A. Unit Planning

Note: For each instructional Unit, Unit Planning is based primarily on the Program Reviews conducted by the disciplines or clusters within that Unit.

1. Full Unit Planning Process and Unit Operational Plan
   a) The Full planning process takes place at least once in the spring every six years, and whenever (in the judgment of the applicable manager or Unit Team, or the applicable Vice President, Dean, or Division Team) significant changes in the Unit's characteristics, outcomes, resource requirements, or environment warrant it.
   b) In the Full process, the Unit Planning Team devotes substantial effort to an in-depth analysis and evaluation of the Unit. Steps in the process include the following:
      (1) The applicable dean or manager responsible for the Unit initiates the planning process, convenes the Team, and remains involved. If the Unit also has a chair or other faculty or staff member serving in a line administrative capacity, then that person serves as co-convener of the Team.
      (2) Each Team evaluates the Unit’s progress since the previous year the last Full process.
      (3) Using the previous year’s evaluation, the Unit-specific research reports (if any), and the Planning inputs, e.g. mission statement, college strategic plan, program review, etc as starting points, each Team discusses and analyzes in depth the Unit’s characteristics, strengths, and weaknesses, as well as opportunities and challenges that exist for the Unit.
      (4) Based on those discussions, each Team unit planning team prepares by consensus (see Glossary) a Unit Operational Plan, which includes the following:
          (a) A brief description of current Unit characteristics and performance, including its relationship to other College Units (e.g., What are its impacts and relationships with other would happen to other Units in its absence?), with supporting data documentation appended as needed
          (b) A summary of the Unit’s internal strengths and weaknesses
          (c) A summary of external opportunities and challenges that face the Unit
          (d) Unit goals and objectives consistent with the mission, strategic directions, and goals of the College
             (i) Annual
             (ii) Long-term
          (e) If needed, Recommendations (if needed) including
(i) Items which merit further examination in the next unit planning cycle or by other entities
(ii) Ideas and issues for consideration in annual and strategic planning at higher levels
(iii) Unit or program additions, enhancements, reductions, or discontinuance
(iv) Resource allocations, tied to specific goals and objectives, using existing unit resources (these allocations require no further review in the planning process.)
(v) Resource allocation requests requiring external support, tied to specific goals and objectives and in priority order (these allocation requests must be reviewed at the next level in the planning process.)

(a) These allocation requests should based upon college standards and benchmarks provided by the Administrative Service Division, e.g. computer pricing, salary and benefits, etc.

2. Brief Unit Planning Process and Unit Operational Plan Update
   a) The Brief process takes place every year the Full process is not used.
   b) In the Brief process, the Unit Planning Team performs a less extensive analysis of the Unit, focusing mainly on changes that might have occurred or might be anticipated. Steps in the process include the following:
      (1) The applicable dean or manager responsible for the Unit initiates the planning process, convenes the Team, and remains involved. If the Unit also has a chair or other faculty or staff member serving in a line administrative capacity, then that person serves as co-convener of the Team.
      (2) The Team reviews briefly the Unit’s progress since the last Update or Plan.
      (3) Based on those discussions, each Team prepares by consensus (see Glossary) a Unit Operational Plan Update. It consists of a brief analysis of the Unit’s status, including descriptive information. If desired, the Team may add other items and recommendations to the Update.

3.2 As the person primarily accountable to the president for the unit’s success, the dean or manager responsible for the unit has a particular obligation in this planning process. He or she must bring to bear in all discussions his or her experience, leadership, knowledge, and institutional perspective, to help the Team create a Unit Operational Plan or Update unit plan that is educationally, operationally, and fiscally sound, both for the unit and for the college as a whole. If he or she believes that a consensus Team recommendation is unsound, despite his or her good-faith efforts to persuade the rest of the Team to choose differently, then he or she may add an alternative recommendation and the rationale for it to be submitted to the division planning team, and the rationale for it to the Unit
Operational Plan—The Divisional Planning Team must consider this alternative recommendation alongside the corresponding Unit team recommendation in its deliberations.

4.3. If the Unit Team fails to reach consensus (see Glossary) on a particular position or recommendation, then the Team takes a vote on the matter. If the majority of the Team (i.e., 50 percent plus one) approves the position or recommendation, it is submitted to the Division Planning Team clearly labeled as a “Majority Position” or “Majority Recommendation.” If no position or recommendation receives the approval of the majority, then none is submitted to the Division Planning Team.

5.4. During preparation of the Plan or Update, goals, objectives, and resource allocation recommendations that have implications for Institutional Plans (especially the Educational Master Plan) are coordinated with the applicable Institutional Planning Committees and/or appropriate staff supporting those Committees.

6.5. Similarly, goals, objectives, and resource allocation priority recommendations that have implications for other College structures or committees are forwarded to and coordinated with those structures or committees or applicable staff.

7.6. By the end of May/mid-November, the convener of each Unit Planning Team forwards its Plan or Update to the Office of Institutional Planning and Research, which in turn forwards them to the applicable Division Planning Team.

8.7. A Unit that fails to submit a Plan or Update in a given year loses the opportunity to receive resources beyond those already due or committed to it for that cycle. Repeated failure to submit a Plan or Update shall be grounds for the President to authorize an in-depth review of the Unit’s budget.

9.8. All Unit Plans or Updates (including any alternative recommendations by the applicable dean or manager) remain available for Division Team or Strategic Planning and Budgeting Committee review until the ICOP is adopted.