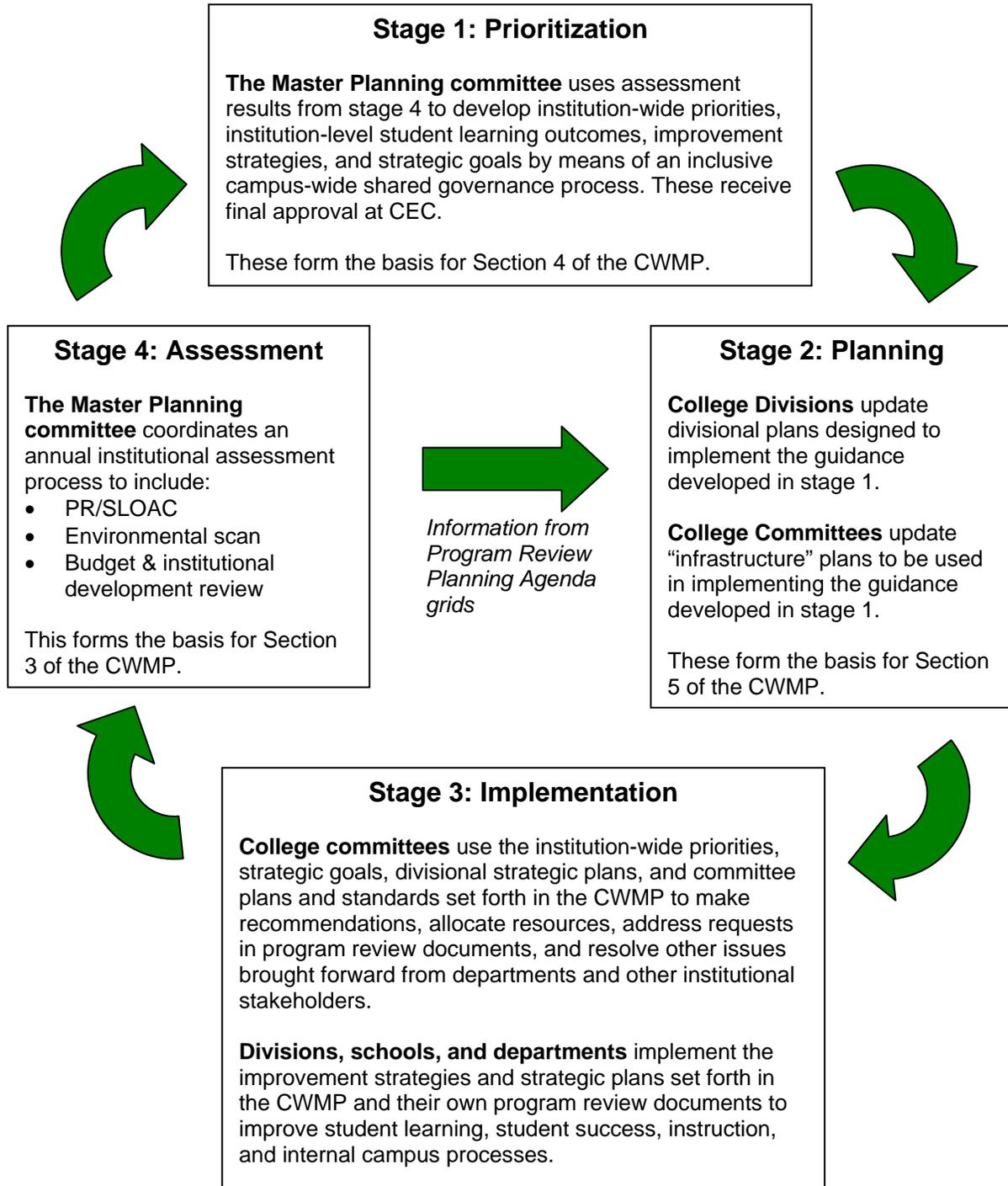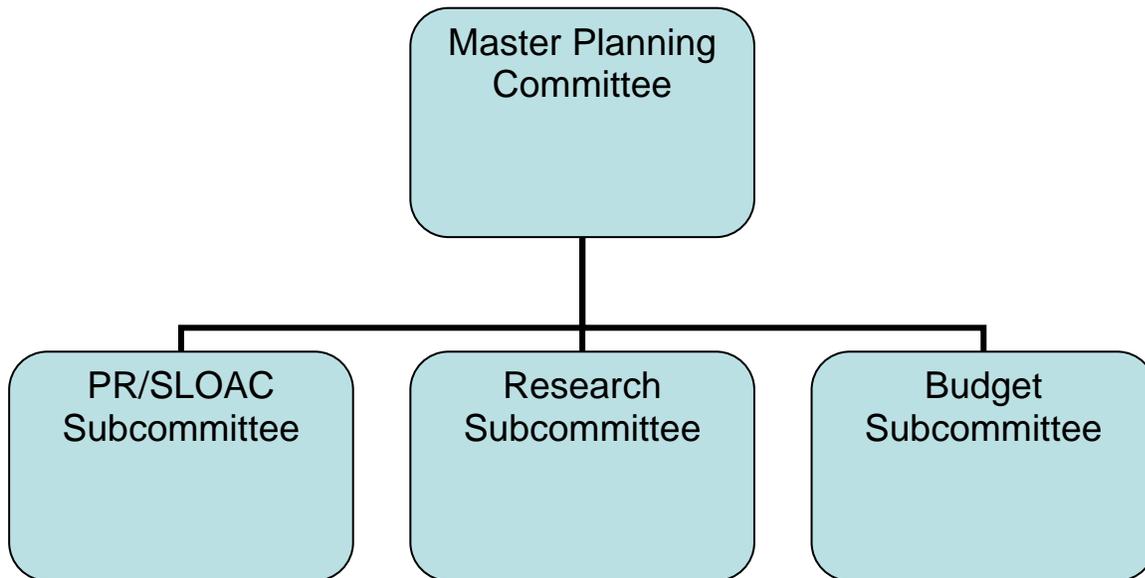## Guiding Principles

1. Miramar College needs a formal master planning process that is integrated with the college's Program Review / SLOAC process and governance structure.

2. The recommended master planning process should build on the work and decisions made at previous Institutional Effectiveness Task Force meetings.

3. The master planning process should be the responsibility of a formal shared governance committee.

4. The master planning and program review processes should be linked to the staffing and budget decisions made by shared governance committees.

5. All master planning information should be contained in the College-Wide Master Plan (that is, there should be one document, not a series of them).

6. The College-Wide Master Plan should provide useful guidance to committees, divisions, schools, and departments in their day-to-day work and decision making.

7. The College-Wide Master Plan, including institutional priorities, should be created, adopted and disseminated as soon as possible through an inclusive campus-wide process.

The Master Planning Process

Stage 1: Prioritization

The Master Planning committee uses assessment results from stage 4 to develop institution-wide priorities, institution-level student learning outcomes, improvement strategies, and strategic goals by means of an inclusive campus-wide shared governance process. These receive final approval at CEC.

These form the basis for Section 4 of the CWMP.

Stage 4: Assessment

The Master Planning committee coordinates an annual institutional assessment process to include:
- PR/SLOAC
- Environmental scan
- Budget & institutional development review

This forms the basis for Section 3 of the CWMP.

Information from Program Review Planning Agenda grids

Stage 2: Planning

College Divisions update divisional plans designed to implement the guidance developed in stage 1.

College Committees update "infrastructure" plans to be used in implementing the guidance developed in stage 1.

These form the basis for Section 5 of the CWMP.

Stage 3: Implementation

College committees use the institution-wide priorities, strategic goals, divisional strategic plans, and committee plans and standards set forth in the CWMP to make recommendations, allocate resources, address requests in program review documents, and resolve other issues brought forward from departments and other institutional stakeholders.

Divisions, schools, and departments implement the improvement strategies and strategic plans set forth in the CWMP and their own program review documents to improve student learning, student success, instruction, and internal campus processes.

The College-Wide Master Plan Timeline

Month	College-Wide Master Plan Drafting Stage
July (or earlier)	• PR/SLOAC Committee completes program review and SLO assessment cycle from previous academic year • Research Committee completes environmental scan • Budget Committee completes budget assessment and exploration of additional funding possibilities
August	• Section 2 completed by Master Planning Committee
September	• Section 3 completed by PR/SLOAC, Research, and Budget Committees
October November	• Master Planning Committee uses assessment results presented in Section 3 to develop institution-wide priorities, institution-level student learning outcomes, improvement strategies, and strategic goals by means of an inclusive campus-wide shared governance process. These form the basis for Section 4.
December	• Section 4 completed and adopted at CEC.
January February March	• College Divisions update divisional plans designed to implement the priorities and goals in Section 4. • Responsible college committees update Technology, Facilities, and Marketing plans designed to implement the priorities and goals in Section 4. These form the basis for Section 5.
April	• Section 5a completed by College Divisions and Schools. • Section 5b completed by Technology, Facilities, and Marketing Committees.
May	• Sections 1, 6, and 7 completed by Master Planning Committee. • Consolidated draft of CWMP completed by Master Planning Committee and presented to campus for comment.
June	• Final draft of CWMP completed • CWMP adopted by CEC • CWMP presented / distributed to campus for implementation during the following academic year.

The Master Planning Committee

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                    ┌──────────────────┐
                    │ Master Planning  │
                    │    Committee     │
                    └──────────────────┘
                             │
        ┌────────────────────┼────────────────────┐
┌──────────────┐    ┌──────────────┐    ┌──────────────┐
│  PR/SLOAC    │    │   Research   │    │    Budget    │
│ Subcommittee │    │ Subcommittee │    │ Subcommittee │
└──────────────┘    └──────────────┘    └──────────────┘
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Committee membership drawn from:

College President
VPs
Deans
Academic Senate, Classified Senate, Associated Students presidents
Faculty members
Institutional researcher
Articulation officer
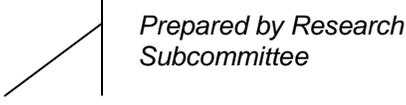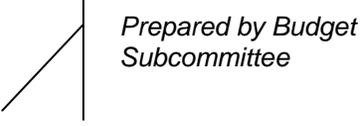Budget officer
more?...

Committee Missions

The **Master Planning Committee** is responsible for overall coordination of the master planning process, preparation of the CWMP, and drafting portions of the CWMP.

The **PR/SLOAC Subcommittee** is responsible for coordination of the program review and student learning outcome assessment cycles (the internal assessment focus) and for drafting portions of the CWMP.

The **Research Subcommittee** is responsible for conducting an environmental scan (the external assessment focus) and for drafting portions of the CWMP.

The **Budget Subcommittee** is responsible for analyzing all components of the Miramar College budget, identifying potential additional funding sources, and drafting portions of the CWMP.

Outline of College Wide Master Plan

1. Executive Summary
2. Institutional Overview
    a. The institution
    b. The San Diego Community College District
    c. History of San Diego Miramar College
    d. Institutional philosophy, vision, and mission
    e. Community characteristics
    f. Student characteristics
    g. Faculty characteristics
    h. Programs and Services
        i. Instructional programs
        ii. Student services
        iii. Administrative services
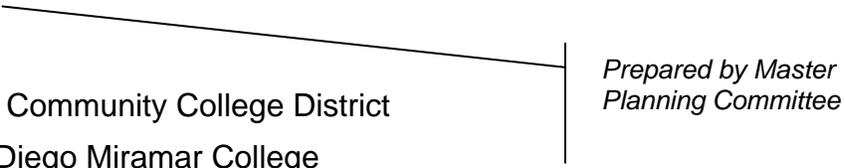
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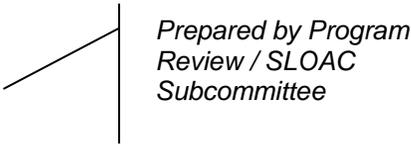
3. Institutional Assessment
    a. Internal Focus – Program Review
        i. Student learning
        ii. Student access
        iii. Student success
        iv. Instructional improvement
        v. Program needs

Prepared by Program Review / SLOAC Subcommittee

    b. External Focus – Environmental Scan
        i. Community needs
        ii. Employer needs
        iii. Transfer institution needs
        iv. Prospective student populations
        v. Educational delivery methods
        vi. Educational trends

Prepared by Research Subcommittee

    c. Budget and Institutional Funding Development
        i. Budget summary
        ii. Discretionary budget
        iii. Categorical budgets

Prepared by Budget Subcommittee

      iv. Grants and contracts

      v. Prospective funding sources

   d. State of the Institution —————————— *Prepared by Master Planning Committee*

      i. Overall institutional strengths

      ii. Overall institutional challenges

      iii. Emerging opportunities

4. Institutional Priorities and Goals ——————— *Prepared by Master Planning Committee*

   a. Institution-level student learning outcomes

   b. Targeted student populations

   c. Priority programs and services

   d. New initiatives

   e. Strategic goals

5. Institutional Plans

   a. Divisional Plans ——— *Prepared by College Divisions and Schools using Sections 3 and 4 as primary inputs.*

      i. Instructional Division Strategic Plan

         1. School of Library and Technology Services

         2. School of Public Safety

         3. School of Business, Math, and Science

         4. School of Liberal Arts

         5. School of Technical Careers and Workforce Initiatives

      ii. Student Services Division Strategic Plan

         1. Student Affairs and Matriculation

         2. Student Services

      iii. Administrative Services Division Strategic Plan

   b. Infrastructure Plans ——— *Prepared by Technology, Facilities, and Marketing Committees using Sections 3, 4, and 5a as primary inputs*

      i. Technology

      ii. Facilities

      iii. Marketing

6. Conclusion ——————————— *Prepared by Master Planning Committee*

7. Index