



Institutional Planning and Effectiveness Manual

Updated: Feb. 10, 2011

Edison State College

Vision

Edison State College will be the catalyst for creating an innovative education system which provides accessible educational pathways that prepare students to be enlightened and productive citizens.

Values

We value student success, integrity, intellectual inquiry, and academic rigor.

Mission

The mission of Edison State College is to inspire learning; prepare a diverse population for creative and responsible participation in a global society; and serve as a leader for intellectual, economic, and cultural awareness in the community.

Strategic Priorities

As an open-door regional State College, Edison will:

1. Develop and maintain a **learning-centered culture**
2. Provide educational pathways for **under-prepared students**
3. Provide **vibrant relevant programs**
4. Provide an array of effective **student support services**
5. Identify and develop short and long-term **financial, facility and technology resources** of the College
6. Promote, develop and retain a culture that supports **professional growth** of faculty and staff
7. Develop, maintain and enhance **collaborative partnerships**
8. Enhance the **regional image** of Edison State College

Approved by the Board of trustees on February 22, 2011

Preface

At Edison State College, planning and institutional effectiveness is the responsibility of every employee and it requires an ongoing comprehensive system to implement and evaluate improvements to educational programs, services and operations.

The Institutional Planning and Effectiveness Manual is intended to guide departments through the unit planning process of Edison State College. It also serves as a reference guide for strategic planning.

Inquiries about this manual or its contents should be addressed to the Department of Institutional Research, Planning and Effectiveness at 489-9213.

What is a Strategic Plan?

Strategic Planning is a district-wide deliberate effort to formulate a clear sense of institutional direction, initiate actions to move in that direction, and determine what resources are necessary to achieve those aspirations (Nichols, 2000).

Strategic planning...

- Establishes a shared direction and focus
- Improves services
- Accelerates or improves growth
- Develops better communications within and outside of the organization
- Quantifies accountability
- Questions assumptions
- Makes things happen

The Strategic Plan will ensure strong and meaningful relationships among Institutional Effectiveness, Strategic Planning, Assessment and Program Review. The key elements of this process,

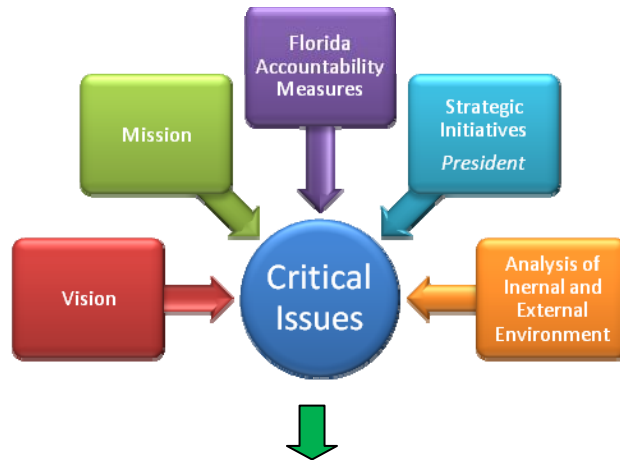
The Planning Process

The following sequence of reviews ensures the successful implementation and evaluation of the planning and institutional effectiveness plan:

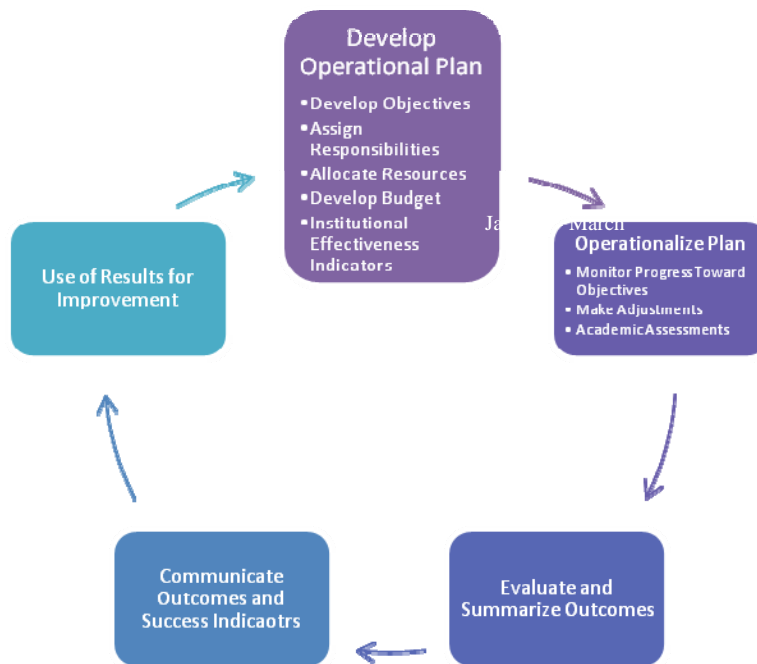
1. Mission, Vision and Values
2. State of Florida Accountability Measures
3. President's *Strategic Initiatives*
4. Environmental Scanning
5. Development of Critical Issues and College-Wide Goals
6. Creation and Implementation of Annual Unit Plans
7. Assessment of Outcomes

- 8. Communication of Outcomes
- 9. Use of Results for Improving the College

Through Edison State College’s annual planning cycle, these steps are individually addressed in an organized and systemic manner. The annual planning cycle begins every December with the Strategic Planning Team meeting to define (reaffirm) the long-term vision, strategy, priorities, and goals, forming the Edison Sate College Strategic Plan and Initiatives.



- 1 • Prioritize Critical Issues and Develop College Priorities
- 2 • Define College Goals and Communicate College Goals



Each unit planning group provides input in the design, implementation, and review of the Edison State College Strategic Plan. Members of this group include the following.

Planning Group Leader	Planning Unit
District President and Senior Vice President, Operations	Senior Management and President's Strategic Initiatives
Campus Presidents Campus Center	Charlotte Campus Administrative services, Charlotte Academic Dean, Charlotte Student Services, Charlotte Collier Campus Administrative Services, Collier Academic Dean, Collier Student Services, Collier Hendry/Glades Center Academic and Student Services, Hendry/Glades Lee Campus
Vice President, Academic Affairs	Academic Dean, Charlotte Academic Dean, Collier Arts and Sciences Baccalaureate Programs Business and Technology District Dean, Professional and Technical Studies Edison Online Health Professions Honors Scholar Program Learning Resources Lee Campus VPAA & District Dean of Instruction Public Safety Programs School of Education & Charter Schools Teaching and Learning Center Undergraduate Research FYE/Academic Success
Institutional Support: Financial Services	Auxiliary Services Accounting & Financial Services Facilities Planning and Management Legal Affairs & Risk Management Procurement Services
Institutional Support: Foundation	Foundation
Institutional Support Human Resources	Human Resources
Institutional Support Public Information	Communications and Marketing Governmental Relations Public Safety
Institutional Support: Strategic Initiatives	Institutional Research, Planning & Effectiveness Grants Development
Technology Services	
Student Services	Advising Assessment Services Enrollment Management Financial Aid Ombudsman and Counseling Services Orientation Student Life

Responsibilities

This section provides the overall strategic responsibilities of ESC planning group and planning unit members.

Overall Responsibilities of a Planning Group:

- Direct the planning activities of the direct-report units
- Complete planning activities within procedural timeframe
- Monitor, evaluate and update objectives using the SPOL software
- Review/comment on mid-year and annual progress reports
- Prioritize submitted strategic budget requests from the units to comply with unit plans

Overall Responsibilities of a Planning Unit:

Develop objectives that are measurable and aligned with College priorities and goals
Complete planning activities within assigned timeframe
Review student learning assessment results (where applicable) and include faculty in determining improvements based on results
Monitor, evaluate and update objectives using the SPOL software
Submit quarterly progress report to Planning Group leader
Submit annual budget requests to Planning Group Leader

Annual Planning Timeline

Annual Unit Plans:

December – January

- Review the College Mission, Vision and Strategic Priorities
- Develop (revise) the College Priorities and Goals

January – March

- Develop Annual Unit Plans
 - Developing Objectives
 - Allocating Resources
 - Developing a Budget
 - New budget initiatives are due in March

February (for current year plan)

- Review progress in an open forum with Strategic Planning Team
- Make continuous improvement adjustments as necessary
- Report progress to the College President

April – June

- Provide SPOL training/refresher to Unit Planners
- Create (update) institutional Effectiveness Indicators
- Enter Unit Plan(s) in SPOL

July – June

- Plan Summary (July)
 - Provide Unit Planners with summary of all District Objectives
 - Publish District Objectives to the Institutional Research, Planning and Effectiveness website
- Operationalize Plan
 - Monitor Progress and Make Adjustments to Objectives
 - Assess Student Learning Outcomes – By Term

July – September

- Evaluate and Summarize Objective Outcomes at the planning unit level

November

- Review progress in an open forum Strategic Planning team
- Make continuous improvement adjustments as necessary
- Report progress to the College President

Aligning Planning with the Budget

Like strategic planning, operating and capital budgeting is also a continuous process at the College. The institution's fiscal year runs from July 1 through June 30. Accordingly, the College's operating budget is developed during the spring of each year and presented to the Board of Trustees for formal approval in June. This budget addresses organizational priorities based upon educated assumptions and serves as the approved operating budget for the upcoming fiscal year; budget revisions are anticipated as the year progresses. Adequate contingency funding is available throughout the year to support unexpected strategic initiatives.

Early in the budget process, December, New Initiatives are identified by the planning units and are submitted for consideration. Simultaneously (January-February), prior year budget allocations are reviewed for appropriateness and compatibility with the College's strategic plan. The approved New Initiatives are channeled into the budget process and are incorporated as funds are available for the upcoming fiscal year. New funds, along with reclassified existing funds, create a funding source for these new priorities.

Additionally, the College's two Direct Support Organizations underwrite the College's strategic initiatives through programs such as the Academic Improvement Trust Fund. Planning units that focus on specific outcomes such as student success, curriculum modifications, technological enhancements, cultural programs, and process improvements may be eligible for this financial support.

Capital budgeting is also an ongoing process, with the College submitting an updated five-year strategic facilities plan to the State Department of Education each fall. Major building and technology projects do not follow an annual cycle, but rather are submitted for legislative and/or College Board approval as the project schedule allows.

These ongoing processes for operating and capital budgeting, strategic funding, and individual grants and awards allow the College to quickly and continuously translate planning initiatives into funding allocations. This practice permits the College to respond quickly to changing conditions while maintaining adequate financial controls and formal authorizations and approvals.

College Priorities & Goals 2009-2012

- I. Develop and maintain a **learning-centered culture**
 - A. Develop a shared understanding, application and accountability of learning-centered culture
 - B. Identify and remove barriers

- II. Provide educational pathways for **under-prepared students**
 - A. Assess and refine current Academic Support Services
 - B. Build a program to foster learning relationships and bridge the gap between ESC faculty and district K-12 faculty in their common disciplines
 - C. Conduct a research based curriculum/program review of DLA education
 - D. Develop programs that target ESL students

- III. Provide **vibrant relevant programs**
 - A. Develop a robust program review model
 - B. Build and implement strategies to identify new programs
 - C. Identify and address the programmatic needs of the socio-economic diversity in the region

- IV. Provide an array of effective **student support services**
 - A. Develop a comprehensive academic support system
 - B. Assess, enhance and implement an effective enrollment and registration process

- V. Identify and develop short and long-term **financial, facility and technology resources** of the College
 - A. Allocate financial resources aligned with College priorities
 - B. Develop a process to plan and prioritize facility expansion
 - C. Engage faculty and staff to create a comprehensive plan that will provide the necessary technology for learning and productivity
 - D. Ensure a safe and attractive learning environment
 - E. Develop business guidelines for academic productivity and effectiveness, while preserving academic integrity

- VI. Promote, develop and retain a culture that supports **professional growth** of faculty and staff
 - A. Develop a faculty mentoring program
 - B. Develop an administrative leadership program
 - C. Develop Edison State orientation for all faculty and staff

- VII. Develop, maintain and enhance **collaborative partnerships**
 - A. Develop a strategy to capitalize on our partnerships (Internal & External)
 - B. Create and advocate the legislative agenda while including our partners
 - C. Develop a grant process to serve key aspects of the organization

- VIII. Enhance the **regional image** of Edison State College
 - A. Develop a comprehensive marketing plan for the College
 - B. Expand Edison State College's engagement in the region