RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

2016-2019 STRATEGIC PLAN

Santa Ana College | Santiago Canyon College

Approved September 2016

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 the District 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 the Colleges and the District Services collaborated to review the annual goals and environmental scans (internal and external), assess prior strategic objectives from the last cycles, and identify objectives that describe specific initiatives which support the 2013-2023 RSCCD Goals for the next three years. The process also included identifying responsible parties, timelines, and data metrics to assess these initiatives.   A final report documents the areas of success and areas of concern to the Board of Trustees, and was distributed to the entire District to ensure we all share in the responsibility of students' educational journey at SAC and SCC.

Though there are six participatory governance committees involved in planning at the District level, the Planning and Organizational Effectiveness Committee (POE), made up of representatives from both Colleges and District Services, oversees planning activities and monitors the implementation of the RSCCD Comprehensive Master Plan and the RSCCD Strategic Plan. This 2016-2019 Strategic Plan is in the second of three cycles that demonstrate our work towards the 2013-2023 RSCCD Goals.

2016-2019 RSCCD STRATEGIC PLAN

Goal #1: 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: Increase percentage of local high school graduates who attend RSCCD

- *Percent of feeder high school graduates as new freshmen at SAC and at SCC (data will be presented by high school) (District Research, Planning, and Institutional Effectiveness Office)*

- *Feeder high school dual enrollment (District Research, Planning, and Institutional Effectiveness Office)*

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Goal #1: 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 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 (RSCCD Resource Development)*

- *Foundation grants, data to include: grant funding and total assets for district/colleges (College/District Foundation Directors)*

- *Community Services ending balance (Community Services Offices)*

- *Revenues generated from contract education (CTE Deans and Contract Education Office)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #1: 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 1C: Increase outreach to adults seeking college credit or continuing education classes

- *Number of outreach events in the community for credit programs (VP Student Services)*
- *Number of outreach events in the community for adult education programs (VP Continuing Education)*
- *Number of marketing flyers and other communications sent out to community (Public Affairs)*
- *Efforts to transition noncredit to college credit (VP Continuing Education)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #2: 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: Strengthen current relationships and foster new partnerships that address local educational needs

- *Ongoing and new business, educational, and community partnerships list (all Vice Presidents/Assistant Vice-Chancellors with final collaboration at President's/Chancellor's Cabinets)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #2: 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 2B: Support regional collaboration that addresses the needs of local employers in high demand occupations

- *List of regional high demand occupations (District Research, Planning, and Institutional Effectiveness Office)*
- *CTE Core Indicators of Performance data by college (District Research, Planning, and Institutional Effectiveness Office)*
- *CTE Outcome Survey data by college (Workforce Development/District Research, Planning, and Institutional Effectiveness Office)*
- *# of partnerships created by LA/OC Regional Consortia (Resource Development)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #3: 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 that the colleges are engaging in to predict student instructional needs (Enrollment Management Committees/Enrollment Management Plans)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #3: RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.

Objective 3B: Provide alignment of course offerings with student educational plans

- *Narrative describing the efforts to build the schedule of classes to ensure student instructional needs are met (Student Support Services Program Directors)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #3: RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.

Objective 3C: Utilize 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)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #3: RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.

Objective 3D: Increase support for Distance Education and Open Educational Resources (OER)

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

2016-2019 RSCCD STRATEGIC PLAN

Goal #4: 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

- *# of computer upgrades for student usage (classrooms and labs) (Asst. Vice Chancellor, ITS; VP Administrative Services)*

- *# of classrooms mediated (Asst. Vice Chancellor, ITS)*

- *# of computer upgrades for staff/faculty usage (Asst. Vice Chancellor, ITS)*

- *# of faculty trained to use Canvas Learning Management system (Distance Education Coordinators)*

- *# security cameras and # wireless access points (Asst. Vice Chancellor, ITS)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #4: RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.

Objective 4B: Enhance opportunities that enable students to access college classes and services prior to high school graduation

- *# of college courses offered at OUSD, SAUSD, 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)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #4: RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.

Objective 4C: Support innovative pedagogies and curriculum design

- *# of workshops/sessions SAC/SCC provides to faculty for innovation pedagogies and curriculum design. (Professional Development Coordinators/Committee)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #4: RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.

Objective 4D: In collaboration with constituent groups, provide support for efforts to increase faculty/staff diversity.

- *# of staff/faculty who attend EEOC trainings (Asst. Vice Chancellor of HR)*

- *Personnel data (ethnicity, age, gender by employment grouping, by college/district) (District Research, Planning, and Institutional Effectiveness Office)*

2016-2019 RSCCD STRATEGIC PLAN

Goal #5: 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.

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

2016-2019 RSCCD STRATEGIC PLAN

Goal #5: RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.

Objective 5B: Refine and improve the synchrony of integrated planning and resource allocation processes between the colleges and district.

- *Narrative describing how the college/district is refining and improving the synchrony of integrated planning & resource allocation (POE).*

2016-2019 RSCCD STRATEGIC PLAN

Goal #5: RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.

Objective 5C: Evaluate and improve the cycle of integrated planning

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

ACKNOWLEDGEMENTS

2015-16 Planning and Organizational Effectiveness Committee (POE):

- Enrique Perez, Vice Chancellor of Educational Services at DO (chair)
- Bonita Jaros, Coordinator of Institutional Effectiveness at SAC (co-chair)
- Michael DeCarbo, Communication Instructor and Academic Senate President at SCC
- Claudia Figueroa, Administrative Secretary at SAC
- Marilyn Flores, Vice President of Academic Affairs at SCC
- Carlos Lopez, Vice President of Academic Affairs at SAC
- Nga Pham, Director, Research, Planning & Institutional Effectiveness at DO
- Kristen Robinson, Paralegal Instructor at SAC
- Connie Ramos, Payroll Specialist at DO
- Craig Rutan, Physics Instructor at SCC
- Mark Smith, Biology Instructor at SCC
- Aaron Voelcker, Dean of Institutional Effectiveness, Library & Learning Support Services at SCC
- John Zarske, Mathematics Instructor at SAC