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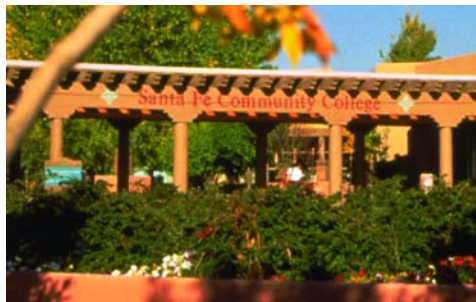
T H R O U G H

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Journey Forward

Santa Fe Community College
Strategic Plan





PURPOSE

Santa Fe Community College is responsible for providing the region with affordable high quality education and training. Presented through a variety of delivery methods and time formats, this includes basic skill programs; certificates and technical degrees; associate degrees with four year transfer potential, and personal enrichment courses both for credit and not for credit. These offerings are designed to add value to the lives of our community members by broadening opportunities; enhancing personal income; improving working and living conditions; and fostering richer, healthier lives. The College also responds to the economic and workforce needs of the community by quickly and flexibly providing essential training, especially in emerging technologies.

As a public institution, SFCC is responsible to the taxpayers of the state of New Mexico and the taxing district of Santa Fe, as well as to its students, faculty, and staff, all of whom support it through their tax dollars, tuition dollars, and labor. It is incumbent upon the College to use its resources efficiently and effectively.

MISSION

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



VISION

Santa Fe Community College is 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.

CORE VALUES

- **Learning**
- **Community**
- **Empowerment**
- **Integrity**
- **Quality**
- **Diversity**
- **Effective Communication**

For a complete description of each of our core values, visit www.sfccnm.edu and select the Mission, Vision & Core Values link from About SFCC.

Priority**Goals****I. MEET THE NEEDS
OF STUDENTS**

- A. SFCC will improve student access.
- B. SFCC will improve the rate at which degree and certificate seeking students complete their programs.
- C. SFCC students will reach their stated goals.
- D. SFCC will improve the degree of overall satisfaction among its students.

**II. MEET CRITICAL
WORKFORCE AND
EDUCATIONAL
NEEDS OF THE
LOCAL/REGIONAL
COMMUNITY**

- A. SFCC will create programs that meet regional needs.
- B. SFCC will create programs that result in high wage/high skill employment.
- C. SFCC will develop the infrastructure and budgetary support for new programs.
- D. SFCC will develop communications and marketing plans that reach all stakeholders and that include new technologies.
- E. SFCC will develop a data driven marketing function that reflects institutional goals

Progress**Milestones/Measures of Success (2007-09)**

Improve financial aid operations.	Enrollment Data
Improve dual credit programs.	Enrollment Data
Improve course scheduling systems and processes.	Retention Rates Graduation Rates
Improve the student academic advising system	Graduation Rates
Examine levels of student satisfaction by collecting and analyzing survey information.	Noel/Levitz Student Satisfaction Inventory
Increase recruitment efforts to attract underserved populations.	Enrollment Data
Launch new allied health programs	Number of new programs developed in targeted areas
Develop academic program for new Trades and Advanced Technology Center.	
Begin hiring process for Trades and Advanced Technology Center director.	Complete & implement Alternative Technology Center business plan & budget
Complete planning process and begin implementation phase for the new Trades and Advanced Technology Center.	Funds raised to complete and furnish OT&ATC building
Gain input from community stakeholders during planning phase for new programs and buildings	Completion of Health Sciences building
Construct Health Sciences Center and Trades and Advanced Technology Center	
Improve Web site content by adding a Content Developer position to the staff.	Enrollment in new programs
Conduct regular market surveys and assessments.	
Bring campus marketing budgets together to expand outreach. Use data to make marketing decisions.	
Begin to identify curricular areas in credit and non-credit programs where growth can occur.	

Priority**Goals****III. MEET THE NEEDS
OF EMPLOYEES**

- A. SFCC will maintain high faculty and staff morale.
- B. SFCC will maintain effective and efficient internal systems.
- C. SFCC will offer ample opportunities for faculty and staff development and advancement

**IV. COMMIT TO
ACCOUNTABILITY
AND THE PRINCIPLES
OF CONTINUOUS
IMPROVEMENT**

- A. SFCC will attain and maintain AQIP Status.
- B. SFCC will develop & meet fiscal performance measures.
- C. SFCC will develop and meet academic and student affairs accountability measures.
- D. SFCC will improve business processes.
- E. SFCC will improve its internal and external reporting systems.
- F. SFCC will complete a Master Plan.

Progress**Milestones/Measures of Success (2007-09)**

Improve student service by assessing various campus operations in “voice of the customer” terms.

Workforce Engagement & Environment Scores and Employee Satisfaction Score

Ensure that informational technology services are fully financed and staffed to serve a growing campus.

Build new skills among existing campus leadership and broaden leadership opportunities for staff

Number of Leadership Training completers
Faculty turnover rates

Increase institutional planning resources to support new AQIP activities and accountability efforts.

Portfolio Committees established

Create awareness of the Balanced Scorecard tool and ways to monitor performance.

Activities selected & training attended

Baldrige recognitions awarded

Evaluate institutional growth and strength through a series of Key Fiscal Performance Measures.

% of Fiscal Standards met

Evaluate academic and student service processes to improve customer-oriented methods.

% of programs using Outcome Assessment results to improve

Ensure that all administrative software applications are operating properly and in concert with college business processes.

Complete revisions of SFCC Policies & Board Handbook.

100% of Policies and Board Handbook completed

Improve reports to internal and external audiences.

Create and distribute an annual report to the community.

Hire Master Planning Consultants.

Master Plan completed

Priority**Goals****V. REVITALIZE
CURRICULUM,
FOCUSING ON BEST
PRACTICES IN
CONTEMPORARY
EDUCATION**

- A. SFCC will adopt a process to increase the percent of sections taught by full-time faculty to 55% over 5-7 years.
- B. SFCC will improve faculty professional development, both pedagogical and disciplinary.
- C. SFCC will improve distance services.
- D. SFCC will expand the offerings and programs for learners of all ages including lifelong learners.

**VI. COMMIT TO
DIVERSITY OF
STUDENTS,
FACULTY
AND STAFF**

- A. SFCC will integrate diversity awareness into its General Education requirements.
- B. SFCC will heighten awareness of the diversity of its community and serve it more directly.

Progress

Milestones/Measures of Success (2007-09)

Examine which academic programs require full-time faculty and prioritize the needs.

Ratio of FT/PT faculty

Increase resources for professional development; ensure the funding process is fair and equitable.

of faculty participating in pedagogical professional development activities and # in discipline based professional development activities

Attain Higher Learning Commission Distance Education program accreditation.

HLC approval of the Distance Education program

Articulate programs with more high schools and four-year post-secondary institutions

of articulation agreements developed each year

Provide Multicultural Awareness Training to new and existing faculty and staff.

Ratios of Hispanics and Native Americans in SF

Provide Spanish translation for certain top-level pages on the SFCC Web site.

County to those present in SFCC student and employee Groups

Issue a Diversity Data Report and plan for annual updates.

Explore feasibility of an annual Multicultural Celebration in connection with Discovery Day.

Create regular communications about diversity via Jack.

Gather campus data on “cultural competence,” (how behaviors, attitudes, and policies at SFCC affect the cross-cultural environment of the campus).

Priority

Goals

VI. COMMIT TO DIVERSITY OF STUDENTS, FACULTY AND STAFF (continued)

- C. SFCC will establish enrollment, recruitment, and retention goals for diverse populations.
- D. SFCC will support and maintain a Diversity Task Force and a Diversity Committee.
- E. SFCC will seek to hire a more diverse faculty and administration.
- F. SFCC will expand its partnerships with organizations that represent diverse groups

VII. REDESIGN/IMPROVE SYSTEMS AND STRENGTHEN INFRASTRUCTURE

- A. SFCC will stabilize, sustain, and optimize its business practices
- B. SFCC will plan its growth systematically.
- C. SFCC will optimize administrative software
- D. SFCC will reduce its carbon footprint and be a leader in sustainable practices and educational programs

Progress**Milestones/Measures of Success (2007-09)**

Increase outreach to diverse populations to attract new students and build the college's reputation for diversity.

Ratios of Hispanics and Native Americans in SF County to those present in SFCC student and employee Groups

Track retention of diverse populations among students and employees.

Establish budgets to support the Diversity Task Force and Diversity Committee activities.

% of Diversity Plan Completed

Charge the Diversity Task Force with developing a Diversity Plan

Develop a plan to create and maintain a "talent pool" of diverse candidates for future campus job openings"

Ratios of Hispanics and Native Americans in SF County to those present in SFCC student and employee Groups

Develop a recruitment and hiring plan to increase diversity among faculty and staff.

Expand memberships in diverse organizations and work to expand diversity in existing groups.

Hiring Plan completed

Formalize planning and practices process for campus units under Finance and Administration.

% of departments with planning and approaches completed

Update policies and document all key processes in writing.

Place key business processes on continuous improvement cycles.

Develop "Voice of the Customer" systems for Finance and Administration units.

Improve the college's financial status.

Financial reserves increased

Successfully install and operate a biomass boiler.

Biomass boiler operational

Measure and monitor SFCC's carbon footprint to contribute to the effort to reduce greenhouse gas emissions.

Emphasize/expand the campus recycling program.



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