

# South Orange County Community College District

## District-wide Strategic Plan 2011- 2014

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Mission Viejo, CA 92692  
<http://www.socccd.edu>

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## **Vision, Mission and Core Values**

### **South Orange County Community College District Vision**

To be an educational leader in a changing world.

### **South Orange County Community College District Mission**

To provide a dynamic learning environment and diverse opportunities fostering student success and contributing to the community.

### **South Orange County Community College District Core Values/Guiding Principles**

We invest in our students' success, employees, physical plant, and community, with wise use of our resources.

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## **SOCCCD Strategic Planning Retreats**

Two retreats were held to work on the SOCCCD Strategic Plan:

Monday, June 13, 2011 from 8:45 a.m. to 3 p.m., at the [Norman P. Murray Community Center](#), in Mission Viejo, CA and Wednesday, August 3, 2011 from 8:45 a.m. to 12:00 p.m., at Saddleback College in the Student Services Bldg., room 212.

## **SOCCCD Strategic Planning Ad Hoc Committee**

Gary Poertner, SOCCCD Chancellor, Chair

### **District Services**

Bob Bramucci, Vice Chancellor, Technology & Learning Services

David Bugay, Vice Chancellor, Human Resources

Brandye D'Lena, District Director, Facilities Planning & Purchasing

Tere Fluegeman, District Director, Public Affairs & Intergovernmental Relations

Debra Fitzsimons, Vice Chancellor, Business Services

Teddi Lorch, District Director, Human Resources

Denice Inciong, District Director, Research & Planning

Delores Irwin, Accounting Specialist/CSEA representative

Beth Mueller, District Director, Fiscal Services

Randy Peebles, Associate Vice Chancellor, Economic Development

### **Saddleback College**

Juan Avalos, Vice President of Student Services

Gretchen Bender, Director of Planning, Research & Grants

Tod Burnett, President

Don Busche, Vice President of Instruction

Claire Cesareo-Silva, Faculty

Bob Cosgrove, Faculty, Past Academic Senate President

Carmen Dominguez, Faculty, Past Academic Senate President

Russ Hamilton, Classified Senate President

Carol Hilton, Director of Fiscal Services

Don Mineo, Classified Senate President Elect

John Ozurovich, Director of Facilities

Dan Walsh, Academic Senate President

James Wright, Dean of Math, Sciences & Engineering

**Irvine Valley College**

Lisa Davis-Allen, Academic Senate President

John Edwards, Director of Facilities

Dennis Gordon, Senior Accounting Specialist/CSEA

Craig Justice, Vice President of Instruction

Jeff Kauffman, Faculty

Davit Khachatryan, Director Fiscal Services

Angela Mahaney, Classified Senate President

Gwen Plano, Vice President of Student Services

Glenn Roquemore, President

Keith Shackleford, Dean of Kinesiology, Health & Athletics

Chris Tarman, Research & Planning Analyst

Kathy Werle, Dean of Academic Programs

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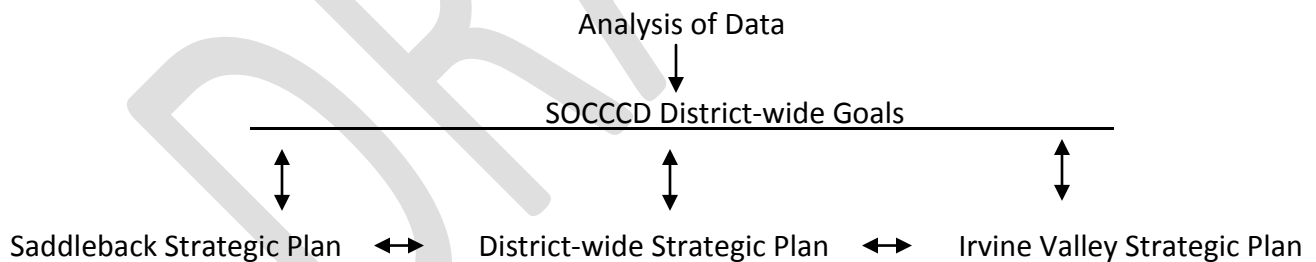
## Introduction

This *District-wide Strategic Plan 2011 – 2014* is the District’s short-term plan. The plan was developed through the collaboration of the District-wide leadership in summer and early fall 2011.

The first step was to identify challenges anticipated in the next decade. The **resources** used for this dialogue were:

- District Mission, Vision and Core Values
- College Planning Documents including the Educational Master Plans and Strategic Plans
- Demographic Projections
- Accreditation Standards and Recommendations
- *Report of the Commission on the Future*

The second step was to develop **District-wide Goals or institutional goals** that articulate District-wide intentions and ambitions related to meeting challenges of the coming decade. The District-wide Goals are achieved through objectives identified in this *District-wide Strategic Plan 2011 – 2014* as well as in the Strategic Plans for Saddleback College and Irvine Valley College. In future years, the District-wide Goals will be both a catalyst for and reinforcement of the Colleges’ planning work as depicted here:



The third step was to develop **District-wide Objectives** to identify the initiatives that will be undertaken to achieve the District-wide Goals. District-wide Objectives are those that require collaboration and coordination among District Services and College administrators, faculty, and staff. The College’s Strategic Plans and the District Services Administrative Unit Reviews also include objectives leading to achievement of the District-wide Goals.

The fourth step was to develop **Action Steps** to describe the specific actions that will be taken to achieve the District-wide Objectives. The action steps include identification of the individuals or groups who are assigned responsibility to complete or ensure completion of the action steps and the timeline.

The District previously identified these as Strategic Directions:

1. Meet capital and scheduled maintenance needs.
2. Broaden revenue sources to support college priorities.
3. Establish environmental sustainability in all areas.
4. Keep the colleges at the forefront of innovative technology.
5. Assess and respond to the educational needs of the community.
6. Implement data-driven decision making and continuous quality improvements in all district processes.
7. Emphasize district-wide training and staff development.

Through the process of developing and implementing an integrated planning model for the District, each of these previously identified Strategic Directions have subsumed into one of the District-wide Goals, this *District-wide Strategic Plan 2011 – 2014* or the appropriate District Services Administrative Unit Review.

This document includes the District-wide Goals, District-wide Objectives, and Action Steps for the next three years. This *District-wide Strategic Plan 2011- 2014* is designed to be a living, often-used document which invites the recording of progress on the action steps in the shaded areas of each page. These reports of progress will be consolidated annually to produce an **Annual Progress Report**.



## ***South Orange County Community College District Strategic Plan 2011- 2014***

### **District-wide Goals**

District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.

District-wide Goal 2. SOCCCD will support innovations that result in quantifiable improvement in student preparedness and success and will facilitate the institutionalization of those innovations across the District.

District-wide Goal 3. SOCCCD will maintain its technological leadership and will make future advancements which enhance student access and success.

District-wide Goal 4. SOCCCD will increase the effective use of all resources by developing and implementing a cycle of integrated District-wide planning.

District-wide Goal 5. SOCCCD will develop, document and implement data-driven District-wide decision-making processes that are collaborative, transparent, efficient and effective.

District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.

**District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.**



**District-wide Objective 1.1. SOCCCD Chancellor will take the actions necessary to assure that employees district-wide collaborate on the achievement of common educational benchmarks.**

<b>Action Steps for District-wide Objective 1.1</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>1.1.1. Analyze the results of the Spring 2011 campus climate survey and collaborate with College Presidents to draft a plan to address the top 5 barriers to collaboration and cooperation across the District</i>	<i>Chancellor</i>	<i>End of Fall 2011</i>	<i>-0-</i>		
<i>1.1.2. Draft a Board Policy on mutual respect and forward for BPAR Committee review</i>	<i>Chancellor</i>	<i>December, 2011</i>	<i>-0-</i>		
<i>1.1.3. Identify a timeline for the implementation of the plan to address the top 5 barriers to collaboration and cooperation (see Action Step 1.1.1.)</i>	<i>Chancellor's Council</i>	<i>End of Fall 2011</i>	<i>-0-</i>		
<i>1.1.4. Assign responsibility for implementing the plan to address the top 5 barriers to collaboration</i>	<i>Chancellor and College Presidents</i>	<i>End of Fall 2011</i>	<i>To be determined</i>		
<i>1.1.5. Review draft Board Policy on mutual respect and submit its recommendation</i>	<i>BPAR</i>	<i>March 15, 2012</i>	<i>-0-</i>		

<i>to Chancellor for approval by Board of Trustees</i>					
<i>1.1.6. Assess the effectiveness of each implementation</i>	<i>Person/group assigned to implement the recommendation</i>	<i>Fall 2012</i>	<i>-0-</i>		
<i>1.1.7. Develop a District-wide climate survey that assesses perceptions of the District and College climates including the effectiveness of services, collaboration, and planning</i>	<i>Chancellor's Council</i>	<i>Spring 2012</i>	<i>To be determined</i>		
<i>1.1.8. Establish a timeline for the distribution of an annual District-wide climate survey</i>	<i>Director, Research &amp; Planning</i>	<i>Spring 2012</i>	<i>-0-</i>		
<i>1.1.9. Distribute the annual District-wide climate survey</i>	<i>Director, Research &amp; Planning</i>	<i>Annual dates contingent on previous step</i>	<i>-0-</i>		
<i>1.1.10. Analyze the results of the annual District-wide climate survey to identify climate-related projects to be addressed in the coming year</i>	<i>Chancellor and College Presidents</i>	<i>Annual dates contingent on previous step</i>	<i>-0-</i>		

**District-wide Goal 1. SOCCCD will create a district-wide culture which is characterized by mutual respect and collaboration and which celebrates the uniqueness of each institution.**



**District-wide Objective 1.2. SOCCCD Chancellor will periodically communicate directly to employees district-wide.**

<b>Action Steps for District-wide Objective 1.2.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>1.2.1. Develop a process for and schedule of connecting with employees district-wide, such as monthly newsletters and/or town hall meetings</i>	<i>Chancellor</i>	<i>September 2011 September 2012 September 2013</i>	<i>-0-</i>		
<i>1.2.2. Schedule the newsletters and/or on-campus meetings</i>	<i>Chancellor + Director of Public Relations &amp; Intergovernmental Affairs</i>	<i>September 2011 September 2012 September 2013</i>	<i>-0-</i>		
<i>1.2.3. Send the newsletters and/or conduct the meetings on each campus</i>	<i>Chancellor + Director of Public Relations &amp; Intergovernmental Affairs</i>	<i>October 2011 + March 2012 and each year to follow</i>	<i>To be determined</i>		
<i>1.2.4. Ask for feedback on the newsletters and/or town hall meetings as part of the annual District-wide climate survey (See Action Step 1.1.7.)</i>	<i>Chancellor</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>		

**District-wide Goal 2. SOCCCD will support innovations that result in quantifiable improvement in student preparedness and success and will facilitate the institutionalization of those innovations across the District.**



**District-wide Objective 2.1. SOCCCD will increase the rates of completion for degrees, certificates and transfer-readiness by 5% annually.**

<b>Action Steps for District-wide Objective 2.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>2.1.1. Provide professional development training on factors in student success</i>	<i>Chancellor for Trustees and District Staff College Presidents for College faculty and staff</i>	<i>Fall, 2011</i>	<i>To be determined</i>		
<i>2.1.2. Identify innovations and best practices that have proven to be successful based on quantifiable improvement in student success</i>	<i>Vice Chancellor, Technology &amp; Learning Services SB VPI + VPSS IVC VPI + VPSS</i>	<i>October 1, 2011</i>	<i>-0-</i>		
<i>2.1.3. Create a venue for sharing findings across the district</i>	<i>Vice Chancellor, Technology &amp; Learning Services SB VPI + VPSS IVC VPI + VPSS</i>	<i>December 1, 2011</i>	<i>-0-</i>		
<i>2.1.4. Select top 5 innovations/best practices, prepare a cost-benefit analysis and prioritize the identified innovations/best practices</i>	<i>Vice Chancellor, Technology &amp; Learning Services SB VPI + VPSS</i>	<i>February 1, 2012</i>	<i>-0-</i>		

	<i>IVC VPI + VPSS</i>				
<i>2.1.5. Identify funding for innovations/best practices to that will be implemented in Fall 2012, 2013 and 2014</i>	<i>Chancellor and College Presidents</i>	<i>Annually contingent on budget cycle</i>	<i>To be determined</i>		

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**District-wide Goal 3. SOCCCD will maintain its technological leadership and will make future advancements which enhance student access and success.**



**District-wide Objective 3.1. SOCCCD articulate its vision for future innovations in an annually updated *SOCCCD Technology Plan* which will be collaboratively developed, widely distributed and implemented according to defined priorities.**

<b>Action Steps for District-wide Objective 3.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
3.1.1. Convene a collaborative group for the purpose of developing the <u>SOCCCD Technology Plan 2011- 2015</u>	Vice Chancellor, Technology & Learning Services SB VPI + VPSS IVC VPI + VPSS	September 2011	-0-		
3.1.2. Determine the format and components of this technology plan and assign responsibility for drafting various components of the plan	Group identified in Action Step 3.1.1	October 2011	-0-		
3.1.3. Distribute the <u>SOCCCD Technology Plan 2011- 2015</u> and request feedback	Group identified in Action Step 3.1.1	April 2012	-0-		
3.1.4. Use the feedback to revise the format and/or content of the technology plan	Group identified in Action Step 3.1.1	May 2012	-0-		
3.1.5. Use the feedback to revise the format and/or content of the technology plan	Group identified in Action Step 3.1.1	May 2012	-0-		

<p>3.1.6. Complete the penultimate draft of the <u>SOCCCD Technology Plan 2011- 2015</u> and present to appropriate groups for final comment</p>	<p>Group identified in Action Step 3.1.1</p>	<p>August 2012</p>	<p>-0-</p>		
<p>3.1.7. Prepare a final <u>SOCCCD Technology Plan 2011- 2015</u> and present to the Board of Trustees as an information item</p>	<p>Group identified in Action Step 3.1.1</p>	<p>September 2012</p>	<p>-0-</p>		

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**District-wide Goal 4. SOCCCD will increase the effective use of all resources by developing and implementing a cycle of integrated District-wide planning.**

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**District-wide Objective 4.1. SOCCCD will develop and implement a model for a cycle of District-wide long-term and short-term planning including a process for District Services Administrative Unit Review.**

<b>Action Steps for District-wide Objective 4.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>4.1.1. Assign responsibility for the District-wide Strategic Plan and to lead a district planning group</i>	<i>Chancellor</i>	<i>August 2011</i>	<i>-0-</i>		
<i>4.1.2. Research potential District Services Administrative Review processes and develop a draft process</i>	<i>Associate Vice Chancellor</i>	<i>August 2011</i>	<i>-0-</i>		
<i>4.1.3. Distribute the draft process and implementation timeline for review and comment and then incorporate the feedback to finalize the process and timeline</i>	<i>Associate Vice Chancellor</i>	<i>September 2011</i>			
<i>4.1.4. Implement the new District Services Administrative Unit Review</i>	<i>Chancellor</i>	<i>September 2011</i>			
<i>4.1.5. Identify the necessary components of an integrated planning model</i>	<i>District-wide Planning Council</i>	<i>October 2011</i>	<i>-0-</i>		

4.1.6. Craft an integrated planning model for SOCCCD that includes (1) annual planning processes, (2) long-term planning processes and (3) District Services Administrative Unit Review	District-wide Planning Council	January 2011	-0-		
4.1.7. Distribute the proposed model for review and comment	District-wide Planning Council	February 2012	-0-		
4.1.8. Incorporate feedback to finalize the integrated planning model and present to the Board of Trustees for information	District-wide Planning Council Chancellor	March 2012			
4.1.9. Implement the planning model including verifying that all District Services Administrative Unit Reviews are completed	Chancellor	Beginning Fall 2012	-0-		
4.1.10. Include assessment of the planning model and processes in the annual District-wide climate survey	District-wide Planning Council	Annually contingent on dates chosen for the distribution of this District-wide climate survey	-0-		
4.1.11. Revise the planning model and processes as needed based on feedback	District-wide Planning Council	Annually contingent on dates chosen for the distribution of this District-wide climate survey			

**District-wide Goal 4. SOCCCD will increase the effective use of all resources by  
developing and implementing a cycle of integrated District-wide planning.**

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**District-wide Objective 4.2. SOCCCD will review and revise the resource allocation processes to ensure that expenditures are linked to planning priorities.**

<b>Action Steps for District-wide Objective 4.2.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>4.2.1. Prepare a proposal to include funding for District-wide planning priorities, including the criteria for prioritizing the funding requests</i>	<i>District-wide Planning Council</i>	<i>December 2011</i>	<i>-0-</i>		
<i>4.2.2. Present the proposal to the appropriate decision-making groups</i>	<i>District-wide Planning Council</i>	<i>Spring 2012</i>	<i>-0-</i>		
<i>4.2.3. Implement the process for funding District-wide planning priorities</i>	<i>Vice Chancellor of Business Services</i>	<i>Spring 2012</i>	<i>-0-</i>		
<i>4.2.4. Annually assess the revised resource allocation processes in the annual District-wide climate survey and revise the model as needed</i>	<i>District-wide Planning Council</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>		

**District-wide Goal 4. SOCCCD will increase the effective use of all resources by developing and implementing a cycle of integrated District-wide planning.**

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**District-wide Objective 4.3. SOCCCD will prepare and distribute an annual report that outlines the progress on District-wide Goals.**

<b>Action Steps for District-wide Objective 4.3.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>4.3.1. Determine the format and components of an annual report</i>	<i>District-wide Planning Council</i>	<i>December 2011</i>	<i>-0-</i>		
<i>4.3.2. Assign responsibility for completing the various components of the annual report</i>	<i>District-wide Planning Council</i>	<i>January 2012</i>	<i>-0-</i>		
<i>4.3.3. Compile and distribute the <u>2012 Annual Progress Report on the SOCCCD Strategic Plan 2011- 2014</u></i>	<i>District-wide Planning Council</i>	<i>August 2012</i>	<i>To be determined</i>		
<i>4.3.4. Request feedback on the <u>2012 Annual Progress Report on the SOCCCD Strategic Plan 2011- 2014</u></i>	<i>District-wide Planning Council</i>	<i>October 2012</i>	<i>-0-</i>		
<i>4.3.5. Use the feedback to revise the format and/or content of the subsequent annual report</i>	<i>District-wide Planning Council</i>	<i>August 2013 August 2014</i>	<i>-0-</i>		

**District-wide Goal 5. SOCCCD will develop, document and implement data-driven District decision-making processes that are collaborative, transparent, efficient and effective.**

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**District-wide Objective 5.1. SOCCCD will prepare a decision-making manual to describe the steps and timelines in these processes as well as the charge, composition, and calendar of collaborative groups that develop recommendations to the Chancellor.**

<b>Action Steps for District-wide Objective 5.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>5.1.1. Create the template for a decision-making manual that identifies the elements to be included for each process</i>	<i>District-wide Planning Council</i>	<i>March 2012</i>	<i>-0-</i>		
<i>5.1.2. Assign responsibility for preparing specific sections of the manual</i>	<i>District-wide Planning Council</i>	<i>March 2012</i>	<i>-0-</i>		
<i>5.1.3. Consolidate a first draft of the decision-making manual and distribute for review and comment</i>	<i>District-wide Planning Council</i>	<i>September 2012</i>	<i>-0-</i>		
<i>5.1.4. Revise as needed based on the feedback and distribute online</i>	<i>District-wide Planning Council</i>	<i>October 2012</i>	<i>-0-</i>		
<i>5.1.5. Present to the Board of Trustees for information</i>	<i>Chancellor</i>	<i>September 2012</i>	<i>-0-</i>		
<i>5.1.6. Assess the decision making manual in the annual District-wide climate survey and revise the manual as needed</i>	<i>District-wide Planning Council</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>		

**District-wide Goal 5. SOCCCD will develop, document and implement  
District decision-making processes that are streamlined, transparent, and effective.**



**District-wide Objective 5.2. SOCCCD will annually assess its decision-making processes with an eye toward continual improvement.**

<b>Action Steps for District-wide Objective 5.2.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>5.2.1. Convene a group to collaborate on the content and timeline for an annual District-wide climate survey that includes assessment of the transparency and effectiveness of decision-making processes</i>	<i>Director of Research &amp; Planning</i>	<i>Spring 2012</i>	<i>-0-</i>		
<i>5.2.2. Distribute and summarize the results of the annual District-wide climate survey</i>	<i>Director of Research &amp; Planning</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>To be determined</i>		
<i>5.2.3. Decision-making groups review the results of the campus climate survey and use the results to revise processes as appropriate</i>	<i>Chancellor College Presidents Chairs of Councils/Committees</i>	<i>Annually contingent on dates chosen for the distribution of this District-wide climate survey</i>	<i>-0-</i>		
<i>5.2.4. Update the decision-making manual as needed</i>	<i>District-wide Planning Council</i>	<i>As needed based on feedback</i>	<i>-0-</i>		

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.1. SOCCCD Chancellor and College Presidents will collaborate to determine responsibility for the use and maintenance of Advanced Technology & Education Park.**

<b>Action Steps for District-wide Objective 6.1.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>6.1.1 Invite College Presidents to prepare a collaborative proposal outlining responsibility for the use and maintenance of ATEP</i>	<i>Chancellor</i>	<i>July 31, 2011</i>	<i>-0-</i>		
<i>6.1.2. Review proposal and either revise as needed or approve</i>	<i>Chancellor</i>	<i>September 30, 2011</i>	<i>-0-</i>		
<i>6.1.3. Present proposal as an information item to the Board of Trustees</i>	<i>Chancellor</i>	<i>December 2011</i>	<i>-0-</i>		
<i>6.1.4. Adjust budgeting and decision-making processes as needed to comply with the agreed-upon division of responsibilities</i>	<i>Vice Chancellor of Business Services</i>	<i>December 2011</i>	<i>-0-</i>		

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.2. SOCCCD Chancellor and College Presidents will collaborate to develop a 3- to 5-year site development plan for the maintenance and use of the Advanced Technology & Education Park.**

<b>Action Steps for District-wide Objective 6.2.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
<i>6.2.1 Identify the necessary components of a site development plan</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>November 2011</i>	<i>-0-</i>		
<i>6.2.2. Establish a timeline for the development of a site plan</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>November 2011</i>	<i>-0-</i>		
<i>6.2.3. Assign responsibility for drafting the plan for each components of the development plan</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>November 2011</i>	<i>-0-</i>		
<i>6.2.4. Distribute the draft development plan for review and comment</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>January 2012</i>	<i>-0-</i>		
<i>6.2.5. Complete the development plan and present to the Board</i>	<i>Chancellor and Chancellor's Executive Team</i>	<i>March 2012</i>	<i>-0-</i>		



**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.3. SOCCCD will include an analysis of external scans data in the *Annual Progress Report on the SOCCCD Strategic Plan 2011- 2014* and will adjust the next year’s action steps accordingly.**

<b>Action Steps for District-wide Objective 6.3.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
6.3.1. Determine the components to be included in an annual external scans	Director of Research & Planning	Fall 2011	-0-		
6.3.2. Complete the external scans each year including an analysis of the key indicators that are relevant to planning	External Consultant	Spring 2012	To be determined		
6.3.3. Distribute and discuss the key indicators in appropriate decision-making meetings	Chancellor and College Presidents	Fall 2012 Fall 2013 Fall 2014	-0-		
6.3.4. Adjust action steps for the coming year as needed based on the key indicators	District-wide Planning Council	Contingent on dates for the preparation of the Annual Progress Report	-0-		

**District-wide Goal 6. SOCCCD will assess the educational needs of the communities within the District boundaries and will pursue joint venture partnerships with educational institutions and business/industry.**



**District-wide Objective 6.4. SOCCCD will define College service areas within the larger District service area.**

<b>Action Steps for District-wide Objective 6.4.</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Estimated Budget</b>	<b>Progress</b>	<b>Indices of Program Improvement</b>
6.4.1. Meet with College Presidents to identify the pros and cons of College-specific service areas within the larger District service area	Chancellor	By September 15, 2011	-0-		
6.4.2. Draft a policy related to this topic and distribute the draft policy for review and comment	Chancellor	Fall, 2011	-0-		
6.4.3. Implement the Chancellor's decisions related to College-specific service areas within the larger District service area	College Presidents	Fall, 2011	-0-		
6.4.4. Ask for feedback on this decision as part of the annual District-wide climate survey	Chancellor	Annually contingent on dates chosen for the distribution of this District-wide climate survey	-0-		