

Rancho Santiago Community College District

New Comprehensive Master Plan and College Educational Master Plans

Planning and Organizational Effectiveness Committee – April 26, 2023

Background

- The 10-year Comprehensive Master Plan (CMP) completed June 2022; consideration is being given to an eight-year cycle to coordinate with ACCJC accreditation visits
- RSCCD Goals sunset June 2023; the Planning and Organizational Effectiveness (POE) Committee is considering their extension until 2024
- Santiago Canyon College (SCC) is in need of a new EMP
- Santa Ana College (SAC) has an ongoing EMP that will need updated and included in the cycle as appropriate
- The District and its Colleges have individual planning structures and processes. There is a desire to approach planning at RSCCD in a more integrated fashion, aligning these siloed planning components to provide for a more unified and collaborative approach to long-range planning. This approach would provide a more comprehensive view of the needs of the RSCCD service region as a whole, and strengthen district services' support for the Colleges' Educational Master Plans.
- The Collaborative Brain Trust (CBT) has been engaged to provide Strategic Consulting Services for the development of an integrated and updated eight-year planning cycle and process that includes the following:
 - Integrated and aligned district-wide planning cycle and timeline
 - RSCCD Comprehensive Master Plan (CMP)
 - SCC Educational Master Plan
 - SAC Educational Master Plan
- Planning discussions will be conducted in alignment with RSCCD's participatory governance structures, and consideration will also be given to (a) the cycle and standards of the Western Association of Schools and Colleges (WASC) Accrediting Commission for Community and Junior Colleges (ACCJC); (b) current State initiatives, such as the Vision For Success and its complementary initiatives (Guided Pathways, Student Equity and Achievement, and the Student Centered Funding Formula); and (c) other ongoing planning efforts at the District and its Colleges.

Considerations for Strategic Planning in Multi-College Districts Today

- Shorter cycle due to rapidly changing environment and to align with other key planning efforts (e.g., accreditation)
- External contracting to ensure a comprehensive, objective process; infuse national best practices and critical thinking; and provide technical support to ease employee workload
- Stronger student voice in planning processes

- Intentional approaches to maximize inclusion, including often marginalized populations
- Infusion of DEI/DEIA in all planning, programs, and services
- Revitalized and expanded input from external partners and advisory groups
- Stronger consideration of dual enrollment, noncredit, and workforce development
- Stronger balance of district-wide service and local college responsiveness
- Paradigm shift from FTES/enrollment to Student success and completion [Vision for Success, Guided Pathways, Student Equity and Achievement, Student Centered Funding Formula]
- Holistic “team” approaches to student success (e.g., instruction, academic student support services, tiered counseling/advising, wrap-around student life/health support)
- More focus on disaggregated data by student sub-populations, and within Guided Pathways to maximize success of each / all student(s)
- Attention to student participation preferences, enrollment patterns, in-migration/out-migration, public and private competitors
- More comprehensive environmental scanning (demographics, participation preferences, and economic development in the region)
- Integrated, consistent technology solutions that streamline (vs. create additional) work
- Streamlined organizational structures and committee structures that speed responsiveness, decision making, and communication
- Conscientious review of Delineation of Functions Map (required by ACCJC)
- Outcomes-focused planning: use of benchmarks/milestones; clearly defined accountability; and measurements of progress
- Use of glossaries and visual aids (e.g., integrated planning concept model and/or matrix) to assist in all staff understanding planning cycles and processes (and for new employee orientation)

CBT Approach and Activities

- Planning discussions will be conducted in alignment with RSCCD’s participatory governance structures; the POE will serve as the primary oversight committee, and CBT will begin work by meeting with that committee April 26th as the first step, and again May 24th (if desired) with a draft plan
- CBT will coordinate project work with the assigned District Liaison, Nga Pham, Executive Director of Research, Planning & Institutional Effectiveness
- CBT will review District and College documents, reports, etc. to inform the plan.
- CBT will conduct a three-day, on-site visit May 9-11 to meet with leadership groups and individuals at all three sites (District, SAC, and SCC) to hear and discuss approaches to the planning cycle and process. Listening to these groups before some of the members leave for summer break is a critical step in plan design to ensure an approach to the upcoming planning processes that work for all. The site visit schedule will include:

Tuesday, May 9, 2023 - Santiago Canyon College meetings / interviews:

- SCC College Council (1:30 pm)

- President (45 min)
- Vice President, Academic Affairs (45 min)
- Vice President, Student Services (45 min)
- Dean, Institutional Effectiveness, Library/Learning Support Services (45 min)
- Academic Senate President (45 min)

Wednesday, May 10, 2023 - Santa Ana College meetings / interviews:

- SAC College Council (9:00 am)
- President (45 min)
- Vice President, Academic Affairs (45 min)
- Vice President, Student Services (45 min)
- Dean of Academic Affairs/Dean of Institutional Effectiveness (45 min)
- Academic Senate President (45 min)

Thursday, May 11, 2023 - District Interviews:

- Chancellor (45 min)
- Vice Chancellor of Educational Services (45 min)
- Assistant Vice Chancellor, Educational Services (45 min)
- Executive Director of Research, Planning & Institutional Effectiveness
(Exit / Planning Meeting: 45-90 min as needed)

Timeline and Outcome

The project began with Board approval in April and will complete June 2023. The deliverable will be a written *Proposed Plan and Timeline for RSCCD 2023-2031 Planning Cycle* to be used at the start of the 2023-2024 Fiscal Year for developing the next integrated planning cycle, Comprehensive Master Plan, and Colleges' Educational Master Plans.