inform program reviews the following year, flowing back from the Roundtable to the beginning of the decision-making flow. Program reviews, based on data analysis and student learning outcomes assessment results, as well as on the College's Mission, Vision, Values, and goals, provide an important resource for planning, which drives resource allocations. Similarly, while the Education Master Plan, Technology Plan, and Facilities Plan inform the work of their respective committees – the Education Committee, Technology Committee, and Facilities Committee – these committees constantly conduct relevant research in order to provide information crucial to the ongoing development of the plans. The College Roundtable for Planning and Budgeting is the ultimate College shared governance body, as it is charged with ensuring that planning is linked to the College Mission, Vision, and Values statements and Goals, to establish linkage between District Goals and College Goals, to prioritize resource allocations based on program reviews/APUs and recommendations from the College's various committees, and to communicate the strategic activities of the College to the college community. The College President assumes primary responsibility for the quality of programs and services at the College. Working with the administrative team, the President reviews the planning and resource needs recommended by the Roundtable.

Calendar of the Integrated Planning Cycle, 2014-2025

In order to keep the College operating in a flexible but steady fashion, the plans have different but inter-related cycles for development and evaluation. Please see information in Table 2 below for the ten year calendar of all plans.

Table 2
Integrated Planning Calendar for Berkeley City College

Plans or Programs	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
BCC Mission Statement (6-Yr cycle)	X					X					X	
Education Master Plan (6-Yr cycle)		X						X				
Annual Strategic Goal (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
Enrollment Management Plan (3-Yr cycle)		X			X			X			X	
College Human Resources Plan (3-Yr cycle)		X			X			X			X	
Staffing Hiring Plan (1Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
College Facility Plan (10-Yr cycle)									X			
College Technology Plan (3-Yr cycle)		X			X			X			X	
Budget Development Plan (3-Yr cycle/annual update)		X	X	X	X	X	X	X	X	X	X	X
Marketing Plan (3-Yr cycle)			X			X			X			X
Program Review (PRew) (3-Yr cycle)		X			X			X			X	
Annual Program Update/APU (in between PRew)	X		X	X		X	X		X	X		X
SLO/ILO Assessment (3-Yr cycle)		X			X			X			X	
SSSP (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
Equity Plan (6-Yr cycle/annual update)	X	X					X					
BSI (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
Perkins (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
CalWORKs (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
DSPS Program and Budget Plan (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X
EOPS/CARE Plan (1-Yr cycle)	X	X	X	X	X	X	X	X	X	X	X	X

Planning Year

Integrated Planning and Budget Development Calendar at the College and District Levels

BCC Planning Processes and Timelines, 2015-2017. BCC has developed and implemented processes and timelines for all Plans. Information in Table 3 below shows the integrated two-year timelines on a calendar.

Table 3
Calendar of BCC Integrated Planning Process and Resource Allocations, 2015-2017

2015-16	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun
BCC Mission										Purchasing (Fund 01)	Planning Eval	
Education Master Plan	Development	Development	Development	Development	Development	Shared Governance	Shared Governance	Finalize		Purchasing (Fund 01)	Planning Eval	
BCC Annual Strategic Goal	Development	Development	Development	Development	Shared Governance	Finalize				Purchasing (Fund 01)	Planning Eval	
Enrollment Management Plan			Development	Development	Development	Shared Governance	Shared Governance	Finalize		Purchasing (Fund 01)	Planning Eval	
College Human Resources Plan			Development	Development	Development	Shared Governance	Shared Governance	Finalize		Purchasing (Fund 01)	Planning Eval	
College Facility Plan										Purchasing (Fund 01)	Planning Eval	
College Technology Plan			Development	Development	Development	Shared Governance	Shared Governance	Finalize		Purchasing (Fund 01)	Planning Eval	
Budget Development Plan							Development	Development	Finalize	Purchasing (Fund 01)	Planning Eval	
Marketing Plan								Development	Development	Finalize	Planning Eval	
Program Review		Development	Development	Shared Governance	Finalize					Purchasing (Fund 01)	Planning Eval	
Annual Program Update										Purchasing (Fund 01)	Planning Eval	
SLO/ILO										Purchasing (Fund 01)	Planning Eval	
SLO/ILO Assessment										Purchasing (Fund 01)	Planning Eval	
SSSP		Development	Development	Program/Budget Plan Due						Purchasing (categorical)	Planning Eval	
Equity Plan		Development	Development	Shared Governance	Finalize	Program/Budget Plan Due				Purchasing (categorical)	Planning Eval	
BSI		Development	Development	Program/Budget Plan Due						Purchasing (categorical)	Planning Eval	
Perkins										Purchasing (categorical)	Planning Eval	
DSPS		Development	Development	Program/Budget Plan Due						Purchasing (categorical)	Planning Eval	
EOPS/CARE		Development	Development	Program/Budget Plan Due						Purchasing (categorical)	Planning Eval	
CalWORKs		Development	Development	Program/Budget Plan Due						Purchasing (categorical)	Planning Eval	

KEY:

Development	(orange)
Shared Governance	(blue)
Finalize	(tan)
Program/Budget Plan Due	(red)
Planning Process Evaluation	(green)
Purchasing due for Fund 01 on Apri...	(purple)
Purchasing due for categorical prog...	(light blue)

2016-17	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun
BCC Mission										(Purchasing Fund 01)	(Planning Eval)	
Education Master Plan										(Purchasing Fund 01)	(Planning Eval)	
BCC Annual Strategic Goal	Development	Development	Development	Development	Shared Governance	Finalize				(Purchasing Fund 01)	(Planning Eval)	
Enrollment Management Plan										(Purchasing Fund 01)	(Planning Eval)	
College Human Resources Plan										(Purchasing Fund 01)	(Planning Eval)	
College Facility Plan										(Purchasing Fund 01)	(Planning Eval)	
College Technology Plan										(Purchasing Fund 01)	(Planning Eval)	
Budget Development Plan							Development	Development	Shared Governance	Finalize	(Planning Eval)	
Marketing Plan												
Program Review												
Annual Program Update		Development	Development	Shared Governance	Finalize					(Purchasing Fund 01)	(Planning Eval)	
SLO/ILO										(Purchasing Fund 01)	(Planning Eval)	
SLO/ILO Assessment										(Purchasing Fund 01)	(Planning Eval)	
SSSP		Development	Development	Program/Budget Plan Due						(Purchasing categorical)	(Planning Eval)	
Equity Plan		Development	Development	Shared Governance	Finalize	Program/Budget Plan Due				(Purchasing categorical)	(Planning Eval)	
BSI		Development	Development	Program/Budget Plan Due						(Purchasing categorical)	(Planning Eval)	
Perkins										(Purchasing categorical)	(Planning Eval)	
DSPS		Development	Development	Program/Budget Plan Due						(Purchasing categorical)	(Planning Eval)	
EOPS/CARE		Development	Development	Program/Budget Plan Due						(Purchasing categorical)	(Planning Eval)	
CalWORKs		Development	Development	Program/Budget Plan Due						(Purchasing categorical)	(Planning Eval)	

KEY:

Development	
Shared Governance	
Finalize	
Program/Budget Plan Due	
Planning Process Evaluation	
Purchasing due for Fund 01 on April 1	
Purchasing due for categorical programs on April 30	

PCCD Integrated Planning and Budget Development Calendar

Table 4
Peralta Community College District
Integrated Planning and Budget Development Calendar

Date	Activity	Responsible
November 2015	o Integrated Planning Budget Development Calendar to Board of Trustees for adoption	Vice Chancellor for Finance & Admin
January 2016	o Colleges and District Office divisions complete **Program Reviews** and associated **Program Improvement Objectives (PIOs)/ Resource Requests** by January 30	College Presidents; District Office Administrators
	o Governor releases his 2016-17 State Budget Proposal	
	o Provide overview of Planning and Budget Timeline, PIOs, AUOs, etc. to colleges and community	Vice Chancellor for Finance & Admin
	o Cabinet reviews requests for new faculty hires submitted and prioritized by Colleges and recommends to Chancellor allocation of new faculty hires	Cabinet
February 2016	o Guidance from Chancellor on annual priorities for fiscal year planning and budgeting including new faculty hires	Chancellor
	o Colleges prioritize PIOs/Resource Requests, including those requiring additional resources, and submit for consideration by February 28	College Presidents
	o District Office team prioritizes PIOs/ Resource Requests, including those requiring additional resources, and submit for consideration by February 28	District Admin
	o Review impacts of Governor's January Budget Proposal, the PCCD Strategic Plan and enrollment targets with PBC, Chancellor's Cabinet and the Board of Trustees	Vice Chancellor for Finance & Admin
	o Develop Preliminary Budget Assumptions and review with PBC	Vice Chancellor for Finance & Admin
	o Distribute budget and staffing worksheets to Colleges and Managers for their review and planning purposes	Vice Chancellor for Finance & Admin
	o Conduct community budget forums to provide preview of State budget and PCCD budget development process	Vice Chancellor for Finance & Admin

March 2016	o PBIM committees (DEC, DTC, DFC) review prioritized PIOs/ Resource Requests *that require additional resources* and make recommendations to PBC (by March 30) with respect to priority and funding of each	DEC, DTC, DFC
	o Cabinet or Resource Assessment Committee (RAC) reviews all those PIOs/ Resource Requests *requiring additional classified staffing* that are not under the purview of a PBIM committee. Forwards recommendation to PBC with respect to prioritization by March 30	Cabinet or RAC
	o College personnel, District Office admin meet with Finance to review 2016-17 Budget Worksheets (late March)	College, Admin & Vice Chancellor for Finance & Admin
April 2016	o Complete Budget Worksheet reviews	Vice Chancellor for Finance & Admin
	o PBC receives and reviews PIO prioritization from PBIM committees (DEC, DTC, DFC) and from Cabinet/ RAC	
	o PBC forwards recommendations regarding PIO resource allocation and funding to the Chancellor by April 30	PBC
May 2016	o Governor releases his May Budget Revision	
	o Shares the Governor's May Revision and its impacts on PCCD with shared governance committees and Board of Trustees	Vice Chancellor for Finance & Admin
	o Chancellor and Cabinet review PBC recommendations and reconcile against May Revised budget information. Cabinet advises Chancellor who determines final resource allocation in 2016-17 Tentative Budget is published	Chancellor & Cabinet
	o Conduct community budget forums on State budget and PCCD budget development process	Vice Chancellor for Finance & Admin
June 2016	o 2016-17 Tentative Budget presented to the Board of Trustees for review and discussion	Vice Chancellor for Finance & Admin
	o 2016-16 Tentative Budget presented to the Board of Trustees for approval	Vice Chancellor for Finance & Admin
	o State Legislature adopts final CA State Budget for 2016-17 no later than June 30	
July & August 2016	o Final changes to District's budget(s) given Adopted State Budget	Vice Chancellor for Finance & Admin
September 2016	o Board of Trustees reviews and approves Peralta Colleges' final budget(s) for 2016-17	Vice Chancellor for Finance & Admin