SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
End-of-Year Report
May 26, 2009

To: College Council, Academic Senate, FARSCCD, Budget Committee, Facilities
Committee, SACTAC, Safety & Security Committee, Student Success Committee,
District Budget and Planning Review Committee (BAPR)

From: Bonnie Jaros, Chair Institutional Effectiveness and Assessment Committee

Dear Colleagues,

The IE&A Committee has been formed as the planning oversight committee of Santa
Ana College with the concept that all planning efforts of the college will be integrated
and that planning and budget will be aligned (See Appendix A and Appendix B). As
such, it is the gatekeeper of the mission statement, the *Strategic Plan* and all updates,
Program Review (Academic Portfolio Assessment/Program Review—PA/PR, Student
Services Program Review, Administrative Services Program Review, President's Cabinet
Portfolio), and the annual Department Planning Portfolio (DPP).

This year IE&A has led the charge to update the *Strategic Plan S09* (See
InsideSAC.net/Institutional Effectiveness & Assessment Committee/College Plans/
Strategic Plan 2008-2009), which is based on the *Vision Themes* developed in the
college-wide planning Retreat of April 13, 2007 (see Appendix C); it has reviewed and
made recommendations to the Accreditation Workgroup regarding the *Accreditation
Follow-Up Report* due October 15, 2009; it has reviewed the program review documents
sent from the Teaching Learning Committee for Academic PA/PR, Student Services,
Administrative Services and President's Cabinet and created recommendations for the
Strategic Plan; it has overseen the work of the Environmental Workgroup (see Appendix
D); and it has aggregated all updated planning documents, including the budget plans,
Facilities Plan, the *Technology Plan*, the *Department Planning Portfolios*, into the
Educational Master Plan update.

As the planning oversight committee, IE&A is dedicated to informing all participatory
governance groups of recommendations borne of the Academic *Department Planning
Portfolios PA/PR* and the Student Services, Administrative Services and President's
Cabinet Portfolios program review. Noteworthy is that all recommendations are aligned
with the themes of the *Strategic Plan.* This information may help clarify or amplify
information received from the President's Cabinet, College Council, the annual

Department Planning Portfolios, BAPR and other sources. It is understood that budget prioritization, for example, is very complex.

The following are the recommendations of the IE&A Committee as a result of the Academic PA/PR reports, Student Services Portfolio analysis (complete program review is conducted triennially and will be conducted again spring 2011), Administrative Services Program Review and President's Cabinet Portfolio analysis. Please keep in mind that the program reviews were extensive, and details may be found at InsideSAC.net by looking at the *department index* followed by *program review*. Only those items that require referral are listed. For example, the student services portfolio and the administrative services portfolio are very detailed and complete; however, many items will be handled internally.

The IE&A Committee respectfully recommends that this information be used in the context of the planning and prioritization processes of your respective participatory governance groups in addition to the other information utilized. Each governance committee is requested to review the *Strategic Plan Update Spring 2009,* as well as the *Planning & Budget Processes* chart (see Appendix B), and the recommendations of the IE&A Committee in these contexts, at the first meeting of fall 2009. A response to the chair of IE&A is then requested by the end of September.

President's Cabinet Portfolio Assessment:

Academic Portfolio Assessment/Program Review:

Thematic issues and strategies emerged which are in alignment with all the *Vision Themes* of the S*trategic Plan*. They include:

College Council 1. Improve college-wide communication across constituency groups
Budget/Facilities 1. Meet or exceed FTES production across credit and non-credit instruction; 2. Unify sources of funding to create facilities improvement plan/working document; 3. Improve partnership funding
IE&A 1. Monitor functional alignment between planning and budgeting; 2. Increase "Green" efforts as a campus
Division/Departments 1. Support and expand collaborative work with partner agencies throughout greater SA area to develop joint training projects; 2. Pursue funding through local, state, federal and private sources
SAC Foundation 1. Expand fundraising capacity; 2. Expand *President's Circle*; 3. develop vehicle for estate donations
Student Services 1. Build current community and school relations to create expanded "good neighbor" benefits for residents adjacent to college

Academic Portfolio Assessment/Program Review:

Thematic issues and strategies emerged which are in alignment with the *Vision Themes* of the S*trategic Plan*. They include:

Facilities
1. **General facilities enhancement:** More mediated classrooms, building of an Arts Complex, expansion of Exercise Science Facilities, expansion of SCE High School Subjects facilities, more classroom space, more appropriate classroom space for programs with special needs (e.g., music) (Theme ID, IIB, IIIA) (This is obviously not possible in this fiscal climate; however, it is on the list of needs.) 2. Increase Computer labs; (Theme IIA, IIB, IIC); 3. Need for off-campus site availability for Citizenship training (Theme IA, VIA); 4. Combine Learning Centers (Theme IA, ID, IIIB, IIIC, VID); 5. Need for Study Centers—Science Study Center, Political Science Resource Center (Theme ID, IIB, IIIA)

Budget
1. Full-time faculty hiring for replacement of retired faculty (Faculty Priorities Committee) (This is obviously not possible in this fiscal climate; however, it is on the list of needs.) **Note: Several of the issues for other participatory governance groups have budget implications.**

SACTAC
1. Increase use of Blackboard (Theme IIA, IIB, IIC); 2. Need for hardware and software updating (Theme IIA, IIB, IIC); 3. Faculty development training for use of technology and the online delivery mode (Theme IIB, IIC); Aggregate media resources (Theme VID)

Student Success
1. Need for infusion of reading-writing throughout the curriculum (Theme IA, IC); 2. Continue to seek grants, other funding sources and cooperative projects with high schools and four-year institutions as well as the community (Theme IIC, VA); 3. Dedicated counselor to OTA program (Theme IC); 3. Help students become active members of the community and actively engaged in civic activities (Theme VIA); 4. Need for out-of-class tutors for SCE (Theme IA, IC)

Academic Senate; TLC (Staff Development); Curriculum Committees
1. Professional development activities for discipline-specific activities as well as basic skills and technology, including professional seminars and workshops (Theme I.A, I.D, II.B, II.C, III.A, VI.D); 2. Need for infusion of reading-writing throughout the curriculum (Theme IA, IC); 3. Share activities, pedagogies, assignments, strategies, rubrics and other assessment tools; ask colleagues to critique assignments and outside activities (Theme ID, VID); 4. Maintain and expand curriculum to enhance AA degree as well as innovative occupational certificate/degree options (Theme IC, IIA, VC, VIA, VIB, VIC); 5. Enhance low-level ESL training in SCE (Theme IC); 6. More interdisciplinary interface for adjunct faculty (Theme IIIA, VID); 7. Continued PA/PR Direct SLO Assessment training for departments (Theme IA, IC, IIIA, IVC, VB, VIA, VIC)

Student Services Portfolio:

Student Services Departments 1. Seek continued sources of funding for Center for Teacher Education (Theme IC); 2. Research and analyze strategies to consolidate experiential learning sources at SAC (Theme IC, IVA, VID); 3. Implement and assess SLOs in DSPS (Theme IA, IB, ID); 4. Restructure methods of deploying interpreting services in DHH program (Theme IA, IB, IIA, IVD); 4. Investigate best practices for serving veterans through DSPS (ITheme IB, IC); 5. Provide innovative and additional support for students on academic probation (EOPS/CARE) (Theme IA, IB, IC, IVA); 6. Continue to achieve growth in CARE program (Theme IA, IB); 7. Collaborate with University Link and Freshman Experience to prequalify students for assistance for the rolling and Buy a Book Scholarship (Theme IB); 8. Increase faculty awareness of Testing Center's primary functions (Theme VID); 9. Hire tutors with sensitivity to multicultural populations, specifically Latino, Asian, low-income and first generation college students (Theme IA, IC, ID)

Community Outreach (Theme IVA, IVB)
1.Combine efforts of Financial Aid Office and Outreach; 2. International Program Marketing Plan enhancement; 3. Increase network for continued support of scholarship program; 4. Hire feeder high school alumni to work with Outreach staff

Budget (Theme IB, IC, IIB, IIB, VID)
1. Obtain funding sources for Career/Job Resource Center; 2. Development of new business model to accommodate efficiency and automation in *Datatel*; 3. Restructuring of the disbursement schedule to expedite receipt of funds for financial aid students; 4.Create new classified position, Health Educator, in cooperation with SCC; 5. Need for increased printing and supplies budget for marketing materials and promotional supplies for Outreach; 6. more bilingual staff needed for Outreach

SACTAC
1. Technological enhancements for Financial Aid program (Theme IB)

Facilities (Theme IA, IC, IE, IIA, IIIA, IIIB, VID)
1. Increase space for learning centers (e.g., Tutorial learning Center) (see Academic PA/PR recommendations); 2. Need for expanded Placement Testing capacity

TLC (Theme IA, IC, ID, IIIA, IVA, VID)
1. Communicate with faculty (especially English and math) regarding student progress as a result of tutoring. 2. Expand collaborative efforts with student services programs

IE&A 1. Follow up "Healthful Living: Increase awareness and practice healthful living across the college campus" goal of *Strategic Plan* in conjunction with the Health and Wellness Center

Administrative Services Portfolio:
(All Themes are interwoven in the services and support given to instruction and student services)

Facilities
1. Room reservation process needs to be more consistently used and enforced; 2. More attention needs to be given to monitoring and regular cleaning of restrooms during morning and swing shifts; 3. Improve work order process; confirm prioritization and order of projects; 4. Have in place plan for dislocation and moving personnel; 5. Develop process for monitoring Special projects; 6. Clarify role of M&O at satellite campuses; 7. Confirm prioritization and order of new construction and remodeling projects; 8. New signage for restrooms and gymnasium; increase handicapped accessibility in all areas

Safety & Security
1. Continuing visibility of officers on campus, especially in parking lots, is needed.

Budget
1. Work more closely with administrators regarding budget needs and management; 2. Identify ramifications regarding *Datatel* implementation; 3. Better communication with constituencies especially online; 4. Review all job descriptions for possible reorganization; 5. Streamline Foundation reporting

General Statement: More online utilization for more communication and better organization of services.

Thank you for your consideration.

Respectfully submitted,

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Bonita Nahoum Jaros, PhD
Chair, Institutional Effectiveness and Assessment Committee

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Appendix A
Santa Ana College Planning Documents

Santa Ana College Planning Documents

Part I: Seminal Planning Documents—These documents are contained within the *Educational Master Plan* and are fully described therein.

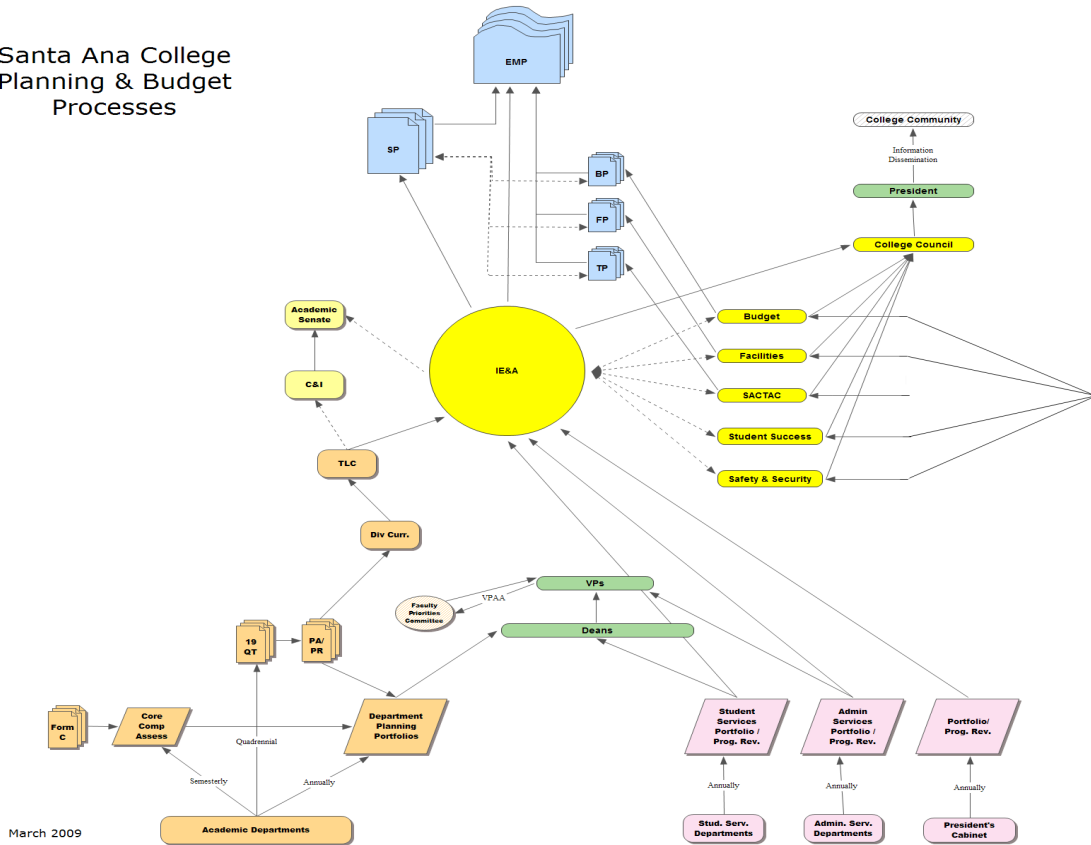| Plan Title	Coordinating Group(s)
Educational Master Plan	Institutional Effectiveness and Assessment Committee (IE&A)
Strategic Plan	Institutional Effectiveness and Assessment Committee
LPA Facilities Master Plan	Facilities Committee
Budget calendar and plans	Budget Committee
Technology Plan	SAC Technology Advisory Committee (SACTAC)
Core Competencies/ General Education SLOs	Curriculum and Instruction Council (C&I)/ Teaching Learning Committee (TLC)
Program Review: Part I. Academic (Portfolio Assessment/Program Review)	TLC/ IE&A
Program Review: Part II. Student Services	Student Services Division—VP Student Services oversight/ IE&A
Program Review: Part III. Administrative Services	VP Administrative Services oversight/ IE&A
Program Review: Part IV. President's Cabinet	SAC President oversight/IE&A

Part II: Other Planning Documents—In addition to the seminal planning documents contained in the SAC *Educational Master Plan*, the following plans have been developed by faculty and staff at SAC as part of both ongoing strategic planning efforts and required compliance work in association with Title V and state/federal agencies.

Plan Title	Brief Description	Lead(s)
Matriculation Plan	This plan details the college's work across all components of its matriculation initiative.	VP of Student Services
Student Equity Plan	This plan identifies a series of measures for college access and success and identifies any differences among and between student groups. Analysis of the differences and action plans as appropriate are also included.	VP of Student Services
Categorical Program Plan	This plan includes college-wide responses to a variety of student success elements in the context of	VP's of Student Services at SAC and

	categorical program supports. It serves as a foundation for on-site program review in conjunction with the California Community College System Office.	SCC
EOPS Program Plan	This plan is required by Title V and details staffing, activity, and spending plans for EOPS for the coming year.	Associate Dean of EOPS
DSPS Program Plan	This plan is required by Title V and details staffing, activity, and spending plans for DSPS for the coming year.	Associate Dean of DSPS
Perkins IV Program Plan	This plan is required by Perkins IV and details activities to address the core indicators of technical skill achievement, skill certificate or degree completion, student persistence or transfer, student employment, nontraditional participation and nontraditional completions.	VP of Academic Affairs
OCR Compliance Plan	This plan responds to OCR-identified compliance issues and details specific actions that will be undertaken to achieve compliance.	SAC Cabinet
Basic Skills Strategic Plan	Beginning in 2007-2008 this college-wide strategic plan contains a self-assessment of basic skills needs at the college, an inventory of strategies currently underway, and previews future issues requiring attention and effort in support of the success of students enrolled in basic skills.	SAC BSI Leadership Team

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Appendix B
Planning & Budget Processes Chart

Santa Ana College
Planning & Budget
Processes

EMP

SP

BP

FP

TP

College Community

Information
Dissemination

President

College Council

IE&A

Academic
Senate

C&I

TLC

Div Curr.

Budget

Facilities

SACTAC

Student Success

Safety & Security

VPs

Faculty
Priorities
Committee

VPAA

Deans

19
QT

PA/
PR

Form
C

Core
Comp
Assess

Quadrennial

Department
Planning
Portfolios

Semesterly

Annually

Student
Services
Portfolio /
Prog. Rev.

Admin
Services
Portfolio /
Prog. Rev.

Portfolio/
Prog. Rev.

Annually

Annually

Annually

March 2009

Academic Departments

Stud. Serv.
Departments

Admin. Serv.
Departments

President's
Cabinet

bnj/03-2009

SANTA ANA COLLEGE
VISION THEMES
Aligned to RSCCD Board of Trustees Goals 2007-2009

I. Student Achievement [1, 2]
 A. Increase academic literacy and learning across disciplines
 B. Eliminate economic barriers to student achievement
 C. Increase program completion/transfer/employment rates for all students
 D. Promote and sustain excellence in teaching/learning
 E. Increase credit/non-credit articulation

II. Use of Technology [4, 6]
 A. Graduate students with highly competitive skills for continuing education and professional life
 B. Provide a technology-rich environment for faculty, staff and students
 C. Provide innovative classroom technologies that will enable faculty to enhance and facilitate student learning

III. Innovation [1, 2, 4, 5]
 A. Increase development of innovative teaching techniques
 B. Help students embrace scholarship, inquiry and a love of learning
 C. Access/Outreach: Enhance opportunities for student access to non-traditional delivery modes

IV. Community [1, 2, 7, 8]
 A. Promote a higher "achievement attitude" among our prospective student population and supporting networks
 B. Extend an awareness of the college as part of the community
 C. Increase interest in lifelong learning/healthful living across the college
 D. Increase awareness and practice of healthful living across the college and community

V. Workforce Development [5, 7, 8]

    A. Expand and identify partners and collaborate with industry and communities to identify workforce needs

    B. Integrate basic skills and workplace competencies

    C. Support regional development by becoming the primary local source of skilled employees for high demand occupations

VI. New American Community [1, 3, 6]

    A. Increase awareness and foster proactive civic responsibility

    B. Increase "Green" efforts throughout the college

    C. Educate the faculty, staff, students and community of the *New American Culture*; develop an integrated community of learners throughout the institution.

    D. Create an environment among faculty, staff and students that encourages cross-disciplinary collaboration, activities and dialogues

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Appendix D
Year-End Assessment Form 2009
Environmental Workgroup

SANTA ANA COLLEGE
Participatory Governance
Committee
Year-End Assessment Form

Committee: Environmental Workgroup
Chairs: Zachary Fish, Loy Nashua
Members:Teresa Simbro, Philippe Andrade, Martin Olvera, Vincent Nunez, Michelle Parolise, Santiago Salazar, Roy Shahbazian, Krystal Meier, Susan Sherod
Date 2/25/09

Goals	Completely met	Partially met (Please explain)	Not met/should be carried over (Please explain)	Not met/ should not be carried over (Please explain)
1. Establishment of this new committee's purpose, goals and guiding principles	X			

2. Development of Comprehensive Environmental Policy Recommendation for Campus (Based Upon Strategic Plan Goals)		X – Policies of other campuses have been collected and studied as models, input from campus community members collected	X – Will complete our own policy recommendations in Spring 2009	
3. Funding for Increased Recycling Efforts		X – Numerous external grants have been identified for the committee to apply for in 2009	X – 3 Recycling Grant Proposals to be completed in Spring 2009 semester	
4. Campus Outreach/Increased Awareness		X – Working with student engineering club to develop campus student activities	X –	
5.				

Recommended goals for next year:

1. Expand recycling program by securing funding for recycling bins, and by applying for programs that offer free bins to organizations.
2. Increase campus awareness of recycling, conservation, and energy efficiency through art/literature/signage designed by student groups, and through campus events with student groups and student government (including organizing around Earth Day).
3. Develop a comprehensive environmental policy plan for the campus that includes issues including, but not limited to, recycling and conservation, energy conservation, purchasing/disposal of supplies and equipment, groundskeeping and water use, and transportation.

What outcomes and/or body of work have been generated by this committee?

The committee began its inaugural semester by producing a Statement of Purpose that specifies six areas of focus in a manner consistent with the College's Strategic Plan. Next, each committee member took responsibility for researching one of these six areas in order to determine the campus' current practices with respect to each area. The committee then collected information about what other California colleges are doing with respect to these areas. Specific initiatives to begin working on within each area were targeted, and the committee determined that the most immediate priority should be the enhancement of our recycling efforts on campus as well as a campus awareness program to promote recycling as well as resource and energy conservation. Three external grants to fund the purchase of, or provide directly, recycling bins and awareness-raising literature were identified (from California Integrated Waste Management Board, California Department of Conservation, and the National Recycling Coalition), with proposals to be developed and submitted for these grants in Spring 09 semester.

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