

2019-2022 RSCCD Strategic Plan

OVERARCHING GOALS ARE TO IDENTIFY DATA TO ENHANCE THE EXISTING REPORT THAT WE CURRENTLY HAVE IN PLACE. ALL DATA SHOULD INCLUDE THREE YEARS, WHEN APPROPRIATE, TO SHOW PROGRESS.

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~~ **Optimize number** of local high school **graduates students** 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)
- **Include HS students enrolled in C.E.**

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 facilities rental (Facilities Offices)
- Revenues generated from contract education (CTE Deans and Contract Education Office)
- Identify all alternative funding resources, like facilities rentals

Objective 1C: **Annually** 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)
Capture digital outreach
- Efforts to transition noncredit to college credit (VP Continuing Education)

Objective 1D: **Create an objective that will _____ student need to courses offered**

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

- *List of ongoing and new business, educational, and community partnerships that leads to degree/certificate attainment, increase in transfer, decrease in unit accumulation, increase in employment in their field of study, and a reduction in equity gaps across metrics (current list (Appendix A1) will be submitted to all Vice Presidents/Assistant Vice-Chancellors with final collaboration at President's/Chancellor's Cabinets)*

Objective 2B: Support regional collaboration that addresses the needs of local employers in high demand occupations *as measured by degree/certificate attainment, increase in transfer, decrease in unit accumulation, increase in employment in their field of study, and a reduction in equity gaps across metrics*

- *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)*

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)*
- *Identify and address barriers to student success. Scale up programs and interventions to help students.*
- *Consolidate outreach efforts to ensure focus.*

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)*

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 Office/College Researchers)*

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)*

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

- Number of student computers in Classrooms and Labs – Age of Systems vs Number of Computer Upgrades per year (Asst. VC, ITS)
- Identify which classrooms need computers that currently don't have any (SAC Media Services, SCC VP Administrative Services)
- Baseline the total number of classrooms that need remediation - # of classrooms mediated per year (Asst. Vice Chancellor, ITS)
- Baseline total number of computers for staff/faculty usage - # of upgrades per year (Asst. Vice Chancellor, ITS)
- # of faculty trained to use Canvas Learning Management system (Distance Education Coordinators)
- Baseline total # security cameras and # wireless access points and age – # number of upgrades per year (Asst. Vice Chancellor, ITS)

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

- Track competition – what other schools are offering (Classes, Services and events)
- # of college courses offered at OUSD, SAUSD, and other local high school districts (Vice Presidents of Academic Affairs) – Identify target and measure against it
- List of services/events, such as orientation, registration, financial aid, etc.) provided to high school students (Vice Presidents of Student Services) - Identify target and measure against it

Objective 4C: Support innovative pedagogies and curriculum design

- Competitive Grants obtained year over year and the purpose
- # of workshops/sessions SAC/SCC provides to faculty for innovation pedagogies and curriculum design. (Professional Development Coordinators/Committee)
- Face to Face to Online transitions

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

- Qualitative evaluation of recruitment efforts
- Demographic throughput from applicants to positions & Salary Placement
- # 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)

Objective 4E: Maintain and enhance RSCCD's Software platforms and environments (TAG)

- Track training for students, faculty and staff on enterprise platforms, (Webadvisor, Canvas, etc...) Workshops, On-demand training (Video/Instructional materials) – Synchronous /asynchronous
- Licensing – leverage district wide software purchases and licensing vs local
- Qualitative evaluation of software availability and support
- Emerging technologies
- Data Governance – ensure systems capture, protect, and present the necessary data to track all strategic goals

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)*

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)*

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)*

Alignment of California Community College Vision for Success Goals and RSCCD Goals, April 2019

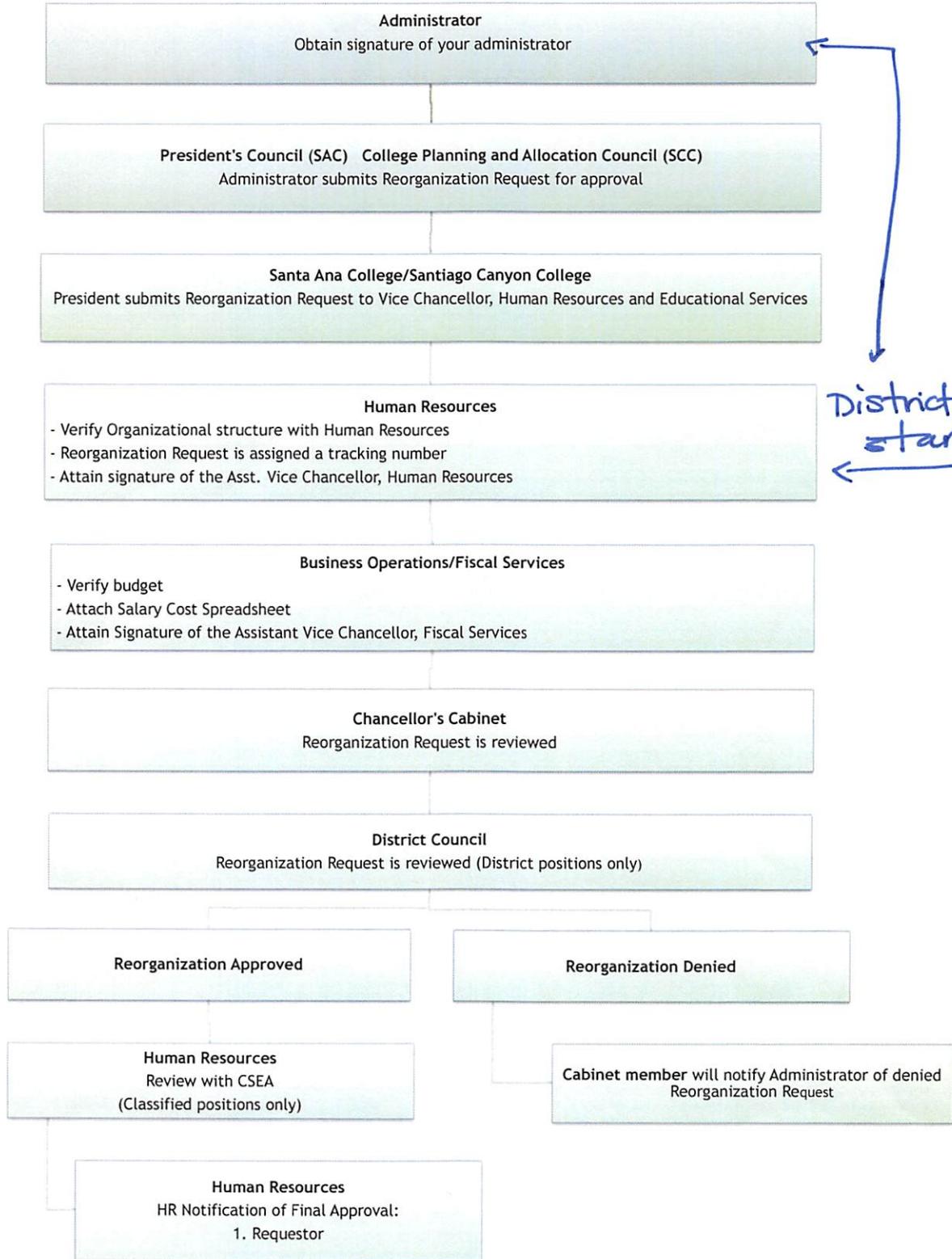
California Community College System Goals	RSCCD Goals
1. Increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.	III. RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.
	I. 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.
2. Increase by 35 percent the number of CCC students systemwide transferring annually to a UC or CSU.	III. RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.
	I. 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.
3. Decrease the average number of units accumulated by CCC students earning associate degrees, from approximately 87 total units to 79 total units - a decrease of 10 percent.	IV. RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.
	I. 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.
4. Increase the percent of exiting students who report being employed in their field of study, from the most recent statewide average of 69 percent to 76 percent, an increase of 10 percent.	II. 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.
5. Reduce equity gap across all the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps for good within 10 years.	III. RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.
	IV. RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.
	V. RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.

Vision of Success

Alignment of Statewide, Santa Ana College and Santiago Canyon College Goals, April 2019

System Goals	SAC Goals	SCC Goals
1. Increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.	1. SAC will increase the total number of completed associate degrees (including ADT) from 1,971 in 2016-17 to 2,582 in 2021-22, an increase of 31 percent.	1. SCC will increase the total number of completed associate degrees (including ADT) from 1,151 in 2016-17 to 1,381 in 2021-22, an increase of 20 percent.
	2. SAC will increase the number of completed CCCC-approved certificates from 1,369 in 2016-17 to 1,698 in 2021-22, an increase of 24 percent.	2. SCC will increase the number of completed CCCC-approved certificates from 978 in 2016-17 to 1,174 in 2021-22, an increase of 20 percent.
	3. SAC will attain the Vision Goal Completion Definition from 1,946 in 2016-17 to 2,471 in 2021-22, an increase of 27 percent.	3. SCC will attain the Vision Goal Completion Definition from 1,051 in 2016-17 to 1,261 in 2021-22, an increase of 20 percent.
2. Increase by 35 percent the number of CCC students systemwide transferring annually to a UC or CSU.	1. SAC will attain the number of Associate Degree for Transfer from 549 in 2016-17 to 741 in 2021-22, an increase of 35 percent.	1. SCC will attain the number of Associate Degree for Transfer from 446 in 2016-17 to 602 in 2021-22, an increase of 35 percent.
	2. SAC will increase the number of transfers to UC/CSU from 1,545 in 2016-17 to 2,086 in 2021-22, an increase of 35 percent.	2. SCC will increase the number of transfers to UC/CSU from 1,018 in 2016-17 to 1,266 in 2021-22, an increase of 24 percent.
3. Decrease the average number of units accumulated by CCC students earning associate degrees, from approximately 87 total units to 79 total units - a decrease of 10 percent.	1. SAC will decrease the average units earned per completed associate degree from 89 in 2016-17 to 77 in 2021-22, a decrease of 14 percent.	1. SCC will decrease the average units earned per completed associate degree from 78 in 2016-17 to 76 in 2021-22, a decrease of 3 percent.
4. Increase the percent of exiting students who report being employed in their field of study, from the most recent statewide average of 69 percent to 76 percent, an increase of 10 percent.	1. SAC will increase median annual earnings of exiting students from \$41,584 per year in 2016-17 to \$43,663 per year in 2021-22, an increase of 5 percent.	
	2. SAC will increase the number of exiting students earning a living wage from 55% in 2016-17 to 60% in 2021-22, an increase of 9 percent.	
	3. SAC will increase the percent of exiting CTE students who report being employed in their field of study from 71% in 2016-17 to 72% in 2021-22, an increase of 1 percent.	3. SCC will increase the percent of exiting CTE students who report being employed in their field of study from 85% in 2016-17 and remain at 85% in 2021-22.
5. Reduce equity gap across all the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps for good within 10 years.	1. SAC will reduce equity gap among the disproportionately impact groups by 40% by 2021-22.	1. SCC will reduce equity gap among the disproportionately impact groups by 40% by 2021-22.

Reorganization Request Flow Chart



*District Reorgs
start here*



INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE
Participate | Collaborate | Innovate

**Institutional Effectiveness Partnership Initiative
 Partnership Resource Teams
 Institutional Innovation and Effectiveness Plan**
 Date: revised 05-22-19

Name of Institution: RSCCD

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Strategic Planning	1. Develop Matrix of Districtwide Goals to College Master Plan Activities	POE	April 2019	<ol style="list-style-type: none"> POE establishes sub-committee to work on matrix Subcommittee creates, refines, and obtains approval of matrix Disseminate information district-wide 	<ol style="list-style-type: none"> Subcommittee set Matrix created and approved Matrix disseminated 	<ul style="list-style-type: none"> Completed
A. Strategic Planning	2. Hold Retreat to Discuss Alignment Between the District-wide Strategic Plan and Educational Master Plans (a) How do these plans currently work together? (b) Where are the gaps? (c) How should they work together?	Perez / Pham	May 2019	<ol style="list-style-type: none"> Set date for retreat Invite all participatory governance committees Develop communication plan to disseminate information on retreat (purpose, etc.) Hold retreat Document and disseminate results Incorporate findings into planning processes at DO, SAC, and SCC 	<ol style="list-style-type: none"> Date set Invitations issued Communication plan finalized Retreat held Results disseminated Retreat findings incorporated into all three planning processes 	<ul style="list-style-type: none"> Retreat completed
A. Strategic Planning	3. Update Function Map	POE	May 2019	<ol style="list-style-type: none"> POE establishes sub-committee to work on updates Subcommittee updates and obtains approval of updates Disseminate information district-wide 	<ol style="list-style-type: none"> Subcommittee set Function map updated and approved Function map disseminated district-wide 	<ul style="list-style-type: none"> Nga combined all input, will give back to Colleges/DO by 5/24 to review. Final draft will go to POE next meeting and then DC

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Strategic Planning	4. Identify and Address Gaps Between 2019-22 District-wide Strategic Plan and Enrollment Management Plans	Presidents / Vice Presidents/ Perez	December 2019	<ol style="list-style-type: none"> 1. Establish DO/SAC/SCC committee to identify gaps 2. Committee identifies gaps, and recommends approaches to addressing them 3. Applicable committees address the identified gaps 4. Conduct new environmental scan if committee determines necessary 	<ol style="list-style-type: none"> 1. Committee set 2. Gaps identified and recommendations made to applicable committees 3. Gaps addressed by committees and progress report made to DC 4. New environmental scan conducted (if needed) 	<ul style="list-style-type: none"> • Will conduct after approval of RSCCD 2019-22 Strategic Plan
B. Enrollment Management	1. Clarify DO role in Enrollment Management	District Council	November 2019	<ol style="list-style-type: none"> 1. Establish committee 2. Discuss in DC, POE and district curriculum committee 3. Delineate, document, and disseminate DO role 4. Incorporate DO role as applicable into college and district enrollment management planning processes 	<ol style="list-style-type: none"> 1. Committee set 2. Discussions completed 3. DO role in EM district-wide disseminated 4. DO role incorporated 	<ul style="list-style-type: none"> •
B. Enrollment Management	2. Acquire Predictive Analytics Software and Integrate into Enrollment Management Processes	POE	June 2019	<ol style="list-style-type: none"> 1. Begin conversation at POE as to: <ol style="list-style-type: none"> (a) Shortcomings of current EM tools. (b) What EM software/tools are needed? Not needed? 2. Develop multi-pronged approach (more than just software). Determine what other district-wide systems / processes need to be improved / changed. 3. Connect with other colleges on what software has worked for them. 4. Identify and meet with vendors 5. Select, obtain, install, test, and implement software 6. Implement other changes in EM processes as needed 7. Establish schedule for evaluation and improvement going forward 	<ol style="list-style-type: none"> 1. Conversations completed 2. Multi-pronged approach developed; determination made 3. Communications with other colleges completed and information provided to POE. 4. Vendor meetings completed 5. Software obtained and implemented 6. Other necessary changes to EM processes implemented 7. Schedule for ongoing evaluation and improvement set 	

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Enrollment Management	3. Conduct System Review and Study of EM best practices at similar districts and incorporate those practices into EM processes	POE	June 2019	<ol style="list-style-type: none"> 1. POE establishes sub-committee to conduct review 2. Select applicable districts 3. Conduct systematic review 4. Identify sound practices that fit RSCCD, SAC, and SCC needs 5. Incorporate those practices into EM planning at all three institutions. 6. Establish schedule for evaluation and improvement going forward 	<ol style="list-style-type: none"> 1. Subcommittee set 2. Districts selected 3. Review completed 4. Sound practices identified and reviewed for suitability 5. Practices incorporated into EM plans and implemented. 6. Schedule for ongoing evaluation and improvement set 	
C. Budget Allocation Model	<ol style="list-style-type: none"> 1. Conduct Internal Review of the BAM and its processes (review of successes and gaps). 2. Conduct Internal Review of the BAM and its processes to ensure that it is aligned with the statewide funding formula so that model can distribute resources through transparent processes that support the availability of high quality educational programs that respond to student and community needs. 	FRC	Fall 2018	<ol style="list-style-type: none"> 1. Contract consultant 2. Discuss at FRC / DC 3. Discuss with stakeholder unions 4. Conduct both internal reviews and recommend BAM improvements as needed 5. Assess/identify minimum funding necessary to ensure success of program/service. 	<ol style="list-style-type: none"> 1. Consultant contracted 2. Discussions with FRC / DC completed 3. Discussions with stakeholder unions completed 4. Internal reviews completed and recommendations made to DC 5. Minimum funding identified 	<p>1. Consultant contracted</p> <p>2. Discussion in FRC/DC on-going</p>

Area of Focus	Objectives	Responsible Person(s)	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
C. Budget Allocation Model	3. Conduct System Review and Study of BAM best practices and processes at similar districts and implement improvements into the BAM processes	FRC	Fall 2018	<ol style="list-style-type: none"> 1. Contract consultant 2. Conduct the review and study and document the findings 3. Discuss at FRC and DC 4. Recommend BAM improvements as needed 5. Document how and when improvements based on findings of all three reviews (see also Objectives C.1 and C.2 above) will be implemented into the BAM 6. Implement improvements based on findings of all three reviews (see also Objectives C.1 and C.2 above) 7. Establish schedule for evaluation and improvement going forward 	<ol style="list-style-type: none"> 1. Consultant contracted 2. Review and study conducted, and findings documented 3. Discussions completed 4. Recommendations made 5. Implementation approach and schedule finalized 6. Improvements implemented according to schedule 7. Schedule for ongoing evaluation and improvement set 	1. Consultant contracted
C. Budget Allocation Model	4. Develop and Implement Plan to Enhance Communication and Transparency about District and College Budgets	Perez / POE	June 2019	<ol style="list-style-type: none"> 1. Contract consultant to work with district / college leadership 2. Draft, refine, and obtain approvals for Plan 3. Implement plan and establish schedule for evaluation and improvement going forward 	<ol style="list-style-type: none"> 1. Consultant contracted 2. Approval for plan obtained 3a. Plan implemented 3b. Schedule for ongoing evaluation and improvement set 	

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
B. Enrollment Management	2. Acquire Predictive Analytics Software and Integrate into Enrollment Management Processes	Select, obtain, install, test, and implement software	\$100,000
C. Budget Allocation Model	1. Conduct Internal Review of the BAM and its processes (review of successes and gaps).	Contract consultant	\$60,000
C. Budget Allocation Model	3. Conduct System Review and Study of BAM best practices and processes at similar districts and incorporate those practices into EM processes	Contract consultant	\$30,000
C. Budget Allocation Model	4. Develop and Implement Plan to Enhance Communication and Transparency about District and College Budgets	Contract consultant	\$10,000
Total IEPI Resource Request (not to exceed \$200,000 per college)			\$200,000

Approval	
Chief Executive Officer	
Name: Raul Rodriguez, Ph.D.	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President, Santa Ana College <i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Monica Zarske	
Signature or E-signature:	Date:
Academic Senate President, Santiago Canyon College <i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Michael DeCarbo	
Signature or E-signature:	Date: