

## Integrated Planning

In an **integrated planning** process, all college planning is part of a functional system unified by a common set of assumptions and well-defined procedures, and is dedicated to the improvement of institutional effectiveness. The driving force for all college efforts is student learning. Assessments focus on how well students are learning and based on those assessments, changes are made to improve student learning and success.

College of Marin's planning policies and practices both direct and demonstrate strategies for institutional effectiveness. Dialogue regarding the improvement of institutional effectiveness occurs in an ongoing and systematic cycle of evaluation, **integrated planning**, resource allocation, implementation, and re-evaluation. These practices and policies are summarized in this planning manual.

To summarize the planning model:

The **College Mission** describes the College's intended student population and the services the College promises to provide to the community. As such, this statement is the touchstone for the entire planning process.

↓

The College uses this statement to assess its current status and anticipate future challenges in a long-term **Educational Master Plan**.

↓

This long-term plan is then the driver of the College's **three-year Strategic Plans** and its annual **Program Reviews**. The program reviews include a thorough analysis of each academic and student services program and administrative function, as well as programmatic planning at the unit level. The strategic objectives in the **Strategic Plan** and the unit plans in the **Program Reviews** also inform the subsequent editions of the **Educational Master Plan**; the long-term and short-term plans reciprocally inform one another.

↓

Resources are allocated based on college wide **Strategic Plans** and unit-level plans, thereby ensuring the College's forward movement on the College's strategic objectives that were drawn from the recommendations in the **Educational Master Plan** and articulated in the **Strategic plan**.

↓

Following the Program Reviews, the College develops **Action Plans for Program Improvement** and implements its plans.

Through this allocation of resources, the College mobilizes its resources to **implement** its plans.

↓

The College assesses progress on the strategic objectives and makes adjustments in action steps as needed to continue the College's forward movement in fulfilling its **Mission**. Assessment of the

**outcomes**, as well as assessment of the planning processes itself, is embedded throughout the planning efforts.

↓

**Process Assessment and Content Assessment** will be shared and discussed for actions to complete and close the feedback loop.

## College of Marin Integrated Planning Model



The manner in which the Strategic Plan informs the operational plans is illustrated in the three diagrams attached on the next three pages.