

Santa Fe Community College Strategic Plan Update 2010-1015

Santa Fe Community College adopted revised Purpose, Mission, Vision, and Core Values statements and a second Strategic Plan in 2007 following extensive community dialogue that included faculty, staff, administrators, board members, and students. The Plan itself was to be updated and revised every three to five years thereafter.

This document represents the most recent updating of the 2007 plan, including revised Core Values and Strategic Goals and Strategies, reflecting the College's efforts to adopt quality improvement principles.

SFCC Purpose

Santa Fe Community College is responsible for providing the region with affordable, high-quality education and training through a variety of delivery methods, both for credit and non-credit, designed to add value to the lives of our community members, by quickly and flexibly providing essential training, especially in emerging technologies.

SFCC Mission

Santa Fe Community College will be the gateway to success for individuals and the community by providing affordable, high quality educational programs that serve the social, cultural, technological and economic needs of its diverse community.

SFCC Vision

Santa Fe Community College will be an effective and efficient teaching/learning organization, both a compelling destination and a commanding presence within the Santa Fe community—an agile and broad-based resource for educational, social, cultural and economic leadership.

SFCC's Core Values

Student Centeredness – focusing on student learning, student needs and student success.

Growth Through Learning that includes continuous improvement through planning, development, assessment and review and the fostering of creativity, innovation, flexibility and agility.

A Focus on the Future that requires us to innovate, plan for succession, develop our workforce, deliberately and systematically respond to change and grow leaders who act responsibly and ethically in their jobs and communities.

Passion and Excellence that drive pride in what we do, passion for what we do and excellence in how we do it.

Societal Responsibility that encompasses sustainability, social justice, service to the community and ethical behavior.

Honesty and Integrity that requires transparency in our work, openness in our communications and accountability for our actions.

Creating Value for our students and the community by developing students cultural breadth and skills essential to civic engagement ; cultivating new pathways to affordable education and workforce training and creating opportunities for achievement in scholarship and creative pursuits.

Using Information and Systematic Approaches to lead, to plan, to evaluate and to decide.

Santa Fe Community College identifies as its current Core Competencies its campus-based hand-on learning opportunities, its excellent learning facilities, and the safe, secure, supportive and caring environment it offers to its students and staff.

But it also aspires to develop additional Core Competencies that include having the highest effective transfer rates and completion rates by 2015; having all of its processes systematic, deployed and aligned; transitioning underprepared students to the college level at high rates, having its courses use practical applications in their delivery; and having the best comprehensive system for employee support, development, and engagement.

To those ends, Santa Fe Community College has established six Strategic Goals:

1. **Develop Students Potential Through Highly Effective Learning Systems**
2. **Identify and Meet the Community's Learning Needs**
3. **Engage Employees in Workplace Success**
4. **Provide Effective Internal Organizational Support**
5. **Promote External Support for the College**
6. **Promote Institutional Accountability**

The Following pages outline these Goals with their related Objectives, Strategies and Tactics. A fully detailed version of the plan that includes timelines, measures and responsible persons can be viewed on the College website under the Office of Planning and Institutional Effectiveness page.

1. Develop Students' Potential through Highly Effective Learning Systems

1.1 Increase effectiveness of learning systems

- 1.1.1 Ensure diversity and relevance in student activities
 - 1.1.1.1 Survey students by profile type and develop programs accordingly
- 1.1.2 Increase the full-time to adjunct ratio to 55%
 - 1.1.2.1 Hire new full-time faculty
- 1.1.3 Set average class sizes by school and department
 - 1.1.3.1. Propose AQIP Action Project on this topic

1.2 Increase student satisfaction

- 1.2.1 Improve bookstore service to students
 - 1.2.1.1 Provide e-Book options to students
 - 1.2.1.2 Provide textbook rental options to students
 - 1.2.1.3 Improve the textbook adoption system
- 1.2.2 Improve and coordinate orientation, student success courses and advisement
 - 1.2.2.1 Implement relevant elements of Title V Grant

1.3 Improve student retention and completions

- 1.3.1 Improve student advisement
 - 1.3.1.1 Implement the AQIP Action Project on Advisement recommendations
- 1.3.2 Develop the First Year Experience
 - 1.3.2.1 Implement relevant elements of Title V Grant
 - 1.3.2.2 Implement learning plans
 - 1.3.2.3 Determine if mandatory advisement and orientation should be implemented
- 1.3.3 Develop and implement retention and graduation “incentive” plans
 - 1.3.3.1 Customize Credit Packages
 - 1.3.3.2 Develop and implement “Almost Grads” Plan
- 1.3.4 Accelerate completion of developmental courses
 - 1.3.4.1 Implement relevant elements of Title V Grant

2. Identify and Meet Community's Learning Needs

2.1 Increase marketing effectiveness through integrated approaches

- 2.1.1 Develop an integrated marketing plan
 - 2.2.1.1 Engage Consultant
 - 2.2.1.2 Conduct Convocation workshop
- 2.1.2 Conduct Noel/Levitz consult
 - 2.1.2.1 Complete Institutional Profile
 - 2.1.2.2 Meet with N/L in April
 - 2.1.2.3 Review N/L Recommendations
- 2.1.3 Establish Enrollment Management Task Force to develop comprehensive Enrollment Management Plan and Strategies

2.2 Improve access

- 2.2.1 Increase the number of high school students enrolling
 - 2.2.1.1 Track feeder school enrollment yields and recruitment effectiveness
 - 2.2.1.2 Develop communications plans to effectively reach guidance counselors, parents and near-completers
 - 2.2.1.3 Conduct enrollment mapping
- 2.2.2 Increase the number of underserved populations enrolling
 - 2.2.2.1 Promote dual enrollment to target under, ethnic populations
 - 2.2.2.2 Develop special events for target groups
- 2.2.3 Provide an appropriate number of course sections
 - 2.2.3.1 Based on history, develop course schedule to meet enrollment needs
- 2.2.4 Provide an appropriate schedule of classes
 - 2.2.4.1 Improve integration of schedules between departments
- 2.2.5 Increase awareness and inquiries in low enrollment/high demand programs
 - 2.2.5.1 Improve program web sites
 - 2.2.5.2 Use enrollment mapping and "career Focus" mailing to reach audiences
 - 2.2.5.3 Develop advertising campaigns in media specific to audiences
 - 2.2.5.4 Conduct usability tests for online course schedule and improve where necessary
- 2.2.6 Expand online services to meet student needs
 - 2.2.6.1 Improve online orientation
 - 2.2.6.2 Assess online student service needs
- 2.2.7 Increase contract training activity

2.3 Ensure effective program mix

- 2.3.1 Expand the usefulness of the Program Review
 - 2.3.1.1 Implement approved Program Review recommendations
 - 2.3.1.2 Tie Program Review recommendations to the budget development process
- 2.3.2 Expand the usefulness of Program Assessments and Learning Outcomes
- 2.3.3 Align programs with outside needs (transfer/employment)
 - 2.3.3.1 Reinvigorate Advisory Committees
- 2.3.4 Implement Program Change process
 - 2.3.4.1 Develop Physical Therapy Assistant Program
 - 2.3.4.2 Develop Sustainable Agriculture Program
 - 2.3.4.3 Update Gen. Ed. Requirements for AA, AS, AAA, and AAS degree programs
 - 2.3.4.4 Develop Vet Tech Program
 - 2.3.4.5 Develop Dental Hygiene Program
 - 2.3.4.6 Review program for potential discontinuance or enhancement
 - 2.3.4.7 Increase variety of science programs
 - 2.3.4.8 ID associate programs for potential implementation
 - 2.3.4.9 ID appropriate certificate programs for implementation
 - 2.3.4.10 Develop Welding Program
 - 2.3.4.11 Develop Post-Secondary Education Program focusing on basic workforce skills

2.4 Strengthen partnerships

- 2.4.1 Strengthen relationships with local high schools
- 2.4.2 Strengthen relationships with state post-secondary institutions
 - 2.4.2.1 Increase the number of articulation agreements
 - 2.4.2.2 Assure maximum benefit of articulation agreements to SFCC students
 - 2.4.2.3 Increase the number of 2+2+2 agreements
- 2.4.3 Strengthen relationships with workforce development entities
 - 2.4.3.1 Increase SFCC participation on workforce committees
 - 2.4.3.2 Align the EWD work with SBDC
 - 2.4.3.3 Expand the Career Services Department

3. Engage Employees in Workplace Success

3.1 Provide comprehensive professional development for all employee groups

- 3.1.1 Develop a Center of Learning Excellence (CLE)
 - 3.1.1.1 Provide PD for faculty pedagogical core competencies
 - 3.1.1.2 Provide incentives for participation or training in Quality activities
 - 3.1.1.3 Develop and Innovation Initiative
 - 3.1.1.4 Establish and Innovation Fund
 - 3.1.1.5 Provide professional development for adjunct faculty
 - 3.1.1.6 Enhance distance learning support
 - 3.1.1.7 Enhance orientation to provide learning opportunities for new employees
 - 3.1.1.8 Improve Staff Development Days
 - 3.1.1.9 Link the PLA Employee Assessment Process to professional development systems

3.2 Provide Excellence in Job Satisfaction

- 3.2.1 Develop a comprehensive recognition system
- 3.2.2 Develop an equitable staff salary matrix based on years of service and preferred job requirements

3.3 Promote employee diversity

- 3.3.1 Improve the hiring process
 - 3.3.1.1 Establish targeted training programs through the CLE to support diversity and inclusion
 - 3.3.1.2 Coordinate efforts with Deans Council and Faculty Senate to expand awareness of the need to hire and develop a more diverse faculty
 - 3.3.1.3 Work with PDAC and HR to revise and enhance search/hiring processes
- 3.3.2 Develop succession planning
 - 3.3.2.1 Hire interim in PIE as model

3.4 Improve on-campus communication

- 3.4.1 Support the AQIP Action Plan re: Interdepartmental Communication
 - 3.4.1.1 Assign Cabinet member mentor
 - 3.4.1.2 Ensure AQIP Steering Committee Support and Guidance
- 3.4.2 Develop AQIP Action Plan on Improving Governance/Management Systems
 - 3.4.2.1 Assign appropriate staff member to develop project using quality approach
 - 3.4.2.2 Ensure President acts as Cabinet sponsor
 - 3.4.2.3 Gain Steering Committee and Cabinet approval for project

4. Provide Effective Internal Organizational Support

4.1 Ensure that campus facilities meet the institution's needs with a focus on sustainability

- 4.1.1 Focus on “green” solutions
 - 4.1.1.1 Install solar arrays and related equipment
 - 4.1.1.2 Update heating and cooling equipment
 - 4.1.1.3 Reduce “carbon emissions” with fleet replacement program; Green Shuttle Service, etc.
 - 4.1.1.4 Implement “green” IT policies and systems
- 4.1.2 Utilize bond money to upgrade and update campus facilities
 - 4.1.2.1 Update bathrooms and locker rooms to ADA requirements
 - 4.1.2.2 Update older parts of campus
 - 4.1.2.3 Upgrade roads and parking
 - 4.1.2.4 Replace old roofs and parapets
 - 4.1.2.5 Improve pedestrian path and bicycle access
 - 4.1.2.6 remodel and expand kitchen and Culinary Arts area
- 4.1.3 Develop or improve facility-related systems
 - 4.1.3.1 Develop a system for assessing internal space assignments
 - 4.1.3.2 Develop a formal system for updating signage
 - 4.1.3.3 Develop a system for project monitoring and critical paths for facility upgrades
 - 4.1.3.4 Develop a “new employee” office set-up system

4.2 Provide effective IT systems and support

- 4.2.1 Improve the Banner system
 - 4.2.1.1 Complete key Banner system upgrades
- 4.2.2 Increase system and general security
 - 4.2.2.1 Improve system redundancy
 - 4.2.2.2 Implement integrated system of ID cards, door access, and video surveillance
 - 4.2.2.3 Improve network policies and software
 - 4.2.2.4 Expand disaster recovery hot site ops
- 4.2.3 Increase virtual services
 - 4.2.3.1 Establish data warehouse
 - 4.2.3.2 Install COGNOS
 - 4.2.3.1 Develop Dashboard

- 4.2.3.2 Train COGNOS users
- 4.2.4 Develop IT replacement schedule that addresses recessionary impact

4.3 Ensure that institutional support services meet institutional needs as well as societal requirements

- 4.3.1 Develop customer feedback systems
 - 4.3.1.1 Develop feedback system for food services
 - 4.3.1.2 Develop Internal Customer Service Survey
 - 4.3.1.3 Develop trend reports on grievances, absenteeism, health, safety, etc. (see also 3.3)
- 4.3.2 Improve finance processes and systems
 - 4.3.2.1 Improve ease of use of PSA
 - 4.3.2.2 Improve efficiency, effectiveness and “greenness” of Purchasing system
 - 4.3.2.3 Improve Travel System
 - 4.3.2.4 Develop “Best Value” purchasing contracts
 - 4.3.2.5 Cross-train AR and Grant Reporting
 - 4.3.2.6 Training every level of Fiscal Services in Quality
- 4.3.3 Develop a student information “concierge” desk service
- 4.3.4 Ensure processes are documented
 - 4.3.4.1 Develop a Process change system

4.4 Ensure effective financial stewardship

- 4.4.1 Develop new accountability system
 - 4.4.1.1 Implement Banner Budget Control System
 - 4.4.1.2 Develop system for reporting out the use of bond proceeds
- 4.4.2 Develop long-term strategies to address recessionary pressures

4.5 Protect the health and safety of the campus community

- 4.5.1 Develop emergency measures, indicators and trends
- 4.5.2 Improve campus safety
 - 4.5.1.1 Develop a formal OSHA compliance program
 - 4.5.1.2 Identify equipment critical to Emergency Preparedness
 - 4.5.1.3 Develop new security officer training

4.6 Provide useful data and research

- 4.6.1 Ensure that data is timely
- 4.6.2 Ensure that data is accurate
 - 4.6.2.1 Re-train data-entry staff
 - 4.6.2.2 Install “Clean Address”
- 4.6.3 Ensure that users are appropriately trained
 - 4.6.3.1 Provide data-use training to at least 1/3 of faculty and staff annually
- 4.6.4 Expand research and training capabilities
 - 4.6.4.1 Hire data analyst through Title V
 - 4.6.4.2 Develop Dashboard for faculty use

4.7 Ensure institutional accreditation

- 4.7.1 Obtain Higher Learning Center re-accreditation
 - 4.7.1.1 Properly mentor, direct, and submit AQIP Action Plans to HLC
 - 4.7.1.2 Submit Annual Institutional Data Reports in a timely manner
 - 4.7.1.3 Submit complete AQIP Systems Portfolio on time
 - 4.7.1.4 Arrange visits and strategy forum
- 4.7.2 Obtain Teacher Education re-accreditation
 - 4.7.2.1 Complete study and data work
 - 4.7.2.2 Submit self-study on time

5. Promote External Support for the College

5.1 Communicate the college’s value to its stakeholders

- 5.1.1 Develop communication plans to raise awareness among priority groups
 - 5.1.1.1 Segment audiences
 - 5.1.1.2 Conduct brand positioning workshop
 - 5.1.1.3 Evaluate effectiveness of special events (e.g. Legislature Day, Community Day, etc.)
 - 5.1.1.4 Publish Annual Report
 - 5.1.1.5 Align publicity efforts with program priorities

5.2 Expand fundraising efforts

- 5.2.1 Develop and execute fundraising plan
 - 5.2.1.1 Conduct “Green Gala” 2011
 - 5.2.1.2 Establish scholarship program for Honors Program

- 5.2.1.3 Develop ‘Got Grants’ web page for faculty and staff
- 5.2.1.4 Provide training for faculty and staff in grant acquisition
- 5.2.1.5 Hire grants officer/assistance Development officer

6. Promote Institutional Accountability

6.1 Improve Balanced Scorecard

- 6.1.1 Align measures with new Governing Board Measures
 - 6.1.1.1 Add Board-requested items
- 6.1.2 Introduce appropriate targets
 - 6.1.1.2 Use Cabinet to establish new targets

6.2 Improve Program Review

- 6.2.1 Complete the Program Review Cycle by involving deans in the implementation of Program Review recommendations
 - 6.2.1.1 Design final approval and implementation process re: recommendations
- 6.2.2 Increase faculty training

6.3 Improve Course and Program Assessment

- 6.3.1 Increase faculty involvement

6.4 Improve faculty evaluation

- 6.4.1 Complete AQIP Action Project on Teaching Evaluation
 - 6.4.1.1 Complete evaluation of teaching component