

Saddleback College Strategic Plan



2010-2013

www.saddleback.edu



INTRODUCTION

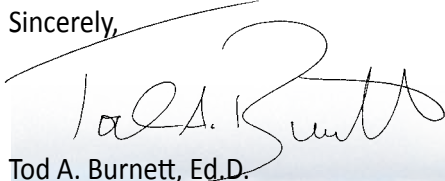
The 2010-2013 Strategic Plan for Saddleback College is the culmination of two years of hard work and dedication by our students, faculty, staff, and management. The college-wide participation and enthusiasm for strategic planning have been remarkable, and have led to a solid plan that highlights some of our priorities for enhancing the success of our students and college.

Our successful strategic planning process was driven by our collective desire for continuous improvement. We began by conducting an environmental scan and analyzing the college's strengths, weaknesses, opportunities, and threats (SWOT analysis). Next, we developed and revised our vision, mission, and values that describe what the college is all about and what we aspire to be. Finally, we developed the strategic plan by formulating strategic directions, goals, strategies, initiatives, and tactics.

While the development of our strategic plan was a great achievement, we are now charged with the more challenging task of ensuring successful implementation. It is exciting to see the college working collaboratively to accomplish common goals that support student success. Our strategic planning is more than just a process – it will help us to operate more effectively, efficiently, and transparently. Through implementation, our college priorities will be closely tied to the budget and other resource allocations, while fostering an environment of integrated planning and culture of evidence.

Congratulations to the entire college community for their impressive work in completing our 2010-2013 Strategic Plan. We look forward to seeing the results of our collective implementation efforts.

Sincerely,



Tod A. Burnett, Ed.D.
President

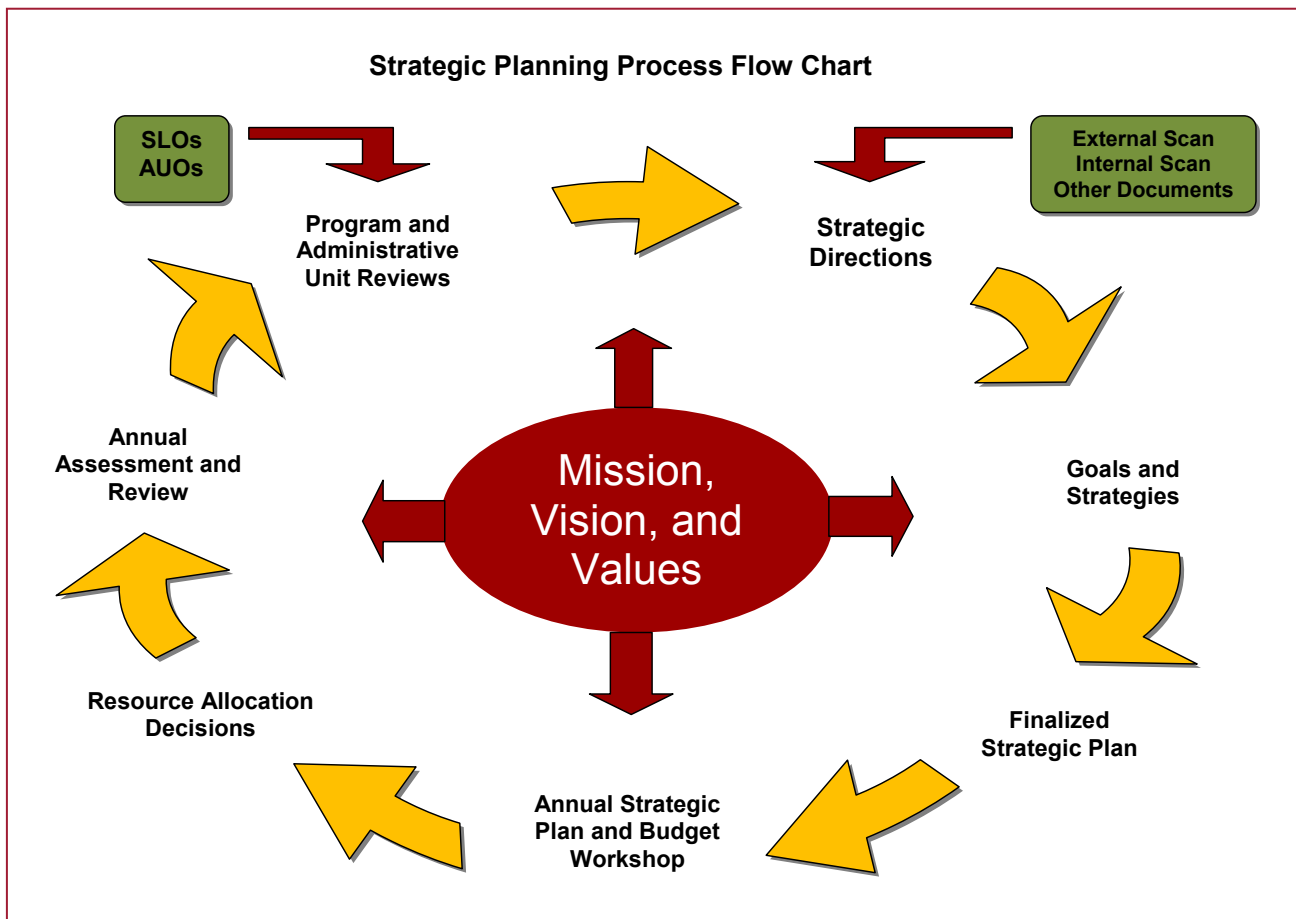


EXECUTIVE SUMMARY

Saddleback College recognizes that planning is critical for improving the efficiency and effectiveness of the college, facilitating better-informed decisions about the allocation of college resources, and ultimately resulting in improved student achievement. Planning at Saddleback College is comprehensive, collaborative, and designed to enable the college to effectively achieve its mission and move towards its desired vision of the future.

This strategic plan seeks to document Saddleback College’s continuous and integrated planning efforts whereby the college collectively identified and prioritized college-wide strategic directions, goals, and strategies as well as how the college intends to implement, measure, and evaluate the outcomes of our efforts.

The 2010-2013 Strategic Plan was guided by the college’s Consultation Council, Planning and Budget Steering Committee, and four strategic planning groups (Education Development, Student Affairs, College Advancement, and Operational Support and Resources). Students, faculty, staff, and management participated in the process, which included an in-depth analysis of the college’s strengths, weaknesses, opportunities, and threats. This SWOT analysis was a critical component in determining the college’s four strategic directions which, along with the goals and strategies put forth in this plan will guide college wide priorities, efficient and effective allocation of resources, and utilization of best practices for continuous improvement.



OUR MISSION

Saddleback College enriches its students and the south Orange County community by providing a comprehensive array of high-quality courses and programs that foster student learning and success in the attainment of academic degrees and career technical certificates, transfer to four-year institutions, improvement of basic skills, and lifelong learning.

OUR VISION

Saddleback College will be the first choice of students seeking a dynamic, innovative, and student-centered postsecondary education.

OUR VALUES

Commitment

We commit to fulfilling our mission to serve the south Orange County community.

Excellence

We dedicate ourselves to excellence in academics, student support, and community service.

Collegiality

We foster a climate of integrity, honesty, and respect.

Success

We place our highest priority on student learning and delivering comprehensive support for student success.

Partnership

We strive to develop strong and lasting partnerships among students, faculty, staff, and the community.

Innovation

We anticipate and welcome change by encouraging innovation and creativity.

Academic Freedom

We endorse academic freedom and the open exchange of ideas.

Sustainability

We promote environmental sustainability and use our resources responsibly to reduce our ecological impact.

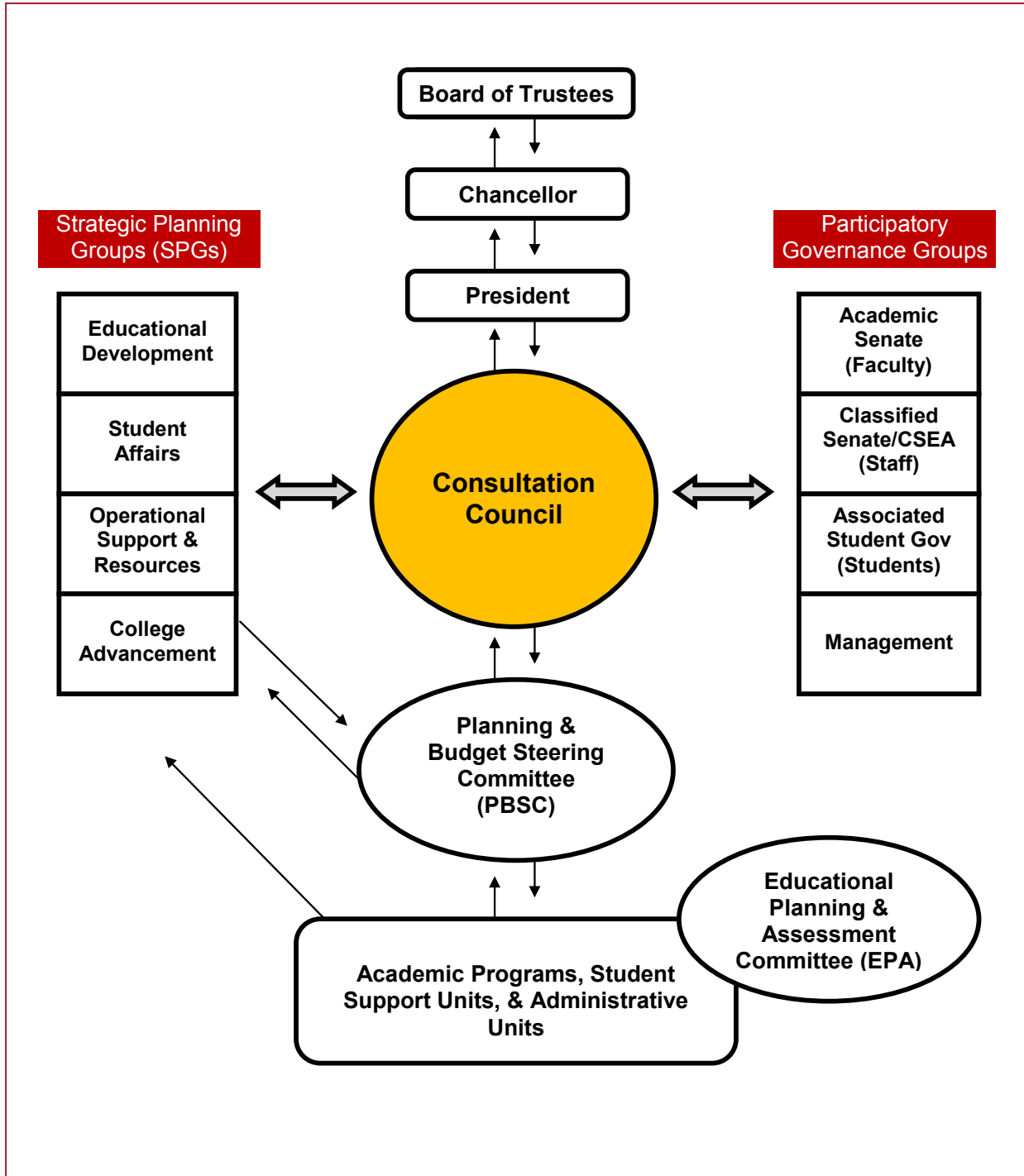
Inclusiveness

We cultivate equity and diversity by embracing all cultures, ideas, and perspectives.

Global Awareness

We recognize the importance of global awareness and prepare our students to live and work in an increasingly interconnected world

STRATEGIC PLANNING ORGANIZATION CHART



STRATEGIC DIRECTION #1

IMPROVE STUDENT PREPAREDNESS

Saddleback College will ensure that students gain the foundational skills necessary to complete college level work and achieve career goals.

GOAL 1

80% of all students who seek certificates, associate degrees, and declare transfer as a goal will be assessed, placed and complete a professional educational plan.

STRATEGIES

- Fully implement use of My Academic Plan (MAP).
- Develop and implement a plan to fund the matriculation program.
- Create a more comprehensive and efficient system for assessment and testing.

GOAL 2

Increase by 5% the number of individuals with an unidentified career goal who receive career assessments and job acquisition skill development services.

STRATEGY

- Develop a comprehensive career, job, and life development program.

GOAL 3

Improve the progression rate of students in Math, English and the ESL program sequence from levels 300 to 200 and from 200 to transfer courses by 5% in each level.

STRATEGIES

- Develop and implement a comprehensive follow-up and retention plan for those students who have been identified as “at risk” and/or are on academic probation.
- Establish and implement a plan that promotes student completion of their basic skill courses as outlined in their educational plan.
- Develop a comprehensive tutoring program.



STRATEGIC DIRECTION #2

EXCEL IN COLLEGE TRANSFERS

Saddleback College will increase student transfers to four-year colleges and universities.

GOAL 1

Improve by 5% student transfers to four-year institutions.

STRATEGIES

- Establish a comprehensive stand-alone Transfer Center.
- Establish a system to identify and support student populations who have been unsuccessful in reaching their intent of transferring to a college or university.
- Establish a Preparing for a Career in Teaching (PACT) Center.

GOAL 2

Improve by 15% the number of students classified as transfer ready.

STRATEGIES

- Expand and utilize technological resources to increase the number of transfer ready students.
- Develop and implement a transfer ready outreach plan.

GOAL 3

Increase by 20% the number of students in the Honors Program.

STRATEGIES

- Match counseling services to the increase in honors students.
- Develop a class scheduling process that more effectively meets the needs of honors students.
- Develop and implement an honors outreach plan.



STRATEGIC DIRECTION #3

ENHANCE RESOURCES

Saddleback College will improve its ability to expand and develop alternative sources of revenue to support college priorities.

GOAL 1:

Increase external foundation contributions to \$1 million annually.

STRATEGIES

- Establish and utilize a comprehensive alumni database to increase contacts and support.
- Expand business, community, and individual partnerships to increase financial contributions.
- Strengthen planned giving.

GOAL 2

Realize a minimum of \$1 million in savings per year through the implementation of college efficiencies.

STRATEGIES

- Increase grant funds.
- Establish a comprehensive and efficient system to effectively identify, review, revise, and implement college efficiencies

GOAL 3

Meet funding requirements to fulfill the “20-year Facilities and Scheduled Maintenance Plan”.

STRATEGIES

- Establish funding and commence construction of the new sciences building.
- Secure adequate basic aid and college funding for scheduled maintenance.
- Develop alternative funding sources to support planned projects.

GOAL 4

Improve the efficiency of college-wide communications and marketing strategies through a centralized system.

STRATEGIES

- Enhance communication with students and faculty to include the latest technology.
- Develop and implement a plan that integrates marketing and public relations into the larger college community.
- Create an innovative Visitors’ Center.
- Develop and implement a campaign to increase the number of high school employees that would recommend Saddleback College.

STRATEGIC DIRECTION #4

FOSTER INNOVATION

Saddleback College will employ innovative ways to enhance programs and meet increasing student and workforce demands.

GOAL 1

Meet or exceed state targets for each Career Technical Education (CTE) Perkins core indicator.

STRATEGIES

- Establish and implement a system of tracking student progress toward program completion.
- Develop and implement a student success program to improve the percentage of students completing CTE degrees certificates, and occupational skills awards.

GOAL 2

Establish an integrated and comprehensive economic and workforce development program.

STRATEGIES

- Form collaborative partnerships with local, state and national organizations to enhance CTE.
- Develop career pathways and career ladders with industry and education partners.

GOAL 3

Double the training services offered to faculty in the areas of teaching innovation and best teaching practices

STRATEGY

- Expand the scope of the Institute for Teaching and Learning.



IMPLEMENTATION

Saddleback College's goals and strategies are achieved through a campus wide process of ongoing integrated planning. Implementation is facilitated by four strategic planning groups involved in developing goals, strategies, initiatives, and tactics for each strategic direction. This approach ensures that the college carries out the strategic plan in a way that remains true to its original intent and spirit.

Independent Implementing Actions

The 2010-2013 Strategic Plan is not prescriptive, but provides an overall desired direction and set of priorities for the next three years. The strategic plan will be implemented through any number of creative initiatives and specific efforts (tactics) intended to build a more collaborative, innovative, and responsive college community. Additionally, any program, department, or division within the college can take independent action to carry out strategies to realize the goals and vision of the strategic plan.

Roles and Responsibilities

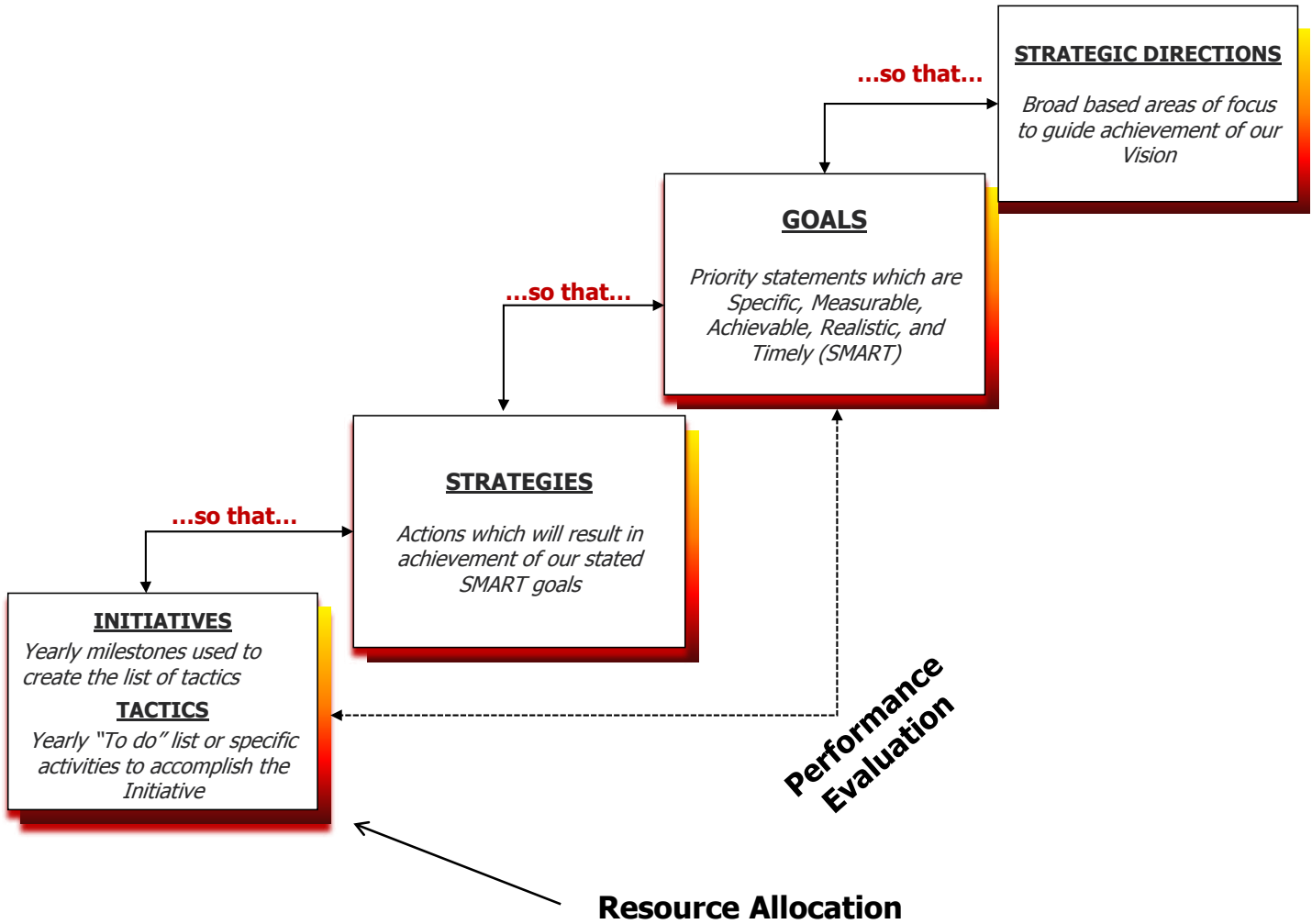
The college president ensures implementation of the strategic plan. Strategic planning groups continue to play a key role during implementation by providing and soliciting information from constituency groups, facilitating and recommending three-year initiatives and annual tactics for implementation, and monitoring progress toward achieving goals. The Planning and Budget Steering Committee monitors ongoing progress, provides guidance and support, and, most importantly, oversees integration and allocation of resources. All participatory governance groups (students, faculty, staff, and management) are represented on the strategic planning groups and provide feedback and guidance during implementation. Finally, Consultation Council is responsible for recommending key actions and decisions, ensuring effective implementation, and supporting collaboration across the college.

Strategic Plan Performance Evaluation and Reporting

Regular updates will be provided to keep the college president and entire college community informed on the progress with achieving the goals and strategies outlined in the plan. The Planning and Budget Steering Committee is the lead committee for plan updates and provides ongoing progress reviews to ensure that the strategic plan is a living document.



IMPLEMENTATION LOGIC MODEL





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