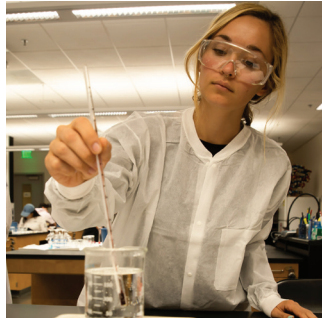
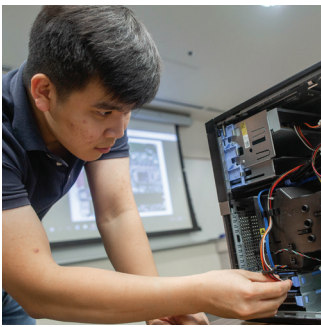


RSCCD STRATEGIC PLAN

2019-2022






Strategic Planning at RSCCD

Rancho Santiago Community College District (RSCCD) and its two colleges, Santa Ana College (SAC) and Santiago Canyon College (SCC), engage in multiple forms of planning to accomplish RSCCD's mission of providing "quality educational programs and services that address the needs of our diverse students and communities." Though each college has its own goals, objectives, and action plans, this document is a compilation of the collective contribution to the achievement of the RSCCD goals and objectives.

At the beginning of each strategic planning cycle, faculty, staff and students from both colleges and District Services collaborate to review the annual goals and environmental scans (internal and external), assess strategic objectives from previous cycles, and identify objectives that support 2013-2023 RSCCD Goals for the next three years. The process also includes identifying responsible parties, timelines, and data metrics to assess these initiatives. A final report outlines the areas of success and concern and is then distributed to the entire District, ensuring shared responsibility of students' educational journeys at SAC and SCC.

Though there are six participatory governance committees involved in planning at the District level, the Planning and Organizational Effectiveness (POE) Committee, made up of representatives from both colleges and District Services, oversees planning activities and monitors the implementation of the RSCCD Comprehensive Master Plan and all RSCCD Strategic Plans. The 2019-2022 Strategic Plan, presented here, is the third of three cycles that demonstrates our progress toward the 2013-2023 RSCCD Goals.





RSCCD will assess the educational needs of the communities served by RSCCD and will adjust instructional programs, offerings, and support services and will allocate resources as needed to optimize the alignment of students' needs with services and fiscal resources.

Objective 1A:

Optimize the number of feeder high school students enrolled at SAC/SCC (Vice Presidents of Academic Affairs & Vice Presidents of Continuing Education).

- Percent of feeder high school graduates as new freshmen at SAC and at SCC (data will be presented by high school)
- Number of feeder high school dual enrollment
- Number of feeder high school enrolled in continuing education program

Objective 1B:

Develop sustainable, alternative revenue streams to address student educational needs.

- Competitive grants, data to include: grant submitted, grant received, amount awarded for colleges and district (Resource Development)
- Foundation grants, data to include: grant funding and total assets for district/colleges (Foundation Offices)
- Community Services ending balance (Community Services Offices)
- Revenues generated from facility rentals (Administrative Services)
- Revenues generated from contract education (Vice Presidents of Academic Affairs, Institute for Workforce Development)

Objective 1C:

Annually increase outreach to adults seeking college credit or continuing education classes.

- Number of outreach events in the community for credit programs (Vice Presidents of Student Services)
- Number of outreach events in the community for adult education programs (Vice Presidents of Continuing Education)
- Number of marketing and communications sent to community using digital analytics (Public Affairs)
- Efforts to transition from noncredit to college credit (Vice Presidents of Continuing Education)

Goal One

Goal Two

RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnerships with educational institutions, public agencies, non-profit organizations, and business/industry/labor to collaboratively meet those needs.



Objective 2A:

Maintain effective relationships and foster new partnerships that address local educational needs.

- List of ongoing and new business, educational, and community partnerships that lead to degree/certificate attainment, increase in transfer, decrease in unit accumulation, increase in employment in respective fields of study, and a reduction in equity gaps across metrics (all Vice Presidents and Assistant Vice Chancellors with final collaboration at Presidents' and Chancellor's Cabinets)

Objective 2B:

Support regional collaboration that addresses the needs of local employers in high demand occupations. (CTE Deans and Vice Chancellor of Educational Services)

- List of regional high demand occupations
- CTE Core Indicators of Performance data by college
- Percent increase in employment in students' field of study (CTE Outcome Survey Result)
- Number of partnerships created by LA/OC Regional Consortia (Resource Development)
- Number of CTE degrees/certificates awarded

Goal Three

RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.

Objective 3A:

Enhance the ability to predict student instructional needs in order to improve program completion.

- Narrative describing the process in which the colleges engage to efficiently predict student instructional needs (Enrollment Management Committees)

Objective 3B:

Provide alignment of course offerings with student educational plans.

- Narrative describing the efforts undertaken to build a schedule of classes to meet student instructional needs (Student Support Services Program Directors)

Objective 3C:

Utilize college equity plans to reduce disproportionate impact on student success.

- Data demonstrating achievement gaps in performance in the five areas of the Student Equity Plan and include strategies to close these gaps. (Student Equity Offices/College Researchers)

Objective 3D:

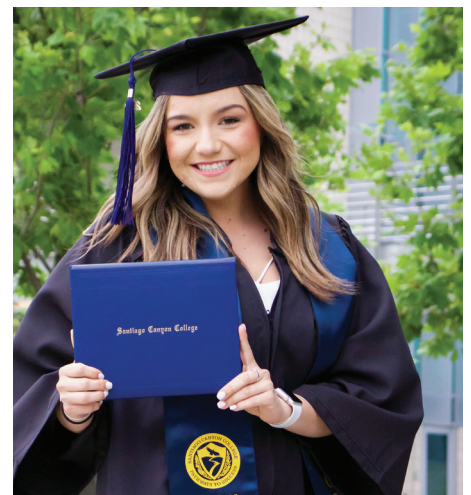
Increase support for Distance Education and Open Educational Resources (OER).

- Number of faculty trained annually to teach online courses (Distance Education Coordinators)
- Number of OER classes/degree pathways offered (Distance Education Coordinators)

Objective 3E:

Consolidate outreach efforts with concentrated focus on completion (course, diploma/certificate/degree attainment, and transfers from noncredit to credit program and from SAC/SCC to four-year universities). (Vice Presidents of Student Services and Vice Presidents of Continuing Education).

- Narratives describing targeted outreach effort focusing on completion and transfer



Goal Four

RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.

Objective 4A:

Maintain and enhance RSCCD's technological infrastructure.

- Number of student computers in classrooms/labs and upgrades per year (Assistant Vice Chancellor of ITS)
- Identify which classrooms need computers that currently don't have any technology (Assistant Vice Chancellor of ITS)
- Number of classrooms that need media and audio visual upgrades per year (Vice Presidents of Administrative Services)
- Number of computers for staff/faculty usage and upgrades per year (Assistant Vice Chancellor of ITS)
- Number of faculty trained to use Canvas Learning Management system (Distance Education Coordinators)
- Number of security cameras, number of wireless access points, replacement cycle, and upgrades (Assistant Vice Chancellor of ITS)

Objective 4B:

Enhance opportunities that enable students to access college classes and services prior to high school graduation.

- Number of college courses offered at Orange Unified School District, Santa Ana Unified School District, and other local high school districts (Vice Presidents of Academic Affairs)
- List of services/events (such as orientation, registration, financial aid, etc.) provided to high school students (Vice Presidents of Student Services)





Objective 4C:

Support innovative pedagogies and curriculum design.

- Number of workshops/sessions SAC/SCC provide to faculty for innovation pedagogies and curriculum design. (Professional Development Coordinators)
- Number of traditional face-to-face students transitioning to online programs (Distance Education Coordinators)

Objective 4D:

In collaboration with constituent groups, provide support for efforts to increase faculty/staff diversity (Vice Chancellor of Human Resources).

- Qualitative evaluation of recruitment efforts
- Demographic throughput from applications to positions
- Number of staff/faculty who attend EEOC trainings
- Personnel data (ethnicity, age, gender) by employment grouping and by college/district

Objective 4E:

Deploy, maintain and enhance RSCCD's software platforms that support student learning (Assistant Vice Chancellor of ITS).

- Number of tools deployed to support optimization of the student onboarding process
- Number of tools deployed to support case management, student support strategies and predictive analytics

Goal Five

RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.



Objective 5A:

Support and enhance green practices and sustainability efforts (Assistant Vice Chancellor of Facility Planning, District Construction & Support Services and Vice Presidents of Administrative Services).

- Water usage by site (District Facilities)
- Natural gas usage by site (District Facilities)
- Electricity usage by site (District Facilities)



Objective 5B:

Refine and improve the synchrony of integrated planning and resource allocation processes between the colleges and district (POE Committee).

- Narrative describing how the college/district is refining and improving the synchrony of integrated planning & resource allocation

Objective 5C:

Evaluate and improve the cycle of integrated planning. (POE Committee)

- Narrative describing how the college/district is evaluating and improving the cycle of integrated planning

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- Faviola Chacon, SAC ASG Student Representative
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- Kristen Robinson, SAC Faculty Representative
- Sarah Santoyo, Assistant Vice Chancellor, Educational Services, DO
- Mark Smith, FARSCCD Representative
- Aaron Voelcker, Dean, Institutional Effectiveness, Library & Learning Support Services, SCC
- Monica Zarske, SAC Academic Senate President

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John C. Hernandez, Ph.D.



2323 N. Broadway, Santa Ana, California 92706-1640

(714) 480-7300

rsccd.edu