

**TO:** Board of Trustees

**FROM:** Kathleen F. Burke, Chancellor

**RE:** SOCCCD Environmental Scan 2019 and the District-wide Strategic Plan 2020-2025

**ACTION:** Discussion/Presentation

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### **BACKGROUND**

SOCCCD has a strong legacy of making an indelible impact on the lives of students, employees, and the local economy, as such we engaged expert consultants when approaching the process of creating the District's new strategic plan and colleges' Education Master Plans which will chart our priorities for the next several years. Starting at the end of 2018 and throughout 2019 the plans were developed through a collaborative process, involving surveys, focus groups, and participatory governance. The district-wide planning process brought together valued stakeholders from Irvine Valley College, Saddleback College, ATEP, and District Services to develop, the Environmental Scan 2019, and the creation of the new district-wide priorities in the SOCCCD District-wide Strategic Plan 2020-2025.

### **STATUS**

The presentation will highlight the collaborative planning process, data analysis used to create the Environmental Scan 2019, and the development of the new District-wide Strategic Plan 2020-2025.

SOUTH ORANGE COUNTY  
COMMUNITY COLLEGE DISTRICT

2020-2025

DISTRICT-WIDE  
STRATEGIC PLAN

*April 2020*

SOCCCD Board of Trustees  
Presentation on the  
SOCCCD

District-wide Strategic Plan 2020-2025

April 27, 2020

Denice Inciong

District Director, Research, Planning, and Data Management

# Agenda

- I. **Strategic & Education Master Planning**
  - ◇ **Environmental Scan**
  - ◇ **Framing our Priorities**
- II. **Developing our Shared Priorities**
- III. **District-wide Strategic Plan Goals, Objectives, Indicators**
- IV. **District-wide Planning Framework**
- v. **Next Steps**

# Strategic & Education Master Plans

Identifies  
**educational  
needs** of the  
communities we  
serve.

Articulates an  
overall **vision** for  
advancing  
**student  
achievement and  
success.**

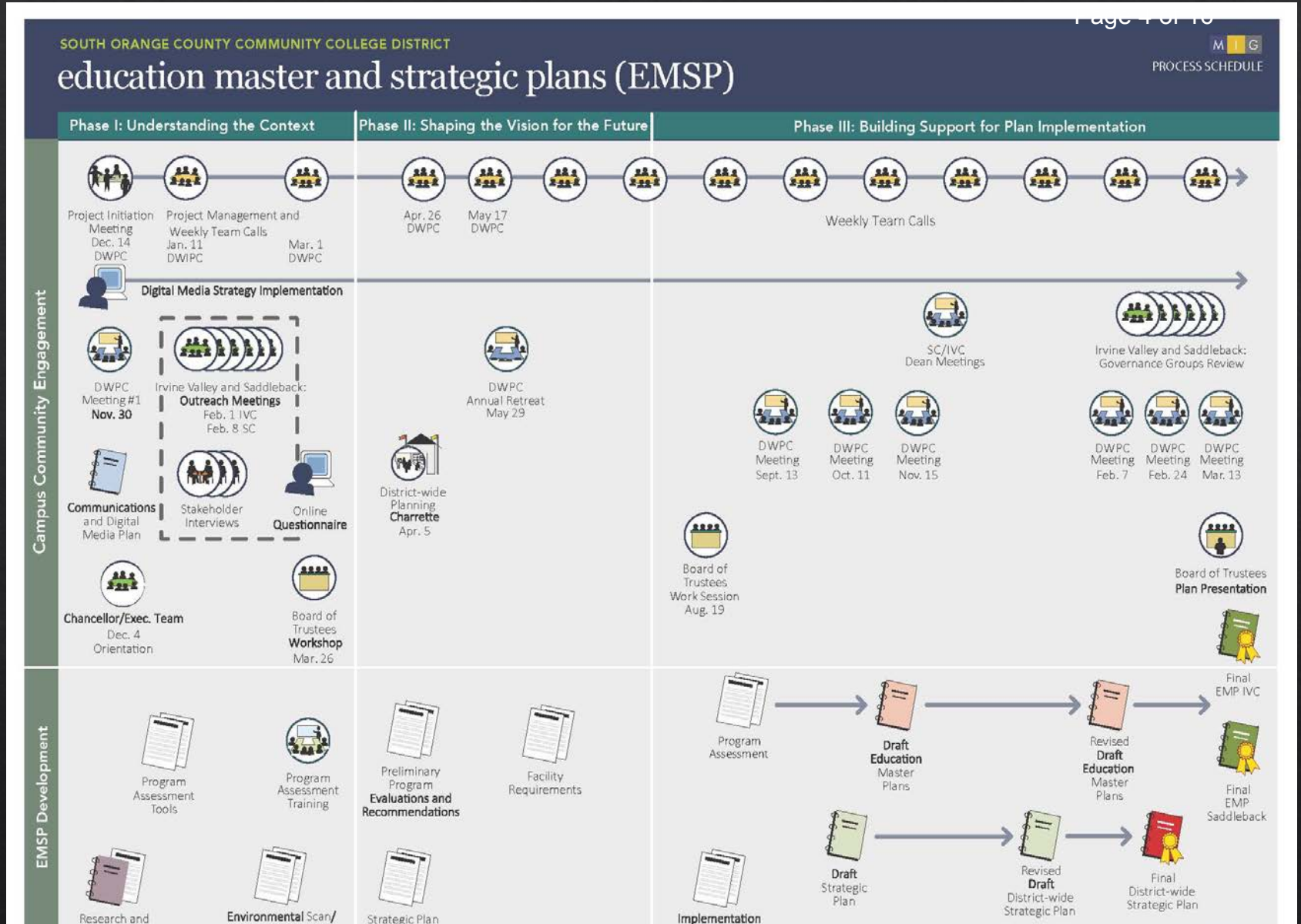
Defines  
overarching goals  
and strategies for  
**guiding  
development** of  
college **programs.**

Provides direction  
for **facilities,  
future faculty  
and staffing  
requirements, IT  
systems, etc.**

# EMSP Process

I. Understanding the Context:  
Environmental Scan

II. Shaping the Visions and Support Plans: District-wide Strategic Plan





# Environmental Scan

Collected data on internal and external trends: population demographics, employment projections, state-wide and community trends, college enrollments, and student outcomes.

# Framing Our Plans

## Board of Trustees Goals 2018 to 2020

- ❖ Last District-wide Strategic Plan
- ❖ Guided Pathways
- ❖ Vision for Success
- ❖ Equity Plans
- ❖ Student-Centered Funding Formula



1. Increase degrees and certificates by 15% above the 2016-2017 base number of 6,631 to 7,626



2. Increase by 10% the number of transfer students from the 2016-2017 base number of 6,165 for a January 2021 goal of 6,812.



3. Increase the percent of exiting CTE students who report being employed or advanced in their field above the 2016-2017 base of 67% at Irvine Valley College and 65% at Saddleback College.



4. Decrease the average number of units accumulated by SOCCCD students earning their associate degree below the 2016-2017 base of 88 units district-wide.



5. Decrease achievement gaps of 2017-2018 college identified groups by 10%.



6. Maintain life-long learning and the Emeritus Program enrollment, at a minimum, at the level of enrollments in the 2016-2017 academic year of 3,948 at Irvine Valley College and 33,405 at Saddleback College.



7. Initiate student and employee housing feasibility studies for Irvine Valley College, Saddleback College and ATEP.



8. Continue to develop the ATEP campus in the following areas:

- Increase enrollments at ATEP above the 2018-2019 base of 1,702.
- Develop preliminary planning for the SC building(s) at ATEP.
- Continue to identify and evaluate prospective tenants for ATEP

# A Year of Planning

- 1,062 responses to the Community Survey
- 150 Program and Services Assessments
- 2 All-day Focus Groups at each college
- 2 Board of Trustees Planning Sessions



SOCCCD - MIG, INC. PRESENTS ON EMSP

## DISTRICT-WIDE CHARRETTE

FRIDAY, APRIL 5, 2019  
8:30AM - 3:30PM  
THE HILLS HOTEL  
25205 LA PAZ RD.  
LAGUNA HILLS, CA 92653  
RSVP TODAY ONLINE

**charrette:**  
A charrette (American pronunciation: /ʃəˈrɪt/) is an intensive period of design or planning activity.

- 80+ participants at the day-long District-wide Planning Charette
- 50+ hours of District-wide Planning Meetings
- 55+ hours of weekly planning calls

**professional development**

**Structure (district-wide)**

- defining professional dev
- funding

**student connection**

- opportunities (faculty-student/student-student)
- conversations about events for student
- trainings on technological upgrades (ongoing)
- constant staff knowledge and awareness of program services (near & distant)

**(New) Learning/Teaching Approaches**

- find methods to identify strategies
- study abroad (introduce to IVC)
- strengthening relationships between colleges
- college-wide info base
- moving in on more strategic internal

**Overarching Themes**

- method of engagement across departments (across campus (one) but across colleges throughout district)
- action items and follow-through (meetings should focus on doing, not reporting)
- continuous formal development that involves collaboration

joint academic Senate Meetings  
over-arching goal  
- fostering community (district) collaboration



# Evolution of District-wide Priorities to Goals Page 8 of 16

## 10 Themes → 5 Goals & 38 Objectives

### EMSP EMERGING THEMES

- Preparing Students
- Ensuring Equity
- Strategizing Enrollment
  
- Teaching and Learning Approaches
- Aligning Programs
  
- Expanding Partnerships
- Marketing and Communication
  
- Modernizing Facilities and Technology
- Improving Organizational Effectiveness
- Strengthening Relationships

### DEVELOPMENT OF DISTRICT WIDE STRATEGIC PLAN GOALS

Goal 1: Ensuring Student Equity and Closing the Achievement Gap

Goal 2: Transforming Lives Through Learning and Achievement

Goal 3: Maintaining Our Commitment to Continuous Learning, Innovation, and Student Support

Goal 4: Engaging with the Community to Advance Regional Economic Development

Goal 5: Optimizing Our Institutional Design and Structure

# District-wide Strategic Plan Goals 2020-2025

## 4 District-wide Goals & 29 Supporting Objectives



**ENSURE**

- GOAL 1: ENSURE **STUDENT EQUITY** IN ACCESS AND ACHIEVEMENT

**TRANSFORM**

- GOAL 2: TRANSFORM LIVES THROUGH **LEARNING AND ACHIEVEMENTS**

**ENGAGE**

- GOAL 3: ENGAGE WITH THE **COMMUNITY** IN ECONOMIC PROSPERITY, CIVIC EVENTS AND CULTURAL ACTIVITIES

**OPTIMIZE**

- GOAL 4: **OPTIMIZE** OUR INSTITUTIONAL DESIGN AND STRUCTURE WITH A **STUDENT-CENTERED FOCUS**

# GOAL 1: ENSURE STUDENT EQUITY IN ACCESS AND ACHIEVEMENT

- 1.1 *Reduce and eliminate the achievement gap among underrepresented students*
- 1.2 *Reduce and eliminate the achievement gap for completion rates in transfer-level math and English. (VFS)*
- 1.3 *Reduce and eliminate the achievement gap between online and traditional classroom classes*
- 1.4 *Increase equity of access into college*
- 1.5 *Reduce and eliminate student Fall to Spring and Fall to Fall retention equity gaps*
- 1.6 *Cultivate culturally responsive and inclusive learning and working environment free from explicit/implicit bias*
- 1.7 *Cultivate a culturally responsive and inclusive learning and working environment free from institutional bias*

# GOAL 2: TRANSFORM LIVES THROUGH LEARNING AND ACHIEVEMENTS

- 2.1 Increase the number of students annually who earn associate degrees, certificates, or 9 units in a CTE program that prepare them for an in-demand job (VFS)*
- 2.2 Increase the number of students transferring annually (VFS)*
- 2.3 Increase completion rates in transfer-level math and English*
- 2.4 Increase course success in online and traditional classroom classes*
- 2.5 Increase student spring to spring and fall to fall retention*
- 2.6 Increase the percent of exiting CTE students who report being employed in their field of study (VFS)*
- 2.7 Reduce average units accumulated by students who complete degrees (VFS)*
- 2.8 Implement educational programs and student services to indicator non-traditional students*
- 2.9 Increase and support the number of outside classroom learning opportunities available for students in each division (and participation in those opportunities)*
- 2.10 Create and support inter-disciplinary learning opportunities both within and across the colleges*
- 2.11 Increase the number of professional development opportunities for faculty and staff*

## GOAL 3: ENGAGE WITH THE COMMUNITY THROUGH ATHLETIC AND CULTURAL EVENTS, ENRICHMENT PROGRAMS, AND IN CREATING ECONOMIC PROSPERITY

- 3.1 Strengthen and expand industry engagement to support student learning, program development, and regional economic development*
- 3.2 Increase the number of students who reported obtaining a job closely related to their field of study that strongly support the regional economy (VFS)*
- 3.3 Increase participation in extended learning (community and adult education programs, and emeritus institutes)*
- 3.4 Increase the number of students who earn college credits while still in high school.*
- 3.5 Increase partnerships with higher education institutions.*
- 3.6 Increase community participation in civic, athletic, and cultural events*

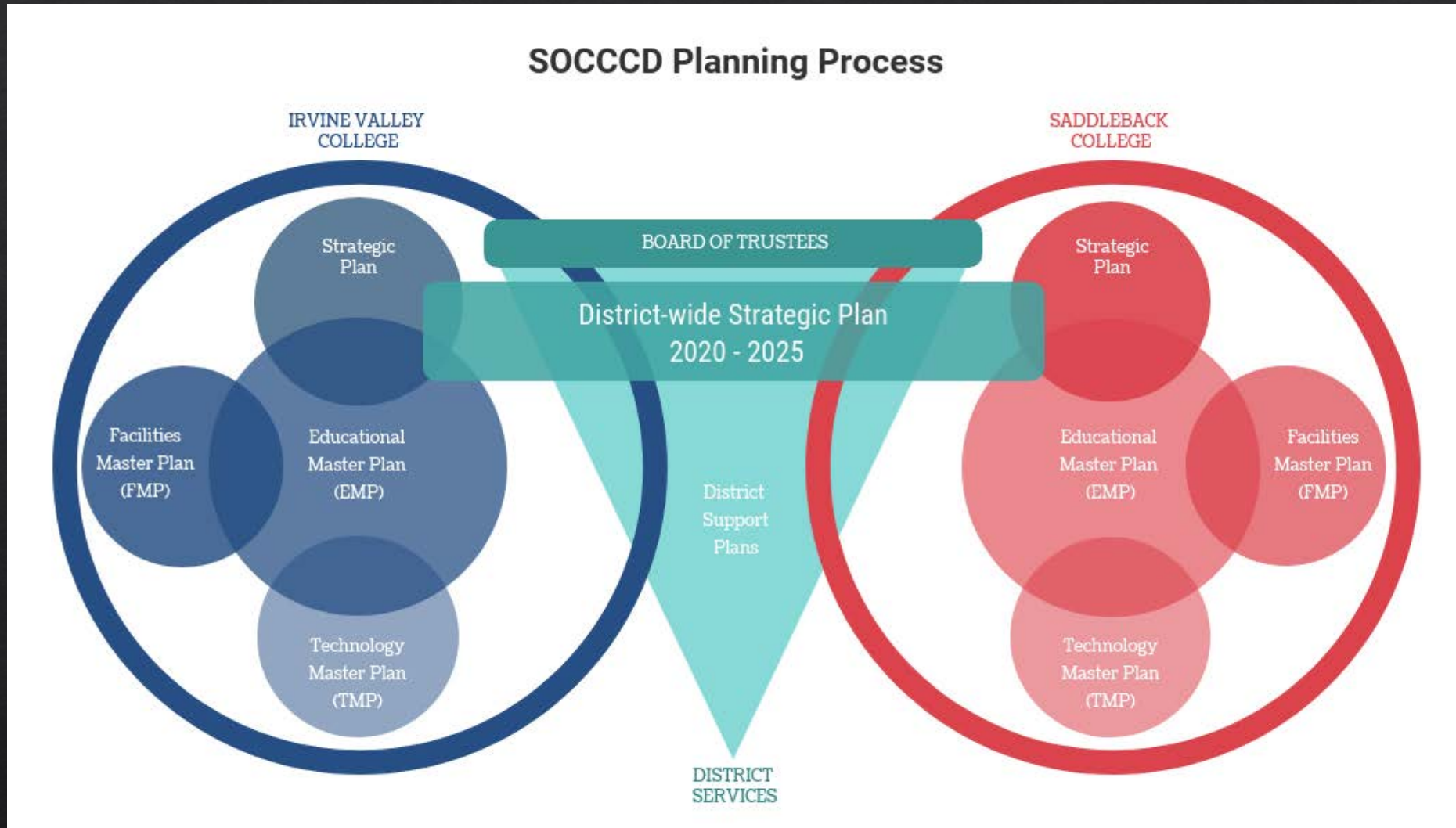
# GOAL 4: OPTIMIZE OUR INSTITUTIONAL DESIGN AND STRUCTURE WITH A STUDENT-CENTERED FOCUS

- 4.1 *Identify and streamline all institutional policies, practices, and processes pertaining to facilities and technology.*
- 4.2 *Develop an organizational culture of collaboration across the district*
- 4.3 *Create a sustainable and robust participatory governance evaluation process*
- 4.4 *Provide enhanced student support with a student-centered design*
- 4.5 *Develop and build out the ATEP vision for the colleges including public-private partnerships*

# *MEASURING THE GOALS*

- ◆ EACH OBJECTIVE HAS AN INDICATOR OR METRIC TO EVALUATE PROGRESS
  - ◆ INDICATORS ARE BASED ON STATE AND LOCAL METRICS
  - ◆ SOME INDICATORS WILL NEED TO ESTABLISH A DATA SOURCE AND BASELINE
- ◆ *District & College Research Offices*
  - ◆ APPENDIX C
    - ◆ WORKPLAN FOR EACH OFFICE TO ESTABLISH A COMMON AGREED UPON METHODOLOGY AND BASELINE DATA TO BE INCLUDED IN THE ANNUAL PROGRESS REPORT.

# District-wide Planning Framework



**Next Step:  
June Board Meeting**

**Irvine Valley College's  
Education Master Plan**

**Saddleback College's  
Education Master Plan**

Discussion  
& Questions