

APPENDIX B

A SUMMARY OF LANEY COLLEGE'S PLANNING EFFORTS 1999-2005

Activity/s	Timeframe	Responsible Parties (Key Participants)	Aims & Accomplishment/s
1. Developed/approved a College-wide shared governance framework	Began Academic Year 2000-01. Framework adopted 9.18.2002	All key stakeholders of the College led by the Laney College President	Aims: develop and render operational a means to engage all stakeholders in the governance of the College.
2. Conducted a review of Laney College	Spring 2001 – Fall 2001	An all-stakeholder/shared governance group: the Taskforce on Organization Review convened by the Laney College President (20-25 members)	Aim: identify strengths and weaknesses of institutional operations in all key areas of the College specifically within the instructional, student services, and business services domains.
3. Carried out a Self Study of Laney College	Academic year 2001-2002	Chaired by a faculty member, the shared governance group represented a cross section of the College including faculty, classified staff, students, and administrators	Aim: carryout a rigorous study of all aspects of the College to reveal accomplishments, barriers to effectiveness, and salient needs and opportunities while also preparing for the review by the Accrediting Team of the Accrediting Commission of Community and Junior Colleges (ACCJC).
4. Formulated strategic directions	Fall 2002	Laney College Educational Master Planning Task Force	Aim: craft strategic directions that used the information identified in the Self-Study Report's Action Plan.
5. Developed the Laney College Educational Master Planning Process	Adopted by Spring 2003	Laney College Educational Master Planning Task force through the College's shared governance process	Aim: ensure on-going systematic planning at Laney College to assure progress in achieving strategic priorities of the College.
6. Drafted forms for use in carrying out the program/unit level reviews	Fall 2003/ Spring 2004	Team of faculty and administrators led by the Vice President of Instruction	Aim: provide a sound means for determining needs and establishing institutional priorities.
7. Piloted the use of the forms for the program/unit level reviews	Spring 2004	Chairs of departments of Chemistry, Geography, and Graphic Arts	Aim: test the abridged program review documents to determine utility/efficacy—use by faculty and staff in carrying out a sound review of departmental and program efforts.
8. Implemented the first phase of the Laney College Strategic Planning Process, including reviewing of programs/development of priorities	Academic year 2004-2005 and Summer 2005	Administrative and educational leaders including the Vice Presidents, Deans, department chairs and program coordinators	Aim: carryout program reviews within all units of the College with priority within the instructional and student services programs/units
9. Developed parameters for drafting the planning progress report	Summer 2005	Educational administrators informed by the previous efforts of all stakeholders	Aim: ensure the development of a substantive report reflecting the conditions of the College, salient issues revealed in the Program Reviews, and developments that reflect how the College's planning process is affected by the District's planning process.

APPENDIX C

NEXT STEPS TO FULLY IMPLEMENT THE PLANNING PROCESS AT LANEY COLLEGE

Activity/s	Timeframe	Responsible Parties (and key participants)	Aim/s & Accomplishment/s
1. Draft the planning progress report	August 2005 – October 2005	President, vice presidents, deans, and the president of the Faculty Senate	Aim: provide a summary of the major findings and recommend a course of actions to address needs, opportunities, and constraints.
2. Review/approve the planning progress report	November 2005	Representative group of faculty, classified staff, students, and administrators	Aims: ensure that all Laney College stakeholders have the opportunity to learn about and further inform the details in the report in order to strengthen it.
3. Implement/complete the 2 nd phase of Laney College's Educational Master Planning Process	Fall 2005 - Spring 2006	Various shared governance groups led by the Vice President of Instruction	Aim: demonstrate the integration of unit level and institutional plans within the actions taken by the College i.e., as reflected in the work of the Faculty Prioritization, Facilities, Instructional Equipment Committees.
a) Assess the effectiveness of the first phase. of the Educational Master Planning Process at all levels of the College	October 2005 – December 2005	Teams of faculty, classified staff, students, and administrators led by the vice president of instruction in cooperation with the Educational Master Planning Committee	Aim: determine the levels of progress in achieving the objectives established at the departmental, program, or unit levels
b) Link the Educational Master Planning Process to College & District Planning Processes	October 2005 – February 2006	All college constituents via key shared governance groups, and led by the College President	Aims: implement a method for linking results to resource allocations and other planning processes at the College and District levels.
c) Develop an On-going Professional Development Series on College Planning	Spring 2006	(To be determined)	Aims: ensure the use of a sound feedback mechanism/s and improve the planning process---all with the priority to strengthen educational and operational efforts college-wide.

District Committees

Committee	Committee Name
CPAC	Chancellor's Policy Advisory Committee
CIPD	District Council of Instruction, Planning and Development
DHRC	District Human Resources Committee
DFAPC	District Facilities Advisory Planning Committee
DTC	District Technology Committee
DBAC	District Budget Advisory Committee
DMC	District Marketing Committee
GAF	Group of Advising Faculty
Executive Cabinet	Presidents and District Office Department Heads

Strategic Plan Implementation Teams
DRAFT

Strategic Directions	Co-Leaders	Committee
A. Enhancing Access and Student Success	Vice Chancellor Ed Srvs Vista President	CIPD VP Instruction VP Student Services AVC Int'l Affairs AVC Admissions
B. Developing our Human Resources	Vice Chancellor HR Vista President	DHRC (new) Staff Development Officer Employee Relations Mgr Risk Manager Deans/Directors
C. Creating Effective Learning Environments	Exec Dir Gen Srvs Laney President	DFAPC Consultant
D. Leveraging Information Technology	CIO Merritt President	DTC VP Instruction VP Student Services Deans
E. Enhancing Resources & Budget Processes	CFO COA President	DBAC Business Managers Deans/Directors VP Instruction VP Student Services
F. Enhancing Awareness & Visibility	Exec Dir Marketing Laney President	DMC PIOs VP Instruction VP Student Services
G. Improving the Effectiveness of District wide Communication, Coordination & Collaboration	Chancellor College Presidents	CPAC Vice Chancellors

*ea. ch. resp. impl. plans.
integrate all plan efforts*

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Strategic Plan Implementation Teams DRAFT

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C. Creating Effective Learning Environments	Exec Dir Gen Svcs Laney President	DFAPC Consultant
D. Leveraging Information Technology	CIO Merritt President	DTC VP Instruction VP Student Services Deans
E. Enhancing Resources & Budget Processes	CFO COA President	DBAC Business Managers Deans/Directors VP Instruction VP Student Services
F. Enhancing Awareness & Visibility	Exec Dir Marketing Laney President	DMC PIOs VP Instruction VP Student Services
G. Improving the Effectiveness of District wide Communication, Coordination & Collaboration	Chancellor College Presidents	CPAC Vice Chancellors

*ca. more responsible systems
integrate all plan efforts*

Cont. Table 2. Planning Priorities of Laney College Aligned with Laney College Strategic Directions & Board Strategic Priorities

Laney College Strategic Priorities	Aligned with Laney College & Board Planning Directions/Priorities *		Priority Level	Units of the College			
	College Strategic Directions	Board Planning Priorities		Instruction	Student Services	Business Services	
<p>6. Research</p> <ul style="list-style-type: none"> • Render accessible data to inform state and progress of programs and services to improve student academic and vocational successes and the effectiveness of all staff • Customize database to monitor and measure student learning outcomes 	I 1.1	B, D, F, I, M	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services Categorical Programs		
<p>7. Communications/Outreach & Community Programming</p> <ul style="list-style-type: none"> • Streamline access to essential information and documents via the Web, videos, etc. • Produce film, speakers series specific to disciplines to increase student knowledge of content and its relevance to her/his academic, personal, and professional lives • Strengthen connection with external community to render the College more accessible to all stakeholders • Improve marketing tools to effectively convey key info. to internal and external College constituents • Improve coordination and strengthen collaboration within the college and with the units of the District 	IV 4.1 V 5.2	A, C, H, K, M	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services Categorical Programs DSFS Tutorial & Academic Support Center Counseling	Administrative services Budgeting Facilities	
<p>8. Institutional Development</p> <ul style="list-style-type: none"> • Develop a plan and secure grants and other financial awards to help build the infrastructure necessary—in the areas of faculty, classified staffing, instructional support services, facilities, and equipment technologies—to improve student outcomes. 	III	B, C, D, E, F, G, H, I, K	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services		
<p>9. Leadership</p> <ul style="list-style-type: none"> • Establish clear means to strengthen college leadership • Use on-going strategic planning and full use of participatory governance processes as tools of sound educational leadership 	II: III 3.3: VI	A, F, G, K	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech	Categorical Programs	Administrative services Budgeting Facilities	

* The capitalized letters are also found in Table 1, representing the priorities of the College and the Board. (See pages 10, 11 and 16 for the complete list.)

Table 2. Planning Priorities of Laney College Aligned with Laney College Strategic Directions & Board Strategic Priorities

Strategic Priorities	Aligned with Laney College Strategic Directions & Board Strategic Priorities		Priority Level	Units of the College			
	College's Strategic Directions	Board Planning Priorities		Instruction	Student Services	Business Services	
<p>1. Facilities & Equipment</p> <ul style="list-style-type: none"> Deal with the persistent facilities problems. Critical instructional, student services buildings continue to experience roof leaks, inadequate lighting, imbalanced HVAC system, and insufficient or no exhaust system to address the toxic materials used. Also, necessary equipment must be maintained, upgraded, or replaced to ensure delivery of services (i.e., food, computer lab) 	VII 7.1, 7.2	D, H, I, J, M	Highest (due to health, safety, & legal mandates)	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services (access—especially Admissions & Records—retention) Categorical Programs	Administrative services Budgeting Facilities	
<p>2. Student Achievement & Instructional Support Services</p> <ul style="list-style-type: none"> Strengthen the resource base of tutors, on-line supports, and other aides to classroom instruction/student learning Develop a sound infrastructure to facilitate the persistence and successful matriculation of special populations of students 	IV:V 5.1:III 3.3	B, D, F, H, I	Highest	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Library	Matriculation Services Categorical Programs Counseling	Budgeting	
<p>3. Curriculum Development & Program Planning (student benefit, departmental productivity, standards)</p> <ul style="list-style-type: none"> Improve curriculum and classroom/student services practices in part by incorporating (and using) explicit student learning outcomes and using sound assessment practices Move standards overall to reduce significantly inefficiencies and ineffective efforts. 	IV 4.1 III 3.1, 3.3: IV: VI 6.2	B, C, H, I A, I	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services (including student employment/activities) Counseling Categorical Programs	Administrative services	
<p>4. Human Resources (direct services)</p> <ul style="list-style-type: none"> Address the inadequacy of faculty, classified staffing, training, and supervision 	IV VI 6.1, 6.2, 6.3	B, D, G, I, K	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services Categorical Programs Counseling	Administrative services Budgeting	
<p>5. Technology & Security (Communications & instruction)</p> <ul style="list-style-type: none"> Improve marketing tools to effectively convey key info. Streamline (and ensure) access to essential information via SARS, PROMT, the Web, videos, etc. Ensure technologies can be maintained with appropriate access by employees and students 	V 5.1, 5.2 VII 7.1	B, C, D, E, F, G, H, J, M, J	High	Div. Arts, Comm, PE Div. Business, Math, Sci Div. Hum, LangArts, SocSci Div. Vocational Tech Library	Matriculation Services Categorical Programs Counseling	Administrative services Facilities	

Cont. Table 1. Strategic Integration of the Planning Direction & Priorities

Board of Trustees' Strategic Planning Directions & Priorities (I-VII; A-M)	Laney College Strategic Planning Directions & Priorities (I-VII; A-I)	College-Wide Bodies Developing & Informing Institutional Priorities	District-Wide Bodies Informing & Improving the Planning Process
Planning Directions Board Priorities	Planning Directions Electronic Access Automation & Technology	College Priorities Technology Planning Committee Instructional Equipment & Library Materials Taskforce Instructional Lab Taskforce	District Committee on Information Technology Service Centers: Information Technology; Ed Services
IV Leverage Information Technology	J Physical Facilities and Infrastructure	E Technology & Security	• Budget Advisory Committee • Budget Development Taskforce • Service Centers: Budget/Finance; Ed Services
V Enhance Resources & Budget Processes	E Fiscal Stability & Sustainability K Partnerships	H Institutional Development	• Budget Advisory Committee • Laney College Advisory Committee • Instructional Equipment & Library Materials Taskforce
VI Enhance Awareness & Visibility	M District & College Image and Identity	G Communications/ Outreach & Community Programming	• Laney College Outreach Committee • Graduation Committee • Vocational Advisory Committee • Associated Students of Laney College • Speaker's Bureau Committee
VII Improve the Effectiveness of District-wide Communication, Coordination, and Collaboration	A Integrated Strategic Planning F Accountability Systems L Board Development	II Participatory Governance III Institutional Effectiveness	• District-wide team of College Public Information Officers & District Marketing Specialists • District-wide team of Outreach Developers • Service Centers: Marketing & Public Relations
		G Communications/ Outreach & Community Programming I Leadership	• Augmented Leadership Council • Technology Committee • College Council • Faculty Senate • Associated Students of Laney College • Classified Senate • ASLC: Inter-Club Council

Note: ASLC, Classified Senate, Faculty Senate, PFT, Local 790 and 39 have representatives as standing members of most shared governance bodies.

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Board of Trustees' Strategic Planning Directions & Priorities (I-VII; A-M)		Laney College Strategic Planning Directions & Priorities (I-VII; A-J)		College-Wide Bodies Developing & Informing Institutional Priorities		District-Wide Bodies Informing & Improving the Planning Process	
Planning Directions	Board Priorities*	Planning Directions*	College Priorities				
I Enhance Access & Student Success	A Access	IV Strengthening Academic & Student Support Programs	B Student Achievement & Instructional Support Services	<ul style="list-style-type: none"> Educational Master Planning and Coordinating Committee Faculty Senate: Curriculum Committee; Instructional Support Committee; Vocational Advisory Committee; Information Competency Basic Skills Learning Collaborative College Matriculation Committee Laney College Outreach Committee Graduation Committee 	<ul style="list-style-type: none"> Council on Instruction, Planning & Development (CIPD) Matriculation Committee 	<ul style="list-style-type: none"> Professional Development officer & team of college chairs of professional development committees Service Centers: Human Resources; General Counsel; Educational Services 	
	C Increased enrollment						
	B Student Success	V Electronic Access, Automation, & Technologies	F Research	<ul style="list-style-type: none"> Professional Development Committee Faculty Prioritization Committee 			
	D Student Support Services						
II Develop Our Human Resources	G Human Resource Development	VI Human Resources and Professional Development	D Human Resources	<ul style="list-style-type: none"> Professional Development Committee Faculty Prioritization Committee 		<ul style="list-style-type: none"> Professional development officer & team of college chairs of professional development committees Service Centers: Human Resources; General Counsel; Educational Services 	
III Create Effective Learning Environment	J Physical Facilities and Infrastructure	VII Physical Facilities	A Facilities & Equipment	<ul style="list-style-type: none"> Facilities Planning Committee Health and Safety Committee 		<ul style="list-style-type: none"> District Committee on Facilities and Development (CIPD) Service Centers: Facilities/purchasing; Educational Services; Information Technology 	

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1. Developed/approved a College-wide shared governance framework	Began Academic Year 2000-01. Framework adopted 9.18.2002	All key stakeholders of the College led by the Laney College President	Aims: develop and render operational a means to engage all stakeholders in the governance of the College.
2. Conducted a review of Laney College	Spring 2001 – Fall 2001	An all-stakeholder/shared governance group: the Taskforce on Organization Review convened by the Laney College President (20-25 members)	Aim: identify strengths and weaknesses of institutional operations in all key areas of the College specifically within the instructional, student services, and business services domains.
3. Carried out a Self Study of Laney College	Academic year 2001-2002	Chaired by a faculty member, the shared governance group represented a cross section of the College including faculty, classified staff, students, and administrators	Aim: carryout a rigorous study of all aspects of the College to reveal accomplishments, barriers to effectiveness, and salient needs and opportunities while also preparing for the review by the Accrediting Team of the Accrediting Commission of Community and Junior Colleges (ACCJC).
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APPENDIX C

NEXT STEPS TO FULLY IMPLEMENT THE PLANNING PROCESS AT LANEY COLLEGE

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