



Strategic Plan Mid-Cycle Planning Retreat

Sponsored by

President Erlinda J. Martinez, Ed.D.

and

The Institutional Effectiveness & Assessment Committee

AGENDA

March 2, 2012; 8:00am-1:30pm; U-201A

Slide Show loop of photos

8:00-8:30 Reception and Coffee

8:30-8:45 Welcome from President Martinez

8:45-9:15 Orientation: Program Facilitators

A. Accreditation/ Program Review and the Future of Institutional Effectiveness

B. Changes at the College since 2007

9:15-9:30 Instructions for Our Work for Today

9:30-10:00 TASK I: Work in Teams on Planning Alignment Documents

10:00-10:30 Report Out (five minutes per team)

10:30-11:30 TASK II: Work in Teams by Vision Theme

11:30-12:00 Break and Buffet Lunch

12:00-1:00 Report Out and Discussion

1:00-1:15 Wrap Up: Program Facilitators

A. What did we do today?

B. Follow-Up Activities

1:15-1:30 Final Word from President Martinez

Task Charts for Table Teams
DRAFT

Task I: Global view/analysis of comprehensive planning alignment

Task II: Utilize guiding questions to evaluate & assess the Strategic Plan (Review strategies from Strategic Plan Update S11; use ACCJC rubrics on planning and I.E. to assess Strategic Plan; use concept of “alignment and elegance” to recommend goals)

Future task: affirm action plans, evaluation measurement and timelines

Documents needed for each table:

BOT Vision and RSCCD Goals 2012-2013

District Strategic Plan

SAC Vision Themes



SAC Core Competencies

List of Plans at SAC


ACCJC Rubrics

Strategic Plan Update S11

TASK I: Planning Alignment

	 RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT Santa Ana College • Santiago Canyon College	 Commitment to Learning: 100 Years & Beyond 2015 Santa Ana College • Founded in 1915	How do these documents align? Please be specific	Preliminary comments for improvement/action
Team I	District Vision	SAC Mission		
Team II	District Goals	SAC Vision Themes		
Team III	District Strategic Plan	SAC Strategic Plan		
Team IV	District Goals	SAC Core Competencies		
Team V	SAC Mission	SAC Vision Themes		
Team VI	SAC Vision Themes	SAC Core Competencies		

TASK II: Strategic Plan Evaluation

	 Commitment to Learning: 100 Years & Beyond 2015 Santa Ana College • Founded in 1915	What is the status of the Goals/ Strategies of this Vision Theme? Should they be eliminated, reframed, or continued?	Preliminary Comments for future goals (do not need to be related to existing goals)	Status of Theme on ACCJC Rubric
Team I	Vision Theme I			
Team II	Vision Theme II			
Team III	Vision Theme III			
Team IV	Vision Theme IV			
Team V	Vision Theme V			
Team VI	Vision Theme VI			



For IE&A Agenda Item II: February 29, 2012

Mid-Cycle Planning Retreat

Sponsored by

President Erlinda J. Martinez, Ed.D.

and

The Institutional Effectiveness & Assessment Committee

Annotated AGENDA

March 2, 2012; 8:00am-1:00pm

U-201A (procured by Sara: equipment, tables, centerpieces: large paper clip with student photos, name tags, list of attendees)

Possible budget: “College Fund” ? Linda’s budget for reception/coffee (Sara & Linda will investigate)

Slide Show loop of photos as attendees enter and during reception and coffee (Linda will confer with Media Services)

8:00-8:30 Reception and Coffee (Sara & Linda will research sources of funding, catering Sodexo)

8:30-8:45 Welcome and Purpose: President Martinez

A. History of the SAC 2007-2015 Strategic Plan

8:45-9:15 Orientation: Program Facilitators

A. Accreditation/Program Review and the Future of Institutional Effectiveness

B. Changes at the college since 2007, e.g., demographics, Technology Plan, Program Review, Facilities Master Plan (Sara will address with some slides)

9:15-9:30 Instructions for Our Work Today (Bonnie will explain teams, roles, resources & props for product)

9:30-10:00 Task I: Work in Teams on Planning Alignment Documents (each table 9 people: 1-2 IE&A facilitators, 1 scribe, 1 time keeper, 1 “reporter”; tables will be given all needed documents and use Chart I) Proposed facilitators: Cecilia Arriaza & Sara Lundquist (Theme I: Student Achievement); John Zarske (Theme II: Use of Technology); Carol Comeau (Theme III: Innovation); Jim Kennedy & Denise Phillips (Theme IV: Community); Ray Hicks (Theme V: Workforce Development); Paul Foster (Theme VI: New American Community) Nga Pham

will serve as a resource and make copies of district documents. Linda and Bonnie will serve as “floaters” to answer questions at the tables.

10:00-10:30 Report Out (five minutes per team)

10:30-11:30 TASK II: Work in Teams by Vision Theme (Teams will also select two delegates to meet with IE&A members at the end of March to continue “future tasks.”)

Guiding Questions for the Strategic Plan Review (after taking a few minutes to re-familiarize yourself with the portion of the plan that your team is working with today) **ON POSTER BOARD**

- Are there any goals that have been completed and no longer need to be included in the plan?
- Are there any goals that your group thinks are a lower priority and should be removed from the plan?
- Are there any goals in the plan that are important to continue working on?
- Are there any goals that are missing from your Vision Theme that need to be added?

11:30-12:00 Break and Buffet Lunch (working lunch)

12:00-1:00 Report Out and Discussion (collect “minutes”)

1:00-1:15 Wrap-Up: Program Facilitators

A. What did we do today?

B. Follow-Up Activities

1:15-1:30 Final Word from President Martinez

***Invitees:** Linda will ask President Martinez to invite Chancellor Rodriguez; Sara will continue to work with Loy Nashua to invite 8 students: 2 from SCE, 6 from credit program; Bonnie will work with Ray Hicks to fill empty faculty slots: 3 from each of 8 divisions, some veteran, some newer faculty, Academic Senate Executive Committee; Bonnie will continue to work with Cecilia Arriaza and Denise Phillips to invite 12 Classified colleagues: some from student services, some from academic affairs

Further IE&A Discussion:

Who will be at each table?



What technological and other materials will we need? (e.g., flipcharts, easels, laptops, tablets, pens, thumb drives; projector)

Tasks for team facilitators: insure minutes are taken, remain on task, check all needed documents are at the table, keep time


Update about logistics from Sara and Linda (create folders, make large-sized documents to post around room, funding source for lunch, copying of documents for table teams)

bnj/result of 02-15-12 meeting: Sue Garnett, Bonnie Jaros, Sara Lundquist, Denise Phillips, Linda Rose,

TASK I: Planning Alignment

			How do these documents align? Please be specific	Preliminary comments for improvement/action
Team I	District Vision	SAC Mission		
Team II	District Goals	SAC Vision Themes		
Team III	District Strategic Plan	SAC Strategic Plan		
Team IV	District Goals	SAC Core Competencies		
Team V	SAC Mission	SAC Vision Themes		
Team VI	SAC Vision Themes	SAC Core Competencies		

TASK II: Strategic Plan Evaluation

		What is the status of the Goals/ Strategies of this Vision Theme? Should they be eliminated, reframed, or continued?	Preliminary Comments for future goals (do not need to be related to existing goals)	Status of Theme on ACCJC Rubric
Team I	Vision Theme I			
Team II	Vision Theme II			
Team III	Vision Theme III			
Team IV	Vision Theme IV			
Team V	Vision Theme V			
Team VI	Vision Theme VI			

Guiding Questions for the Strategic Plan Review (after you re-familiarize yourself with the Vision Theme your team is working with today)

- Are there any goals that have been completed and no longer need to be included in the plan?
- Are there any goals that your group thinks are a lower priority and should be removed from the plan?
- Are there any goals in the plan that are important to continue working on?
- Are there any goals that are missing from your Vision Theme that need to be added?

Mid-Cycle Planning Retreat Table Assignments

<p>Team I: Vision Theme I—Student Achievement</p> <p>Facilitator: Sara Lundquist and Cecilia Arriaza</p> <p>Fernando Antúñez Micki Bryant Gerald Ghelfi Shelly Jaffray Dorothy Nacita Rafael Vargas Julia Vercelli</p>	<p>Team II: Vision Theme II—Technology</p> <p>Facilitator: John Zarske</p> <p>Esmeralda Abejar Monica Collins Allen Dooley Luisa Laulile Eduardo Lopez Sean Small</p>
<p>Team III: Vision Theme III—Innovation</p> <p>Facilitator: Jeff McMillan and Nga Pham</p> <p>Tom Andrews Clara Avila Glenn Doolittle Christine Kosko Sylvia Turner</p>	<p>Team IV: Vision Theme IV—Community</p> <p>Facilitator: Jim Kennedy and Denise Phillips</p> <p>Alejandra Alvarez Judy Arroyo Marycruz Gallardo Yolanda Garcia Brian Sos Lilia Tanakeyowma</p>
<p>Team V: Vision Theme V—Workforce Development</p> <p>Facilitator: Ray Hicks</p> <p>Minh Chau Bart Hoffman Sylvia Gordon Madeline Grant Janet Grunbaum Monica Porter</p>	<p>Team VI: Vision Theme VI—New American Community</p> <p>Facilitator: Carol Comeau and Sue Garnett</p> <p>Jodi Coffman Zachary Fish David Gonzalez Ron Jones Erlinda Martinez Sarah Salas</p>

At-large: Linda Rose and Bonnie Jaros

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
SANTA ANA COLLEGE • SANTIAGO CANYON COLLEGE

STRATEGIC PLAN

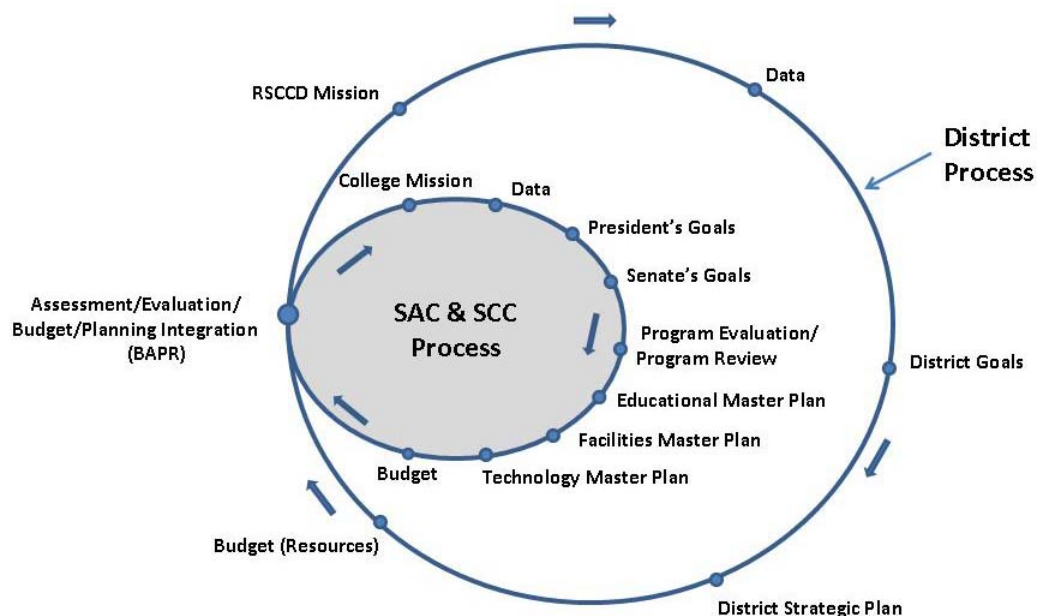
2011-2013

Since the time that the District transitioned from a single college to multi-college district in 1997, its planning process has centered around the Board of Trustees' annual planning meeting, which focused on the development of the District's Vision Statement and Goals. That planning meeting was typically held during the summer each year, but in order to provide greater coordination with the District's budget development process, that meeting is now held in February of each year.

Shortly after his appointment in August 2010, the Chancellor initiated discussions with the Board of Trustees and constituent groups regarding the need for a district strategic plan. Two consultants, Darroch "Rocky" Young, retired Chancellor of the Los Angeles Community College District, and Eva Conrad, retired President of Moorpark College, were selected to assist the District in this planning effort.

THE PLANNING DESIGN

Because each of us shares in the responsibility of planning and evaluation, these activities are conducted continuously throughout the District. The colleges (Santa Ana College and Santiago Canyon College) have their own internal processes for planning and evaluation, which are coordinated and simultaneously integrated into the district-wide planning and resource allocation processes.



THE PROCESS

The consultants conducted two days of interviews at the colleges and district office during the Spring 2011 semester in order to identify significant issues impacting the District's planning process. Based upon the information gleaned from those interviews, the consultants established an agenda for an initial planning meeting which was focused on:

- developing a streamlined planning process for the district, and
- developing strategic objectives centered around the District's goals

On April 8, 2011, thirty-seven representatives from both colleges and the district office met with the consultants to initiate the strategic planning process. Following a presentation by the consultants on effective planning models, the participants broke into four small groups and developed recommendations for a new district planning model. Those four drafts were subsequently assimilated into a single draft that was reviewed and approved by the participants at the next planning meeting.

Utilizing a matrix based upon the District's eight goals, the participants once again broke into four smaller groups and drafted strategic objectives for each goal. The consultants reviewed these drafts, eliminated duplicates, and developed draft objectives for the group's consideration at the next planning meeting.

The participants reconvened on May 6, 2011 and approved the draft planning cycle that was developed during the first planning session. Breaking into four smaller groups, each group was assigned two of the eight District goals. Each group was provided the draft planning matrix produced by the consultants after the first planning session and a potential list of metrics for each district goal that was developed by an ad hoc planning team. Each group was asked to identify its top two or three objectives for each goal, assign responsibility for the completion of each objective, and a timeline for its completion.

Responsibility for editing the strategic objectives was assigned to a writing committee, which prepared a draft of the strategic plan and circulated it to all participants. A second draft was prepared that included the participants' suggested revisions and corrections. The second draft was presented to the District's Budget and Allocation Planning Review Committee, which approved it and submitted it to the Chancellor on _____.

THE VISION

Rancho Santiago Community College District is a learning community. The college district and its colleges are committed to ensuring access and equity, and to planning comprehensive educational opportunities throughout our communities. We will be global leaders in many fields, delivering cost-effective, innovative programs and services that are responsive to the diverse needs and interests of all students. We will be exceptionally sensitive and responsive to the economic and educational needs of our students and communities. The environment will be collegial and supportive for students, staff, and the communities we serve.

We will promote and extensively participate in partnerships with other educational providers, business, industry, and community groups. We will enhance our communities' cultural, educational, and economic well-being.

We will be a leader in the state in student learning outcomes. Students who complete programs will be prepared for success in business, industry, careers, and all future educational endeavors. We will prepare students to embrace and engage the diversity of our global community and to assume leadership roles in their work and public lives.

THE PARTICIPANTS

The following individuals participated in one or both planning meetings as well as the review of the strategic plan draft:

Santa Ana College

Steve Eastmond
Paul Foster
Norm Fujimoto
Janet Grunbaum
Marti Guerra
Ray Hicks
Bonnie Jaros
Sara Lundquist
Erlinda Martinez
Monica Porter
Ed Ripley
Christina Romero
Evelyn Sanchez
Sean Small
John Zarske

Santiago Canyon College

Morrie Barembaum
Michael DeCarbo
Caroline Durdella
Corinna Evett
John Hernandez
Steve Kawa
Aracely Mora
Esther Odegard
Jose Vargas
Juan Vázquez
Joyce Wagner
Robert Waldren
John Weispfenning
Lana Wong

District Office

Tammy Cottrell
John Didion
Becky Fraser
Peter Hardash
Sylvia LeTourneau
Linda Melendez
Enrique Perez
Nga Pham
Marti Reiter
Raúl Rodríguez
Laurie Weidner

THE PLAN

District Goal	Objective	Responsible Party	Timeline
<p>1. Promote a learning community environment that is innovative, student-centered, and celebrates student achievement.</p> <p>2. Provide access and retention for completion of programs, including transfer, vocational, and high school diploma programs; and prepare students for success in their academic, career, and personal life endeavors.</p>	1.1 Identify learning innovation & projected number of students impacted (follow-up assessment needed)	Vice Presidents of Academic Affairs	Once per semester
	1.2 Continue to monitor student satisfaction and student centeredness (both credit and non-credit)	Director of Research	Spring semesters
	1.3 Identify events and ceremonies where students can be recognized	College Presidents	Annually (June)
	2.1 Prioritize class offering to match change of CCC's (i.e., transfer, CTE, BS)	Vice Presidents of Academic Affairs & Continuing Education	Each semester
	2.2 Manage our current enrollment challenges with limited funds received from state for FTES	Vice Presidents of Academic Affairs & Continuing Education	Annually
	2.3 Examine programs we will focus on and what/who we plan on serving (e.g. distance education)	Vice Presidents of Academic Affairs & Continuing Education	Each semester, including intersession and summer
	2.4 Increase number of transfers, degrees and certificates earned	Vice Presidents of Academic Affairs, Student Services, and Continuing Education	Annually
	2.5 Examine course success rates by population served	Vice Presidents of Academic Affairs, Student Services, and Continuing Education	Annually

THE PLAN (CONT.)

District Goal	Objective	Responsible Party	Timeline
3. Update and implement facilities master plans, maximize college and community use of facilities, and incorporate “green” efforts into facilities development and other efforts when cost-effective.	3.1 Support the completion and Board approval of the Colleges’ Facilities Master Plan	Chancellor	Fall 2012
	3.2 Assess unmet facilities needs in order to maximize the utilization of existing facilities	Chancellor and College Presidents	Fall 2011
	3.3 Create district-wide “green team” taskforce to look at unified district effort to go “green”	Chancellor	Fall 2011
4. Promote flexible, cost-effective educational programs and services including the use of cutting-edge technology and educational program delivery via technology.	4.1 Convene a district-wide group to review the distance education program at both colleges to identify efficiencies through collaboration and shared resources	Vice Presidents of Academic Affairs & Assistant Vice Chancellor of Information Technology Services	Fall 2011
	4.2 Form a sub-committee of Technology Advisory Group charged with brainstorming strategies to maximize the use of existing technology (i.e. implementing the degree audit program)	Vice Presidents of Academic Affairs & Associate Deans of Admissions & Records	Fall 2011
	4.3 Identify minimum standards of service to support distance education courses for both faculty and students	Vice Presidents of Academic Affairs and Students Services	Fall 2011
	4.4 Identify allocation of technology technicians to the colleges	Vice Presidents of Administrative Services and Assistant Vice Chancellor of Information Technology Services	Fall 2011

THE PLAN (CONT.)

District Goal	Objective	Responsible Party	Timeline
<p>5. Pursue alternative public and private funding sources to increase the district's fiscal sustainability and to implement the district's vision and goals, and encourage the foundations and district to create plans for capital and program campaigns and alumni association development.</p> <p>6. Maintain a positive, productive working environment for employees, recognizing and embracing diversity, and enhancing staff development opportunities that address innovation and technology.</p>	5.1 Explore and make public grant opportunities	Director of Grants	Ongoing
	5.2 Explore the creation of an emeritus program	Foundation Directors	June 2012
	6.1 Monitor employee satisfaction	Director of Research	Annually
	6.2 Conduct town hall meetings at each college to review budget issues and decisions	Chancellor	As needed, minimum of 2 meetings per semester
	6.3 College Presidents send "what's new" email	College Presidents	Ongoing, with minimum of 1 per month
	6.4 Convene brainstorming sessions in Chancellor's Cabinet to identify: <ul style="list-style-type: none"> the role of DO as a service center instead of perceived control center strategies to maximize the benefits and efficiencies of being a two-college district specific areas of District/College tensions what could be centralized, what should be centralized, what should not be centralized 	Chancellor	As needed (at least four sessions)
	6.5 The district shall provide for staff development	Assistant Vice Chancellor, Human Resources	Annually
	6.6 Create district-wide chat room/ListServe/BLOG/Forum	Assistant Vice Chancellor, Information Technology Services	June 2012/Ongoing

THE PLAN (CONT.)

District Goal	Objective	Responsible Party	Timeline
7. Expand partnerships with business, labor, community groups, universities, schools, and other public and private agencies in order to enhance the district's resource development, ensure student access and success, ensure robust economic development programs, and be responsive to workforce development needs and high demand career fields.	7.1 Create an RSCCD/SAC/SCC inventory of current partnerships and evaluate the depth and quality of the relationship	Chancellor & College Presidents	Fall 2011
	7.2 Determine which partnerships need to be maintained, further developed, or added	Chancellor & College Presidents	Spring 2012
	8.1 Convene a district group charged with developing an aggressive student recruitment campaign that builds from a fresh update on the educational needs of our community in the areas of: <ul style="list-style-type: none"> high school students (including continuing education students) working adults non-working adults high demand industries demographic imperatives 	Vice Presidents of Student Services	Spring 2012
8. Assess the educational needs of the communities we serve, and enhance awareness of the colleges and community involvement through outreach and advocacy among community constituencies and leaders.			



SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Minutes
April 11, 2012

To: Distribution

From: Bonnie Jaros, Chair, Institutional Effectiveness and Assessment Committee

Santa Ana College Mission: The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment.

Santa Ana College Vision Themes: I. Student Achievement; II. Use of Technology; III. Innovation; IV. Community; V. Workforce Development; VI. New American Community

Members Present: Cecilia Arriaza, Carol Comeau, Ray Hicks, Bonnie Jaros, Sara Lundquist, Linda Rose, John Zarske

Guests: Micki Bryant, Monica Collins, Sue Garnett, Julia Vercelli

I. Approval of Minutes of March 14, 2012— The minutes of March 14, 2012 were approved with one correction: Item IIID. There will be an all-day SCE Planning Retreat on March 15, 2012 to develop a School of Continuing Education Mission Statement **based on the existing philosophy statement and to discuss...**

II. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team I Representatives 2:05-2:45

A. District Vision & SAC Mission Statement Alignment

B. Vision Theme I: Student Achievement

Julia Vercelli and Micki Bryant joined the IE&A Committee to lead discussion related to Task I and Task II conducted by table Team I. (Please see **Appendix A** and **Appendix B.**)

III. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team II 3:00-3:40

A. District Goals & SAC Vision Themes Alignment

B. Vision Theme II: Use of Technology

Monica Collins joined the IE&A Committee to lead discussion with John Zarske related to Task I and Task II of Table Team II. (Please see **Appendix B**.)

- IV. Institutional Effectiveness & Program Review Update—** **A.** The Teaching Learning Committee is in the process of reviewing PA/PR reports. The minutes will be sent to IE&A members. One recommendation of the TLC is that student achievement data will require more profound analysis so goals may be established for continuous improvement. This should be reflected in the next Department Planning Portfolio (DPP). (Please see **Appendix C** for a list of departments under review. To review reports, go to InsideSAC.net to Department Index to the department to Program Review.) **B.** The IE&A Committee approved documents demonstrating planning alignment from the department to the institutional levels for Academic Affairs, Student Services, Administrative Services and President's Cabinet. These will be added to the DPP and program review documents. (Please see Appendix D.)

V. Other

- A. Program Review Reports—**The Student Services Program Review Report will be sent at the end of next week; the Administrative Services Unit Goals Report will be due in June. Results from these reports will be utilized in the IE&A End-of-Year Report along with PA/PR summary and the End-of-Year reports from the participatory governance committees.
- B. Participatory Governance End-of Year Reports—**End-of Year Reports for the Budget and Planning Committee, Facilities Committee, SACTAC and Student Success Committee are due by June 1, 2012. Bonnie will then prepare the IE&A End-of-Year Report.

C. Future Meeting

- A. Accreditation Update: SLO Report (due October 15, 2012); Preparation for Institutional Self-Evaluation 2014 (Please bring Annotated Standards, ACCJC Rubrics and SAC Midterm Report 2011)**
- B. Enrollment Management**
- C. Reports:**
- 1. Planning and Budget: SAC, BAPR, BAPR WG**
 - 2. Facilities Committee**
 - 3. SACTAC**
 - 4. Student Success/BSI**

APPENDIX A

Proposed Revised Mission Statement

Current Mission Statement:

The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment.

Proposed Revised Mission Statement:

The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological and economic development needs of our diverse community. Santa Ana College provides access and equity in a dynamic learning environment that prepares students for transfer, careers and lifelong intellectual pursuits in a global community.



APPENDIX B
DRAFT Strategic Plan 2012-2015
Theme I and Theme II

Theme I: Student Achievement

- A. Transfer/Program Completion B. Excellence in Teaching/Learning C. Literacy across Disciplines**
D. Credit/Non-Credit Articulation E. Eliminate Economic Barriers for Students

GOALS	STRATEGIES/ACTIONS	PROGRESS ON GOALS (include measures—direct and indirect/qualitative & quantitative as appropriate; persons/groups responsible)

Theme II: Use of Technology

- A. Students B. College Environment C. Classrooms**

GOALS	STRATEGIES/ACTIONS	PROGRESS ON GOALS (include measures—direct and indirect/qualitative & quantitative as appropriate; persons/groups responsible)

APPENDIX C PA/PR Timelines

Department	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
Business Division												
Business Administration				x				x				x
Business Applications				x				x				x
Computer Science		x				x				x		
Engineering			x				x				x	
Global Business/Entrepreneurship	x				x				x			
Paralegal	x				x				x			
Counseling Division												
Counseling		x				x				x		
Center for Teacher Education			x				x				x	
Continuing Education												
Adult Basic Education			x				x				x	
Citizenship		x				x				x		
Disabled Student Programs & Services			x				x				x	
English as a Second Language	x				x				x			
Health & Safety				x				x				x
High School Subjects		x				x				x		
Inmate Education				x				x				x
Older Adults			x				x				x	
Parent Education			x				x				x	
Vocational Training				x				x				x
Kinesiology (Formerly Exercise Science)												
Activity and Aerobic Fitness		x				x				x		
Adapted Education			x				x				x	
Analysis, Circuit, and Strength Center Lab				x				x				x
Sports Medicine		x				x				x		
Theory/Lecture			x				x				x	
Health Education				x				x				x

Library and Information Studies			x				x				x	
Library Technology			x				x				x	
Science, Math, & Health Sciences												
Astronomy			x				x				x	
Biology				x				x				x
Chemistry	x					x				x		
EMT			x				x				x	
Geology/Earth Science		x				x				x		
Mathematics	x				x					x		
Medical Assisting				x				x				x
Nursing	x				x					x		
	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
Physics			x				x				x	
Student Services												
Special Services				x				x				x
Study Skills			x				x				x	
SLPA	x				x				x			
Sign Language		x			x				x			

APPENDIX D
Planning Alignment Form based on Program Review



INSTITUTIONAL EFFECTIVENESS and ASSESSMENT COMMITTEE
Institutional Planning Alignment Form Based on Program Review Reports

INSTITUTIONAL PLANNING ALIGNMENT FORM : Department Level

<i>DATE: REPORT:</i>	<i>DISTRICT STRATEGIC PLAN</i>	<i>VISION THEMES of SAC STRATEGIC PLAN</i>	<i>CORE COMPETENCIES</i>	<i>OTHER PLANNING DOCUMENTS (PLEASE LIST)</i>
<i>Goal 1</i>				
<i>Goal 2</i>				
<i>Goal 3</i>				
<i>Goal 4</i>				
<i>Goal 5</i>				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Division Level

<i>DATE: REPORT:</i>	<i>DISTRICT STRATEGIC PLAN</i>	<i>VISION THEMES of SAC STRATEGIC PLAN</i>	<i>CORE COMPETENCIES</i>	<i>OTHER PLANNING DOCUMENTS (PLEASE LIST)</i>
<i>Goal 1</i>				
<i>Goal 2</i>				
<i>Goal 3</i>				
<i>Goal 4</i>				
<i>Goal 5</i>				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Academic Affairs Level

DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Student Services Level

DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Administrative Services

Level

DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				

Goal 5				

INSTITUTIONAL PLANNING ALIGNMENT FORM : President's Cabinet				
Portfolio Level				
<i>DATE: REPORT:</i>	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

NOTE: Please indicate the date and report type, e.g., Annual Department Planning Portfolio; quadrennial capstone PA/PR Report; annual Administrative Unit Outcomes Report; etc. Summarize the goals in a few words for identification purposes. These will be obtained from the annual DPP or the capstone PA/PR reports as well as the annual Student Services Planning Portfolio and Triennial Program Review; and annual Administrative Services (AUOs) Unit Outcomes. Then please utilize the numbers from the respective documents indicated above, e.g., District Strategic Plan Goal 1: Learning Community Environment; Vision Theme IA: Student Achievement—Academic Literacy; Core Competency IA: Communication Skills—Listening and Speaking. Please add cells if there are more goals.

Approved for incorporation into program review documents by IE&A 04-11-12



SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Agenda
April 18, 2012; A-105; 2:00-4:00pm

To: Distribution

From: Bonnie Jaros, Chair, Institutional Effectiveness and Assessment Committee

Santa Ana College Mission: The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment.

Santa Ana College Vision Themes: I. Student Achievement; II. Use of Technology; III. Innovation; IV. Community; V. Workforce Development; VI. New American Community

- I. Approval of Minutes of April 11, 2012**
- II. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team III Representatives 2:05-2:45**
 - A. District Strategic Plan & SAC Strategic Plan**
 - B. Vision Theme III: Innovation**
- III. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team IV 3:00-3:40**
 - A. District Goals & SAC Core Competencies**
 - B. Vision Theme IV: Community**
- IV. Institutional Effectiveness & Program Review Update**
- IV. Other: Program Review Reports; Participatory Governance End-of Year Reports**
- V. Future Meeting**
 - A. Accreditation Update: SLO Report (due October 15, 2012); Preparation for Institutional Self-Evaluation 2014 (Please bring Annotated Standards, ACCJC Rubrics and SAC Midterm Report 2011)**

B. Enrollment Management

C. Reports:

- 1. Planning and Budget: SAC, BAPR, BAPR WG**
- 2. Facilities Committee**
- 3. SACTAC**
- 4. Student Success/BSI**

Members:

Cecilia Arriaza	Denise Phillips
Carol Comeau	Linda Rose
Paul Foster	John Zarske
Ray Hicks	
Bonnie Jaros	
James Kennedy	
Sara Lundquist	
Nga Pham	

cc: Dr. Erlinda Martinez
Dr. Raúl Rodríguez
Mr. John Didion
Dr. Jeff McMillan
Ms. Kennethia Vega
Ms. Marta Barker
Ms. Karen Scott
Ms. Geni Lusk

bnj/04-12-12



SANTA ANA COLLEGE
Institutional Effectiveness and Assessment Committee
Agenda
April 18, 2012; A-105; 2:00-4:00pm

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Santa Ana College Mission: The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological, workforce and economic development needs of our diverse community. Santa Ana College prepares students for transfer, employment, careers and lifelong intellectual pursuit in a dynamic learning environment.

Santa Ana College Vision Themes: I. Student Achievement; II. Use of Technology; III. Innovation; IV. Community; V. Workforce Development; VI. New American Community

Members Present: Carol Comeau, Bonnie Jaros, Jim Kennedy, Nga Pham, Denise Phillips

Guests: Yolanda Garcia, Sue Garnett, Jeff McMillan, Lilia Tanakeyowma, Sylvia Turner

- I. Approval of Minutes of April 11, 2012**—The minutes of April 11, 2012 were approved as written.
- II. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team III Representatives 2:05-2:45**
 - A. District Strategic Plan & SAC Strategic Plan**—Gaps were noted with regard to green efforts and garnering of outside sources of funding. Green efforts will be incorporated in the SAC Strategic Plan more explicitly in the forthcoming revision. It was also determined, however, that explicit information about grants and funding sources does not belong in the SAC document. There are other planning documents and program review documents which would better serve this item.
 - B. Vision Theme III: Innovation**—(Please see Appendix A)
- III. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team IV 3:00-3:40**
 - A. District Goals & SAC Core Competencies**—It was determined there is sufficient alignment.

B. Vision Theme IV: Community—(Please see Appendix A)

IV. Institutional Effectiveness & Program Review Update— Linda and Bonnie are working on a planning/program review document which will state how to conduct planning efforts through program review institution-wide. This will be completed prior to the fall semester.

V. Other: Program Review Reports; Participatory Governance End-of-Year Reports—

A. The TLC reviewed PA/PR reports on April 2, 2012 and April 16, 2012 and will complete review on May 7, 2012. Reports are summarized in the TLC minutes; each member of IE&A has received a copy thus far. A TLC End-of-Year Report will be written and sent to all IE&A members after all the PA/PR reports have been analyzed. The results will then be incorporated into the IE&A End-of-Year Report, which will also include the Year-End Reports of the participatory governance committees. These reports are due by June 1, 2012.

B. The Student Services Program Review Report and the Administrative Services Program Review Report will be sent to IE&A members upon receipt. These will be discussed in preparation for the IE&A End-of Year Report after the committee completes its work on the Strategic Plan.

VI. Future Meeting

A. Accreditation Update: SLO Report (due October 15, 2012); Preparation for Institutional Self Evaluation 2014 (Please bring Annotated Standards, ACCJC Rubrics and SAC Midterm Report 2011)

B. Enrollment Management

C. Reports:

- 1. Planning and Budget: SAC, BAPR, BAPR WG**
- 2. Facilities Committee**
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- 4. Student Success/BSI**



APPENDIX A
SAC Strategic Plan 2012-2015
Theme I and Theme II
Theme III and Theme IV
DRAFT

Theme I: Student Achievement

A. Transfer/Program Completion B. Excellence in Teaching/Learning C. Literacy across Disciplines
D. Credit/Non-Credit Articulation E. Eliminate Economic Barriers for Students

GOALS	STRATEGIES/ACTIONS	PROGRESS ON GOALS (include measures—direct and indirect/qualitative & quantitative as appropriate; persons/groups responsible)
A. Transfer/Program Completion: Increase transfer, progress/course completion, and attainment of certificates.	A.1 Increase completion of certificates, degrees and transfer. A.2 Design the most efficient pathways to completion that are possible for students (engaging the elements of course design, assessment, condensed classes, educational planning, scheduling, and support services necessary for success). A.3 Provide opportunities for student engagement and leadership that enhance their personal and professional development, sense of belonging to SAC, and persistence.	Possible measures for S13 update: student achievement data from non-credit to credit; from credit to four-year institutions
B. Excellence in Teaching/Learning: Promote and sustain excellence in teaching and learning.	B.1 Identify innovators and expert practitioners in teaching and learning across disciplines and develop a set of initiatives to	Possible measures for S13 update: faculty development; student achievement data

	adopt promising practices college-wide.	
C. Literacy across Disciplines: Increase student academic literacy and learning across disciplines.	C.1 Coordinate efforts between instruction and student services to maximize literacy across disciplines. C.2 Provide a comprehensive learning assistance center to support discipline literacy across the curriculum for all students. C.3 Strengthen partnerships with K-12 to offer literacy-enhancement programs.	
D. Credit/Non-Credit Articulation: Enhance cooperative efforts between credit and non-credit to encourage success in workforce preparation, transfer and basic skills.	D.1 Redesign pathways for students in non-credit programs.	Possible measures for S13 update: analyze the academic assessment process for accuracy of placement; check alignment of support services across the credit-non-credit bridge; add GE SLOs to non-credit courses; provide students in the SCE with the same level of facilities as the credit program.
E. Eliminate Economic Barriers for Students: Eliminate barriers to enhance access and achievement of all learning goals for students.	E.1 Expand economic supports that help students to enroll and progress to completion. E.2 Review and improve academic and support services to maximize student access and success. E.3 Expand low-cost textbook options for students.	

Link to college-wide participatory governance and other groups: Student Success Committee; Basic Skills Taskforce; Curriculum and Instruction Council; Teaching Learning Committee; Academic Senate; all academic departments; ASG

Link to other documents: All program review documents (Academic Affairs: Department planning portfolio, direct-SLO For C, PA/PR reports; Student Services program review; Administrative Services Unit Goals Report), BSI Report, participatory governance Year-End reports



Theme II: Use of Technology
A. Students B. College Environment C. Classrooms

GOALS	STRATEGIES/ACTIONS	PROGRESS ON GOALS (include measures—direct and indirect/qualitative & quantitative as appropriate; persons/groups responsible)
A. Students: SAC students will graduate with skills necessary to access technology in their education and professional lives.	A.1 Determine skill sets required by discipline; revise to reflect current trends and needs. A.2 Determine skills necessary to access technology by department/discipline. A.3 Maintain currency in hardware and software within the curriculum to reflect the workplace.	Possible measures for S13 update: Core Competency 3: Information Management review by department; curriculum revision and development
B. College Environment: SAC will provide a technology-rich environment for faculty, staff and students.	B.1 Determine campus locations where students can access technology to improve their skills sets. B.2 Enhance existing facilities to promote technology proficiency. B.3 Maintain currency in hardware and software. B.4 Provide equal access to current hardware, software and databases to offices, student labs, the library and all classrooms. B.5 Formalize the technology staff development program. B.6 Enhance and ensure timely, efficient and complete technology support in all offices.	Possible measures for S13 update: analyze: registration; wireless access on campuses; portal status; check web pages; staff development program; check software; updates of Datatel/Colleague; status of state-of-the-art specialty technology for students with disabilities; technology in the Nealley Library and at SCE; student printing solution

	<p>B.7 Provide communication software that allows for collaboration such as blogs and wikis.</p> <p>B.8 Include technology in facilities planning by coordinating college and district efforts.</p> <p>B.9 Provide access to information to students, staff and faculty with disabilities</p> <p>B.10 Develop alternative strategies for funding technology including endowments.</p> <p>B.11 Maintain Technology Plan to be in concert with District Technology Plan</p>	
<p>C. Classrooms: SAC will provide innovative instructional technologies that will enable faculty to enhance and facilitate student learning.</p>	<p>C.1 Mediate remaining classrooms</p> <p>C.2 Update, replace and standardize technology in existing classrooms and offices every four years.</p> <p>C.3 Enhance and ensure timely, efficient and complete support in all classrooms and offices.</p> <p>C.4 Fully develop an instruction design team and training program to support faculty which includes facilities, personnel and a responsive organization.</p> <p>C.5 Continue to maintain and increase quality of distance education (defined by a set of rubrics and included in program review) and the quantity of hybrid and online courses.</p>	

Link to college-wide participatory governance and other groups: Planning and Budget Committee; Facilities Committee; SACTAC; TAG; Academic Senate, all departments

Link to other documents: Technology Plan, all program review reports, Facilities Master Plan, Budget plans



Theme III: Innovation

A. Academic/Student Services/Operational Support Efforts; B. Embrace Scholarship and Inquiry; C. Access/Outreach

GOALS	STRATEGIES/ACTIONS	PROGRESS ON GOALS (include measures—direct and indirect/qualitative & quantitative as appropriate; persons/groups responsible)
<p>A. Course, Program, Degree-Level; Student Services; Administrative Services: Cultivate a culture of innovation to enhance student success throughout the entire college environment, including course, program, certificate/degree-level; student services and operational support.</p>	<p>A.1 Academic:</p> <ul style="list-style-type: none"> • Investigate redesign of course content delivery to enhance student pathways to completion, e.g., distance mode, accelerated models. • Bridge achievement gaps of students by creating a variety of interdisciplinary learning communities, e.g., credit/non-credit • Develop a Teaching Learning Commons • Maintain professional development activities to support student achievement for all constituency groups <p>A.2 Student Services:</p> <ul style="list-style-type: none"> • Create college-wide, interdisciplinary learning centers • Expand and innovate in the provision 	

	<p>of Academic Educational Plans for all students</p> <p>A.3 Operational Support:</p> <ul style="list-style-type: none"> • Investigate managed enrollment options • Seek ongoing input from classified staff regarding potential means of innovation in their respective work areas • Investigate options for obtaining and maximizing fiscal resources 	
<p>B. Embrace Scholarship and Inquiry: Promote high standards of scholarship/intellectual inquiry and provide the tools for ongoing learning.</p>	<p>B.1 Create an environment in which students are encouraged to excel</p> <p>B.2 Through dialogues within program review, establish strategies to increase student success and achievement rates</p> <p>B.3 Maintain a research-based approach to teaching and learning</p> <p>B.4 Utilize the institutional core competencies as a base for planning efforts in all areas, i.e., academic affairs, student services, administrative services</p> <p>B.5 Provide students with opportunities to develop both hard and soft skills in an academic environment which they may bring into the workforce and their personal endeavors</p>	
<p>C. Access/Outreach: Enhance opportunities for student access to non-traditional delivery modes</p>	<p>C.1 Offer traditional and non-traditional classes 24/7</p> <p>C.2 Reach traditional and non-traditional students</p> <p>C.3 Offer access to innovative student support services for non-traditional modes of delivery</p> <p>C.4 Enhance the Distance education [program to be consistent with the standards of instructional quality and effectiveness of the</p>	

	<p>traditional model</p> <p>C.5 Assess SLOs to glean accurate student success data, and create appropriate interventions</p> <p>C.6 Narrow the achievement gap between distance education and traditional classroom instruction</p> <p>C.7 Maintain a faculty development program for teaching in distance education mode</p>	
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Link to college-wide participatory governance and other groups: Academic Senate, Curriculum and Instruction Council, Teaching Learning Committee; Student Success Committee; BSI; SACTAC

Link to other documents: Program review reports; BSI Report, Technology Plan, Course Outlines of Record; SLO-Assessment Form C



Theme IV: Community

A. Access/Motivation; B. Community/Family Involvement; C. Lifelong learning; D. Healthful Living/Environment

GOALS	STRATEGIES/ACTIONS	PROGRESS ON GOALS (include measures—direct and indirect/qualitative & quantitative as appropriate; persons/groups responsible)
A. Access/Motivation: Promote an “achievement attitude” among our prospective student population and supporting networks	A.1 Determine prospective students, including SCE, K-12, international students and community members A.2 Instill belief in students’ ability to success in college	
B. Community/Family Involvement: Extend awareness of the college as a part of the community	B.1 Evaluate the value the community places on the college B.2 Develop programs and services to meet community needs	
C. Lifelong Learning: Increase interest in learning across the college and community	C.1 Pursue all avenues in which the college can provide opportunities for lifelong learning in all delivery modes, e.g., credit, non-credit, community services, distance education	
D. Healthful Living/Environment: Increase awareness and practice of healthful living across the college and community, including personal and environmental choices	D.1 Create partnerships with the community to promote healthful living within the community D.2 Seek other models other than the traditional credit model at the college D.3 Incorporate healthful living into curricular activities and institutional practices D.4 Develop environmentally-friendly practices to apply at the college and in the community environment	

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Link to college-wide participatory governance and other groups: Academic Senate, Facilities Committee, Teaching Learning Committee; Planning and Budget Committee; Environmental Workgroup; SACTAC; Administrative Services

Link to other documents: Program review documents; Facilities Master Plan, Budget plans

NOTE: The Institutional Effectiveness and Assessment Committee is the oversight committee of all college planning documents and the Strategic Plan, which is the college-wide planning document based on the goals of the six institutional Vision Themes. The strategies linked to the goals are meant to encompass all aspects of the college. Details of how each segment of the college addresses these goals is contained within the area's program review documentation. IE&A conducts analysis of all program review documents received from the Teaching Learning Committee (Academic PA/PR); Student Services and Administrative Services. An IE&A End-of-Year report is then written. This report is sent to all governance chairs, as it contains vital information to be used in the planning efforts of those groups (e.g., Technology Plan, Facilities Master Plan, Budget plans). IE&A recommendations to make changes to the mission statement or to revise the Strategic Plan are referred to College Council for approval and then incorporated into the Educational Master Plan.



SANTA ANA COLLEGE
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To: Distribution

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 - A. SAC Mission & SAC Vision Themes**
 - B. Vision Theme V: Workforce Development**
- III. Follow-Up from Mid-Cycle Planning Retreat: Meeting with Table Team VI 3:00-3:40**
 - A. SAC Vision Themes & SAC Core Competencies**
 - B. Vision Theme VI: New American Community**
- IV. Institutional Effectiveness & Program Review Update**
- V. Other: Program Review Reports; Participatory Governance End-of Year Reports**
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Ms. Geni Lusk
Ms. Sue Garnett
Ms. Sylvia Turner
Dr. Lilia Tanakeyowma

bnj/04-19-12



DRAFT

INSTITUTIONAL EFFECTIVENESS and ASSESSMENT COMMITTEE

Institutional Planning Alignment Form Based on Program Review Reports

INSTITUTIONAL PLANNING ALIGNMENT FORM : Department Level			
DATE: REPORT:	<i>DISTRICT STRATEGIC PLAN</i>	<i>VISION THEMES of SAC STRATEGIC PLAN</i>	<i>CORE COMPETENCIES</i>
<i>Goal 1</i>			
<i>Goal 2</i>			
<i>Goal 3</i>			
<i>Goal 4</i>			
<i>Goal 5</i>			

INSTITUTIONAL PLANNING ALIGNMENT FORM : Division Level			
	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES
Goal 1			
Goal 2			
Goal 3			
Goal 4			
Goal 5			

INSTITUTIONAL PLANNING ALIGNMENT FORM : Academic Affairs Level			
	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES
Goal 1			
Goal 2			
Goal 3			
Goal 4			
Goal 5			

INSTITUTIONAL PLANNING ALIGNMENT FORM : Student Services Level			
	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES
Goal 1			
Goal 2			
Goal 3			
Goal 4			
Goal 5			

INSTITUTIONAL PLANNING ALIGNMENT FORM : Administrative Services Level			
	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES
Goal 1			
Goal 2			
Goal 3			
Goal 4			
Goal 5			

INSTITUTIONAL PLANNING ALIGNMENT FORM : President's Cabinet Portfolio Level			
	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES
Goal 1			
Goal 2			
Goal 3			
Goal 4			
Goal 5			

NOTE: Please indicate the date a report type, e.g. Annual Department Planning Portfolio; quadrennial capstone PA/PR Report; annual Administrative Unit Outcomes Report; etc. Summarize the goals in a few words for identification purposes. These will be obtained from the annual DPP or the capstone PA/PR reports as well as the annual Student Services (SSUOs) and Administrative Services (AUOs) Unit Outcomes. Then please utilize the numbers from the respective documents indicated above, e.g., District Strategic Plan Goal 1: Learning Community Environment; Vision Theme IA: Student Achievement—Academic Literacy; Core Competency IA: Communication Skills—Listening and Speaking. Please add cells if there are more goals.

bnj/03-12-12



DRAFT

INSTITUTIONAL EFFECTIVENESS and ASSESSMENT COMMITTEE

Institutional Planning Alignment Form Based on Program Review Reports

INSTITUTIONAL PLANNING ALIGNMENT FORM : Department Level				
DATE: REPORT:	<i>DISTRICT STRATEGIC PLAN</i>	<i>VISION THEMES of SAC STRATEGIC PLAN</i>	<i>CORE COMPETENCIES</i>	<i>OTHER PLANNING DOCUMENTS (PLEASE LIST)</i>
<i>Goal 1</i>				
<i>Goal 2</i>				
<i>Goal 3</i>				
<i>Goal 4</i>				
<i>Goal 5</i>				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Division Level				
DATE: REPORT:	<i>DISTRICT STRATEGIC PLAN</i>	<i>VISION THEMES of SAC STRATEGIC PLAN</i>	<i>CORE COMPETENCIES</i>	<i>OTHER PLANNING DOCUMENTS (PLEASE LIST)</i>
<i>Goal 1</i>				
<i>Goal 2</i>				
<i>Goal 3</i>				
<i>Goal 4</i>				
<i>Goal 5</i>				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Academic Affairs Level				
DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Student Services Level				
DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

INSTITUTIONAL PLANNING ALIGNMENT FORM : Administrative Services Level				
DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

INSTITUTIONAL PLANNING ALIGNMENT FORM : President's Cabinet Portfolio Level				
DATE: REPORT:	DISTRICT STRATEGIC PLAN	VISION THEMES of SAC STRATEGIC PLAN	CORE COMPETENCIES	OTHER PLANNING DOCUMENTS (PLEASE LIST)
Goal 1				
Goal 2				
Goal 3				
Goal 4				
Goal 5				

NOTE: Please indicate the date and report type, e.g., Annual Department Planning Portfolio; quadrennial capstone PA/PR Report; annual Administrative Unit Outcomes Report; etc. Summarize the goals in a few words for identification purposes. These will be obtained from the annual DPP or the capstone PA/PR reports as well as the annual Student Services Planning Portfolio and Triennial Program Review; and annual Administrative Services (AUOs) Unit Outcomes. Then please utilize the numbers from the respective documents indicated above, e.g., District Strategic Plan Goal 1: Learning Community Environment; Vision Theme IA: Student Achievement—Academic Literacy; Core Competency IA: Communication Skills—Listening and Speaking. Please add cells if there are more goals.

As part of our ongoing evaluation of our processes and practices to foster student learning, please respond to the questions below. Thank you for your *active* participation in one of many upcoming planning activities!

1. What were your expectations of the mid-cycle planning retreat?

2. How were your expectations met? If your expectations were not met, please explain why?

3. What activity was the most rewarding for you?

4. What activities would you add to a similar planning activity?

5. What suggestions do you have to enhance future planning activities at SAC?

6. What is your overall evaluation of today's planning activities?