

*Coast Community College District
District Consultation Council Meeting January 13, 2014*

Brief Overview Strategic Planning vs Operational Planning

The purpose of strategic planning is contained in the definition of planning. ***Planning is anticipating trends and determining the best strategies to achieve organizational goals and objectives.*** For CCCD, the strategic planning process provides the framework to advance the district's mission, vision and goals; this is accomplished by the District Office and Colleges specifically taking action to better meet the needs of students and the internal and external communities and thereby advance their individual college missions to serve students and the internal and external communities.

Two traditional types of planning used are: strategic and operational (or tactical).

Strategic planning – a visionary process that results in major and far-reaching strategic goals and related objectives for the future to advance the college/district office/district-wide goals for service to students and the community. Strategic plans provide the foundation for operational planning in the form of policies, procedures, and strategies/actions for obtaining and using resources to achieve those directions.

To be useful, objectives related to strategic goals need to be **specific, measurable, time-bound and realistic.**

Colleges and the District Office could determine their own related strategic goals and objectives that advance district-wide strategic goals and objectives.

Operational planning (action planning) – developing detailed, short-term statements about what is to be done, who is to do it, and how it is to be done. These are plans to implement the strategic plan goals and objectives. This process often involves setting work standards and schedules necessary to implement the objectives. Whereas strategic planning looks at the organization as a whole, operational plans focus on action carried out by specific units and department managers in the implementation of daily and weekly operations. Important to operational plans are *specificity and time frame for completion* for the action in the plan. Operational planning involves both the development of plans to improve and change daily operations as well as the development of capital projects that will ultimately be used in daily operations. Note that capital planning activities often span a longer period of time than plans around day-to-day operations.

Strategic Planning and Resource Allocation

Planning drives budget development. ***The resources of the district advance strategic planning goals and objectives but also are required to support operational planning*** such as covering utility costs, salaries and benefits and funding systems implementation, capital development program operating costs and enrollment growth. A typical term used to apply to all of these items is “operational commitments.” Part of the annual budget process is determining the cost of these

operational commitments and whether or not they still exist as priorities and determining how these needs balance against needs coming from strategic planning efforts.

Not all planning requires additional funding. Some plans require a reallocation of resources, new processes or procedures. In some cases, strategic planning efforts may result in a recommendation to allocate fewer resources to particular efforts. Effective planning looks at all possibilities in attempting to achieve desired outcomes.

Strategic Planning Framework and Steps

<p>Environmental Scanning Issues facing CCC Data trends and analyses</p>	<p>Develop Strategic Thinking Identify key issues Gap analysis Assumptions Identify key initiatives</p>	<p>Strategic Goals/Priorities Develop strategic goals and related objectives</p>	<p>Planning and Implementation Develop operational plans Link strategic plan to other plans (financial, IT, HR and college specific plans) Allocate to priorities</p>	<p>Accountability Implement and assess strategic goals and objectives Assess and improve Review planning processes</p>
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