

# Memorandum

**Date:** 11/26/07

**To:** Bill Vincent

**From:** Duane Short

**Subj:** Institutional Effectiveness TF Working Group Meeting



San Diego Miramar College  
Articulation Office

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Bill,

The Institutional Effectiveness Task Force Working Group will be meeting tomorrow, Tuesday 11/27, with the goal of producing recommendations on the following items:

- The master planning process
- The master planning committee
- Outline of the college wide master plan
- Strategies for integrating master planning into our governance structure.

As directed, the Working Group intends to bring the recommendations we come up with to the Institutional Effectiveness Task Force on December 7<sup>th</sup>.

I have attached the DRAFT documents we will be reviewing at our meeting tomorrow. Please note that none of these documents are in their final form, nor have any been approved yet to bring back to the Institutional Effectiveness TF.

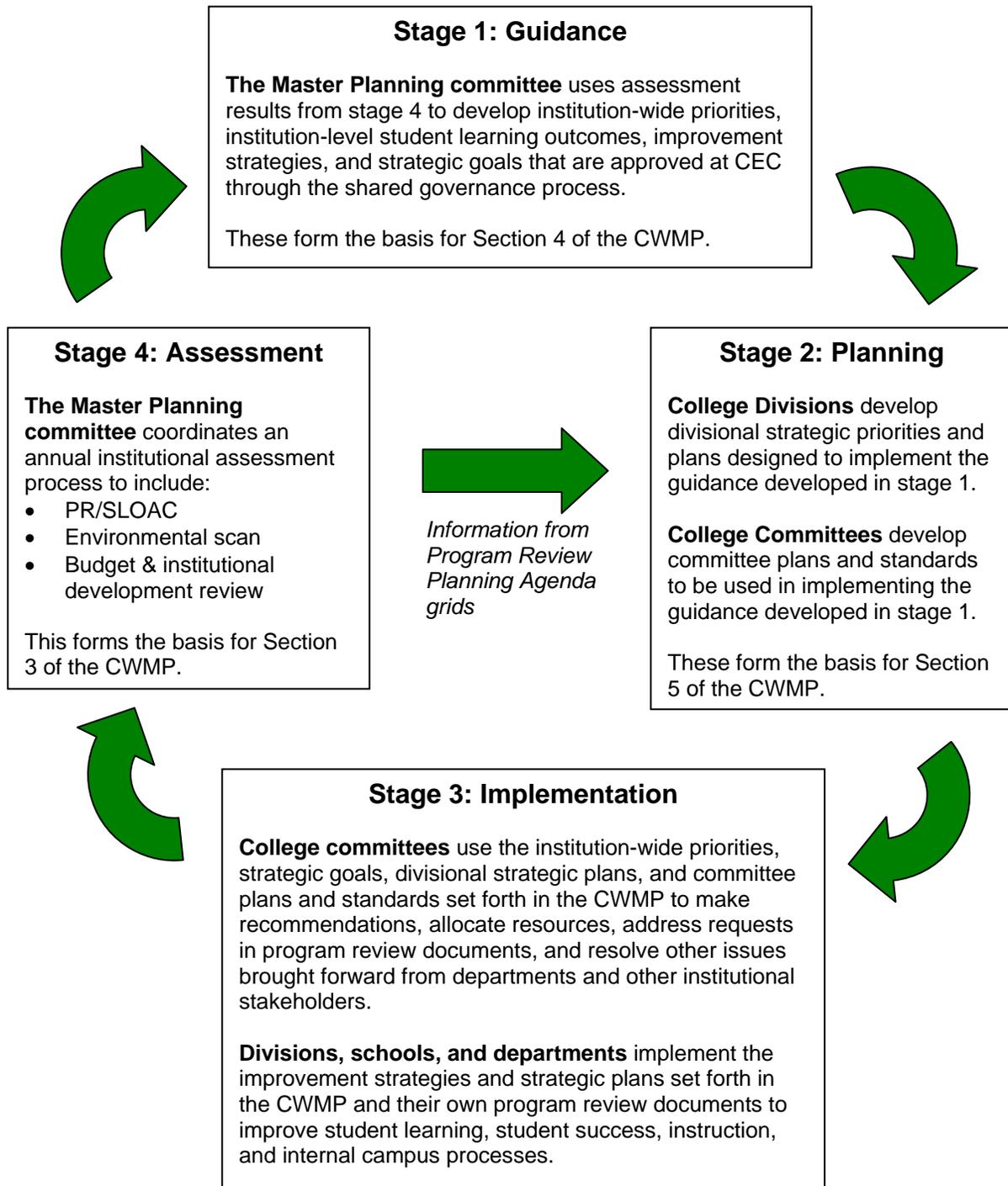
Sincerely,

Duane D. Short  
Articulation Officer

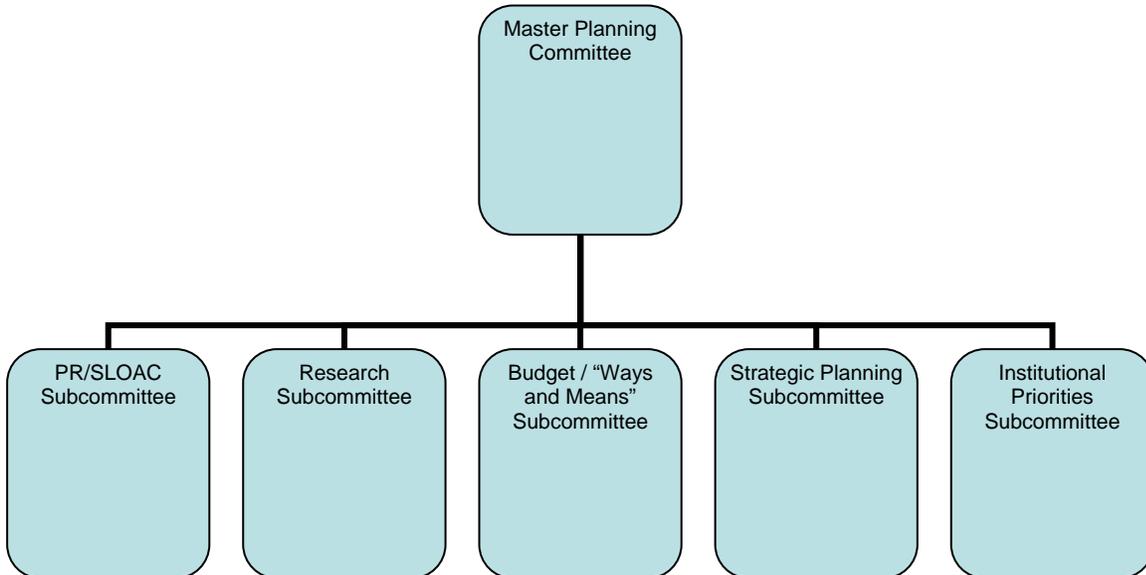
**Guiding Principles**

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 master planning process should be the responsibility of a formal shared governance committee.
3. 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).
4. The College-Wide Master Plan should provide useful guidance to committees, divisions, schools, and departments in their day-to-day work and decision making.
5. The recommended master planning process should build on the work and decisions made at previous Institutional Effectiveness Task Force meetings.

The Master Planning Process



The Master Planning Committee



Committee Membership

- College President
- VPs
- Deans
- Academic Senate, Classified Senate, Associated Students presidents
- Committee chairs
- Department chairs
- Institutional researcher
- Articulation officer
- Budget officer
- more?...

Committee Placement in College Governance Structure

\*\*\*\* see handouts \*\*\*\*

### 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

*Prepared by Institutional Priorities subcommittee*
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 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 / "Ways and Means" subcommittee*

- iv. Grants and contracts
- v. Prospective funding sources
- d. State of the Institution \_\_\_\_\_
  - i. Overall institutional strengths
  - ii. Overall institutional challenges
  - iii. Emerging opportunities
- 4. Institutional Priorities and Goals \_\_\_\_\_
  - a. Institution-level student learning outcomes
  - b. Targeted student populations
  - c. Priority programs and services
  - d. New initiatives
  - e. Strategic goals
- 5. Institutional Plans and Standards \_\_\_\_\_
  - a. Divisional Plans \_\_\_\_\_
    - 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. Committee Plans \_\_\_\_\_
    - i. Curriculum
      - 1. Curriculum development plan
      - 2. Standards for curriculum approval
    - ii. Faculty / Hiring
      - 1. Human resources / hiring plan
      - 2. Standards and criteria for faculty hiring
    - iii. Marketing
      - 1. Marketing plan

*Prepared by  
Institutional Priorities  
subcommittee*

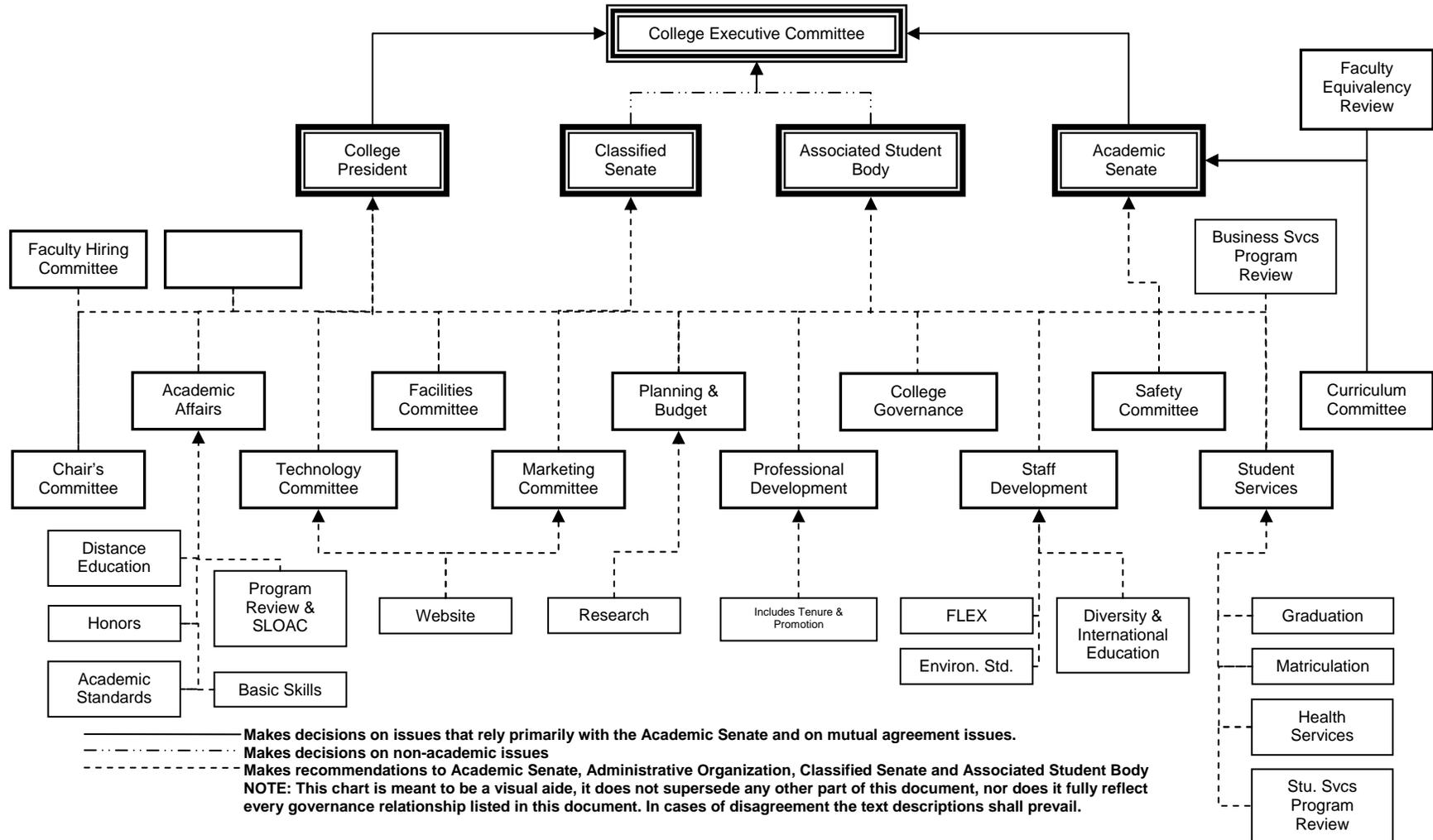
*Prepared by  
Institutional Priorities  
subcommittee*

*Prepared by Strategic  
Planning subcommittee using  
sections 3 and 4 as primary  
inputs.*

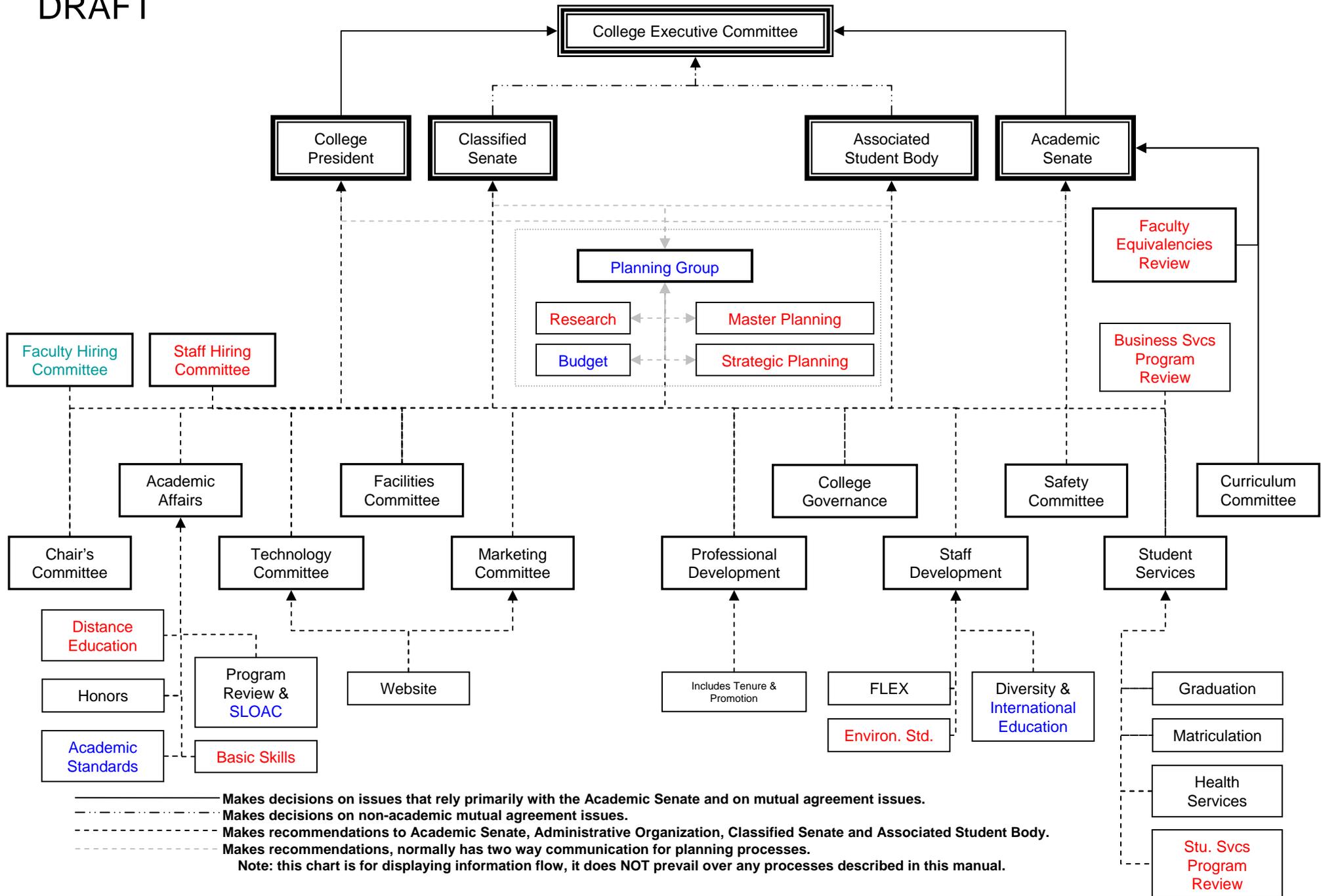
*Prepared by each shared  
governance committee using  
sections 3, 4, and 5a as  
primary inputs*

- 2. Marketing standards
- iv. Planning and Budget
  - 1. Standards and criteria for IELM budget allocation
- v. Facilities
  - 1. Facilities plan
  - 2. Facilities standards
- vi. Technology
  - 1. Technology plan
  - 2. Technology standards
- vii. Student Services
- viii. Staff Development
- ix. Instructional Support Staff and Services
  - 1. Support staff hiring plan
  - 2. Instructional services plan
  - 3. Standards and criteria for support staff hiring
- x. Instructional Supplies
  - 1. Standards for instructional supply allocation
- 6. Conclusion
- 7. Index

## Miramar College Shared Governance Organizational Structure



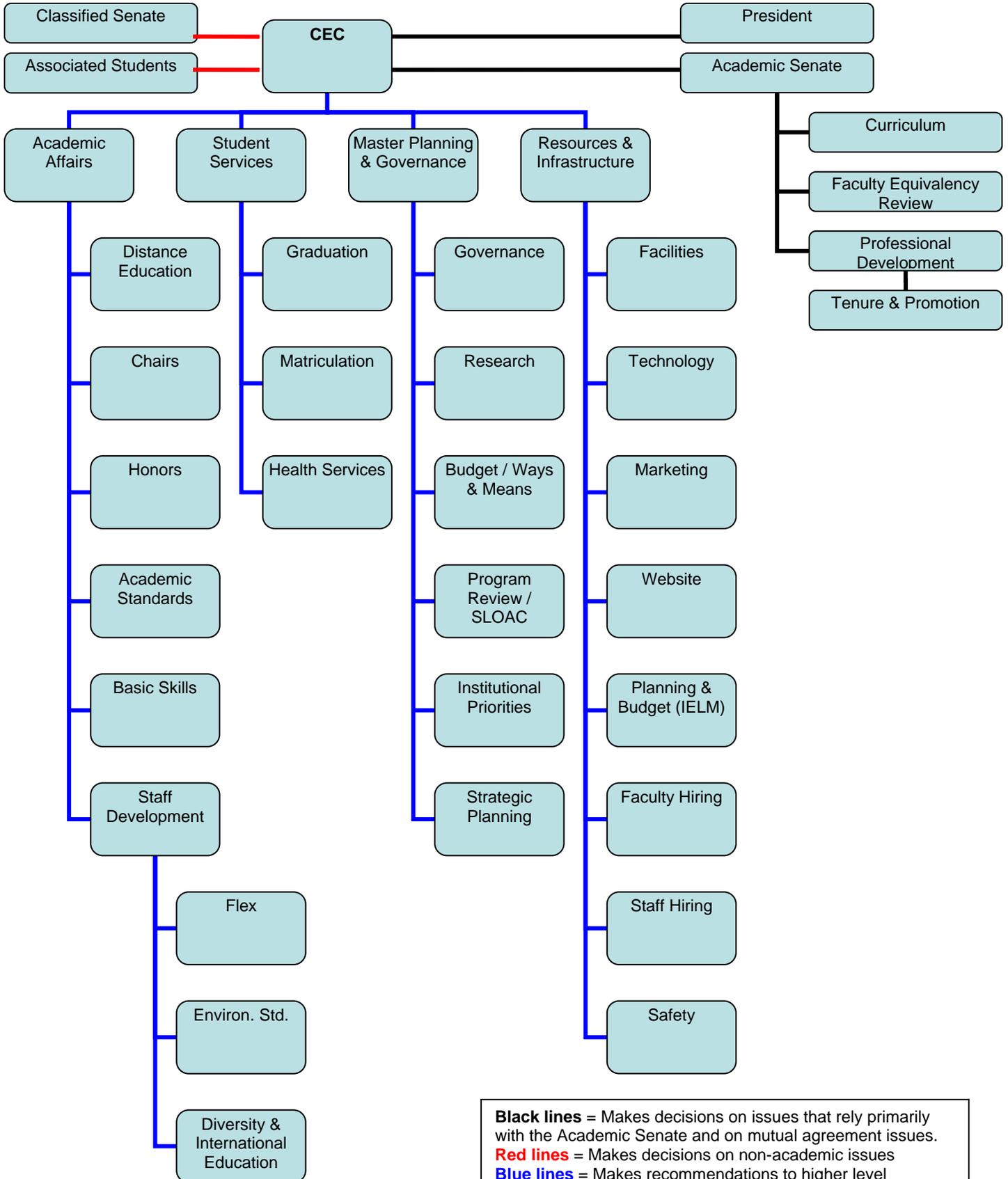
DRAFT



Blue = change in structure/status, Red = new (Sub)/Committee, Green = Clarification

DRAFT

# Governance Structure Proposal



**Black lines** = Makes decisions on issues that rely primarily with the Academic Senate and on mutual agreement issues.  
**Red lines** = Makes decisions on non-academic issues  
**Blue lines** = Makes recommendations to higher level committees and CEC on issues that fall outside of the regular scope of shared governance committee authority