



**Educational Master Plan  
Program Review: Part IV  
PRESIDENT'S CABINET  
Planning Portfolio**





## **Portfolios for Planning**

The purpose of this planning portfolio is to provide an instrument for executive level planning, assessment, and resource prioritization that is effective and serves as the decision-making hub for college policy and practice that is informed by input from students, faculty and staff at Santa Ana College.

### **SAC Cabinet Officers**

- Erlinda Martinez, President
- Norm Fujimoto, Vice President of Academic Affairs
- John Grindel, Interim Vice President of Administrative Services
- Kathy Menneally, Vice President of the School of Continuing Education
- Sara Lundquist, Vice President of Student Services

# Functions

## **Functions and services provided by the SAC Cabinet:**

The SAC Cabinet serves as the executive decision making hub for Santa Ana College and as such has overall responsibility for all areas of the college under the leadership of President Erlinda Martinez and the vice presidents. The Cabinet's work is inherently collaborative, with each vice president having a primary domain, but expected to be knowledgeable and functional across all areas of the college for the purpose of strategic planning work, program development, budget management, facilities planning, committee and council leadership as well as the academic and co-curriculum.

The Cabinet meets one half day each week using a structured agenda that is customized to ensure ample opportunity to consult on specialized matters as well as late breaking action items. Content experts are frequently invited to join the Cabinet for consultation on critical work in progress district-wide that impacts SAC. The weekly Cabinet meetings are also used as a planning hub in relation to the structure and functioning of the college's participatory governance system as well as for major college-wide activities such as the development and preparation of the SAC Self-Study for Accreditation, the Educational Master Plan, the SAC Strategic Plan, and more. Formal and informal planning for emergency preparedness, community relations, the SAC Management Council, and the SAC College Council is also anchored in the SAC Cabinet. The Cabinet also conducts joint final interviews for college executive positions in advance of the college president formulating a recommendation for appointment.

In addition to weekly scheduled meetings, Cabinet members meet informally on a daily basis for consultation and coordination of college operational and business matters. Cabinet members serve as each other's decision-making and problem-solving partners on an on-going basis, a functional quality which enables each to co-lead the institution outside their primary area of operational leadership.

An important new vehicle—the SAC-SCC Joint Cabinet, was created by President Martinez and President Vasquez in 2005 to ensure that a close and confidential dialogue is on-going among and between the college's executive groups to collectively solve problems, undertake budget and policy planning, as well as preview operational items that require our mutual attention. This vehicle has improved the quality of decision-making within the RSCCD and enabled the colleges to coordinate more effectively on academic and professional matters, budget, policy and relations with the Chancellor and Board of Trustees.

# Institutional Core Competencies/Student Learning Outcomes

The SAC Cabinet supports the development of the college’s overall Core Competencies, which are specifically evaluated as part of the planning portfolios of all SAC departments and are linked to the college’s 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.

## CORE COMPETENCIES AND STUDENT LEARNING OUTCOMES

<p><b>1. Communication Skills</b></p>	<p><b>a. Listening and Speaking</b> Student will listen actively and respectfully to analyze the substance of others’ comments. Students will speak in an understandable and organized fashion to explain their ideas, express their feelings, or support a conclusion</p> <p><b>b. Reading and Writing</b> Students will read effectively and analytically and will comprehend at a college level. Students will write in an organized and grammatically correct fashion to explain their feelings and support a conclusion.</p>
<p><b>2. Thinking and Reasoning</b> Student will identify and analyze real or potential “problems” and develop, evaluate, and test possible solutions using creative thinking, analysis and synthesis, quantitative reasoning, and/or transfer of knowledge and skills to a new context as appropriate.</p>	<p><b>a. Creative Thinking</b> Students will develop the skills to formulate original ideas and concepts in addition to integrating those of others in the creative process.</p> <p><b>b. Critical Thinking</b> Students will think logically in solving problems; explaining their conclusions; and evaluating, supporting, or critiquing the thinking of others.</p> <p><b>c. Ethical Reasoning</b> Students will demonstrate an understanding of ethical issues that will enhance their capacity for making sound judgments and decisions.</p> <p><b>d. Quantitative Reasoning</b> Students will use college-level mathematical concepts and methods to understand, analyze and explain issues in quantitative terms.</p>
<p><b>3. Information Competency</b> Students will do research at a level that is necessary to achieve personal, professional and educational success. They will use print material and technology to identify research needs, seek, access, evaluate and apply information effectively and responsibly.</p>	

<p><b>4. Diversity</b> Students will develop individual responsibility personal integrity, and respect for diverse peoples and cultures of the world.</p>	<p><b>a. Cultural</b> Students will respect and work with diverse people including those with different cultural and linguistic backgrounds and different abilities.</p> <p><b>b. Social</b> Students will interact with individuals and within groups with integrity and awareness of others' opinions, feelings and values.</p> <p><b>c. Environmental</b> Students will demonstrate an understanding of ethical issues that will enhance their capacity for making decisions and sound judgments about the environment.</p>
<p><b>5. Civic Responsibility</b> Students will take personal responsibility for becoming informed, ethical and active citizens of their community, their nation and their world.</p>	
<p><b>6. Life Skills</b></p>	<p><b>a. Creative Expression</b> Students will produce artistic and creative expressions.</p> <p><b>b. Aesthetic Appreciation</b> Students will respond to artistic and creative expressions.</p> <p><b>c. Personal Growth</b> Students will demonstrate habits of intellectual exploration, personal responsibility, and practical and physical well-being.</p> <p><b>d. Interpersonal Skills</b> Students will participate effectively in teams, committees, task forces, and in other group efforts to make decisions and seek consensus.</p>
<p><b>7. Careers</b> Students will develop the knowledge &amp; skills necessary to select &amp; develop careers.</p>	

## Summary of Recommendations and Goals for SAC Cabinet

This section is included in the portfolio to encourage continuous reflection on the practices of the college Cabinet and to improve its ability to meet established goals and serve the college community.

GOAL	STRATEGIES	MEASURES
<p>1. To improve college-wide communication across all constituency groups.</p>	<ul style="list-style-type: none"> <li>• Initiate hybrid College Council meetings that will allow members to participate from any location.</li> <li>• Create an annual strategic planning retreat for the SAC Cabinet and the Executive Committee of the SAC Academic Senate.</li> <li>• Create informal dialogues with the college president and invite all classified staff to attend.</li> <li>• Improve communication tools associated with all shared governance committees.</li> </ul>	<ul style="list-style-type: none"> <li>• College Council meetings are now alternated between in-person and on-line meetings year round.</li> <li>• The first annual Cabinet-Senate retreat was held in January 2008 and deemed a success by all participants.</li> <li>• Two classified staff dialogues have been convened by President Martinez with approximately 30 classified participants.</li> <li>• One-page committee summaries are now prepared (in addition to more detailed minutes) for all participatory governance committees and shared at College Council meetings. These word documents enable all stakeholder groups to easily update their constituency on college business, operations and policy efforts to increase understanding about work in progress and expand input.</li> </ul>
<p>2. To review and restructure as appropriate the college's participatory governance model.</p>	<ul style="list-style-type: none"> <li>• This was the central item of business at the joint Cabinet-Senate retreat in January.</li> </ul>	<ul style="list-style-type: none"> <li>• A revised SAC Participatory Governance Structure document was jointly constructed &amp; approved by College Council in March 2008.</li> <li>• A Safety Committee was established.</li> <li>• A process for committees to assess their effectiveness was established.</li> </ul>

<p>3. To meet or exceed FTES production targets across credit and non-credit instruction.</p>	<ul style="list-style-type: none"> <li>• An efficiency analysis was undertaken across credit instruction to improve schedule engineering &amp; FTES production.</li> <li>• CE expanded offerings and class hours for in demand courses.</li> <li>• Future hybrid course offerings are slated for expansion.</li> </ul>	<ul style="list-style-type: none"> <li>• The total FTES produced for SAC so far in the 2007-2008 academic year (before mini-semester) is more than 800 FTES over our funding cap. We have decided to maintain this margin as a service to students. We will receive incremental additional funding from categorical funding streams.</li> </ul>
<p>4. To improve the functional alignment between the planning and budgeting processes, including the development of supplemental resources for priority areas of the college.</p>	<ul style="list-style-type: none"> <li>• An integrated budget and planning timeline has been created for all college departments that aligns with the development of both planning portfolios as well as the RSCCD budget calendar.</li> </ul>	<ul style="list-style-type: none"> <li>• All college-wide budget needs will be compiled in major units, prioritized, and submitted to Cabinet through area VP's. Cabinet will then have a similar strategy and review session creating priorities for current and desired funding sources.</li> <li>• Final recommendations will be shared with the SAC Budget Committee for their input.</li> <li>• A summary of categorical &amp; supplemental funds received by SAC documents the success of these robust efforts (attachment).</li> </ul>
<p>5. To make substantial progress on improving the academic facilities of the college.</p>	<ul style="list-style-type: none"> <li>• Unify all sources of funding to create a facilities improvement plan/working document.</li> <li>• Develop additional sources of revenue</li> <li>• Improve consultation and dialogue through the Facilities Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• The Athletic complex, softball field, D building, &amp; C building have all been completed. The classroom building project has begun, and the science building petition for state funds is submitted. Gym and dance studio floors will be replaced this summer. All fire alarms have been serviced and a new integrated system will be installed over the coming academic year.</li> <li>• M&amp;O and Bond funded project lists have been created for discussion and progress updates, with district and college representatives reporting together at regular Facilities Committee meetings.</li> </ul> <p>Dialogue is underway campus-wide about a possible new bond dedicated exclusively to SAC.</p>

<p>6. To support and expand collaborative work underway with partner agencies throughout the greater Santa Ana area to improve academic achievement, college access, and workforce/transfer success.</p>	<ul style="list-style-type: none"> <li>• Dedicate leadership staff to collaborative efforts with feeder school districts, regional universities and community agencies.</li> <li>• Develop joint training projects in conjunction with employers and other organizations.</li> <li>• Pursue partnership funding through local, state, federal, and private sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders throughout the college directly support the regional educational collaborative, the Santa Ana Partnership.</li> <li>• Business &amp; industry partnerships have been expanded in high technology and health careers locally.</li> <li>• An English Language learning collaborative (English Works) was launched with the School of Continuing Education &amp; the SA Chamber of Commerce.</li> <li>• Significant additional resources were pursued and won for this work. Please see summary under item #4 above.</li> </ul>
<p>7. To expand the fundraising capacity of the SAC Foundation through strategic planning, Board development, &amp; donor cultivation.</p>	<ul style="list-style-type: none"> <li>• Create a President's Circle donor group</li> <li>• Restructure the SACF Board's strategic planning retreats to be more action-centered</li> <li>• Develop a donor case management system and pilot it in the 07-08 academic year</li> </ul>	<ul style="list-style-type: none"> <li>• The group was created with 14 inaugural members. A breakfast briefing by the SAC President and ceremony for donors was held winter 2008.</li> <li>• The SACF Board's strategic planning retreat was held in January 2008. Six specific action plans were created as a result.</li> <li>• Donor case management is under development.</li> </ul>
<p>8. To build upon current community &amp; school relations to create an expanded set of "good neighbor" benefits for residents of neighborhoods adjacent to the college &amp; related publications.</p>	<ul style="list-style-type: none"> <li>• The "Good Neighbor" VIP access program was created and launched including athletic, cultural, and arts events at SAC.</li> <li>• Career Focus has been printed 2X year and placed in feeder schools as well as mailed to our service area.</li> <li>• Partnerships with CBO's have been expanded.</li> </ul>	<ul style="list-style-type: none"> <li>• 2007 marked the second year of distribution making a total of 5,600 provided to residents to date (Roughly 2,800 per year)</li> <li>• The Spring 2008 issue marked the second issue published for a total of 125,000 distributed to date (50,000 in the first year and 75,000 the second year)</li> <li>• New &amp; expanded partnerships have been established with The Latino Youth Leadership Institute, the Mexican-American National Women's Association and United Way of Orange County.</li> </ul>



FY 07-08 SAC

Funded Project by Santa Ana College

4/2/2008

Data/Project #	Proj. #	Site	Fund Type	Competitive/Entitlement/Financial Aid	Board Appvd	Beg. Date	Ending Date	Admin/Director	Project Name	Funded
1023	5222	SAC	Federal	Competitive	12/10/07	08/01/07	12/31/08	L. Tanakeyowma/Loy Nashua	AmeriCorps - TRMDP (SAC) - Year 3	36,207
1110	5198	SAC	Federal	Competitive	10/15/07	08/15/07	06/30/08	K. Mennealy/R. Jenkins	California Adult Literacy Professional Development Project (CALPRO) - American Institutes for Research	65,000
2031		SAC	State	Competitive	08/27/07	07/26/07	07/31/08	K. Mennealy/S. Sotelo	California High School Exit Exam (CASHEE) Preparation Project - Class of 207	350,000
2040	5350	SAC	State	Competitive	09/24/07	07/01/07	06/30/08	C. Comeau/C. Comeau	California Mathematics Diagnostic Testing Project (MDTP)	25,557
3255		SAC	Local	Competitive	10/15/07	08/27/07	06/11/08	C. Comeau/C. McClure	Carnegie Mellon - "The Open Learning Initiative"	13,566
1510		SAC	Federal	Competitive	12/10/07	09/15/07	09/14/08	S. Lundquist/L. Tanakeyowma	GEAR UP II - Year 6 (UCI)	131,250
1507	5883	SAC	Federal	Competitive	10/29/07	09/01/07	08/31/08	S. Lundquist/L. Tanakeyowma	GEAR UP III - Year 3	800,000
1553		SAC	Federal	Competitive	10/15/07	10/01/07	09/30/08	E. Ripley/G. Morgan-Beazell	Head Start Hispanic - Latino Service Partnership (Year 4 of 5)	150,000
1201	5508	SAC	Federal	Competitive	08/27/07	07/01/07	06/30/08	H. Roberts/M. Grant	Int'l Business - Expanding the Franchise (Year 2 of 2)	87,000
1580	5061	SAC	Federal	Competitive	06/25/07	07/01/07	06/30/08	D. Guzman/S. Morris	Job Dev., Training & Placement Program for the Disabled - Workability III	336,915
2470	5182	SAC	State	Competitive	09/10/07	07/01/07	06/30/08	M. Bryant/Yolanda Mugica	MESA (Math Engineering Science Achievement) Program	81,500
2450	5570	SAC	State	Competitive	08/28/06	07/01/06	06/30/07	S. Lundquist/J.B. Williams	Santa Ana Middle College High School (SA-MCHS)	136,769
3701	5697	SAC	Local	Competitive	03/12/07	01/01/07	12/31/07	M. Bryant/T. Huck	Student Support Partnership Integrating Resources & Education (SSPIRE) - Year 2	75,039
1651	5365	SAC	Federal	Competitive	09/24/07	09/01/07	08/31/08	D. Guzman/R. Madrigal	Title IV - Student Support Services (III) - Year Two	278,295
1693	5797	SAC	Federal	Competitive	09/24/07	09/01/07	08/31/08	D. Guzman/M. Ramirez	Title IV - Talent Search III - Year Four	320,832
1705	5505	SAC	Federal	Competitive	09/14/07	09/01/07	08/31/08	D. Guzman/R. Madrigal	Title IV - Upward Bound III - Year One	334,624
1674	5816	SAC	Federal	Competitive	09/24/07	10/01/07	09/30/08	M. Bryant/S. Bautista	Title V - HSI Cooperative Arrangement Program - Year Five	634,893
1720	5876	SAC	Federal	Competitive	06/25/07	07/01/07	06/30/10	M. Bryant/M. Vargas	USDA Partnership for Transfer Success	75,000
1828		SAC	Federal	Competitive	01/22/08	07/01/07	06/30/08	E. Ripley/J. Kalko	VTEA - Tech Prep Regional Consortium (sub-award from Coast CCD)	30,000
1900	5240	SAC	State	Competitive	10/10/05	07/01/07	06/30/08	B. Miller/G. Giroux	WIA Center for Nursing Grant - Year 3	430,628
<b>Subtotal (SAC - Competitive Grants)</b>										<b>4,393,075</b>
2570	5150	SAC	State	Entitlement	10/15/07	07/01/07	06/30/08	M. Byant/P. Canzona	California Articulation Number (CAN) System Allocation - SAC	5,000
2090	5139	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/A. Kamimura	CARE Program (SAC)	100,918
2230	5068	SAC	State	Entitlement	01/22/08	07/01/07	06/30/08	D. Guzman/J. Mathis	Disabled Students Programs and Services (DSP&S) (SAC)	1,990,476
2284	5203	SAC	State	Entitlement	05/14/07	07/01/07	06/30/08	B. Miller/G. Giroux	Enrollment Growth - Year 2 - Nursing	57,142
2250	5130	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/A. Kamimura	Extended Opportunities Programs & Services (EOP&S) (SAC)	1,766,895
2417	5175	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/M. Bryant	Matriculaiton - Credit - Student Follow-Up (SAC)	395,184
2411	5171	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/A. Elseroad	Matriculation - Credit - Admissions (SAC)	267,780
2412	5174	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/M. Bryant	Matriculation - Credit - Advisement/Counseling (SAC)	453,172

Data/Project #	Proj. #	Site	Fund Type	Competitive/Entitlement/Financial Aid	Board Appvd	Beg. Date	Ending Date	Admin/Director	Project Name	Funded
2413	5177	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/S. Lundquist	Matriculation - Credit - Coordination & Training (SAC)	360,825
2414	5176	SAC-DO	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/N. Pham	Matriculation - Credit - Institutional Research (District - SAC)	73,197
2415	5172	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/L. Tanakeyowma	Matriculation - Credit - Orientation (SAC)	450,278
2416	5173	SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/D. Guzman	Matriculation - Credit - Skills Assessment (SAC)	58,030
2418		SAC	State	Entitlement	12/10/07	07/01/07	06/30/08	S. Lundquist/S. Lundquist	Matriculation - Credit - Student Success (SAC)	-
2490	5169	SAC	State	Entitlement				S. Sotelo/S. Sotelo	Matriculation - Non-Credit - CED	1,714,545
2592	5103	SAC	State	Entitlement	09/24/07	07/01/07	06/30/08	R. Bridges/M. Sugranes	TTIP - Librabry Automotive (SAC)	36,363
2002		SAC	State	Entitlement				J. Grindel/N. Kanouse	Unused Basic Skills funds 06/07 - OT funding - SAC	1,149,234
2003		SAC	State	Entitlement				J. Grindel/N. Kanouse	Basic Skills Initiative - OT funding - SAC	1,045,439
1829	5937	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/H. Roberts(J.Trone)	VTEA - SAC - Accounting	4,449
1824	5904	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/E. Ripley	VTEA - SAC - Advertising & Curriculum Development	91,891
1802	5919	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/Glen Hammonds	VTEA - SAC - Automotive Technology	69,265
1803	5906	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/H. Roberts	VTEA - SAC - Business Application & Technology (BAT)	111,360
1826	5913	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/D. Guzman	VTEA - SAC - Career Center	96,151
1805	5928	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/T. Hill	VTEA - SAC - Digital Media Arts	14,946
1930		SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/H. Roberts(S.Sherod)	VTEA - SAC - Drafting Technology - AutoCAD	21,500
1807	5922	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/E. Ripley	VTEA - SAC - Fire Technology	105,000
1810	5908	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/B. Miller	VTEA - SAC - Nursing (RN)	33,110
1812	5916	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/E. Ripley	VTEA - SAC - Pharmacy Technology	36,752
1825	5934	SAC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/D. Guzman	VTEA - SAC - Vocational Project for Deaf & Hard of Hearing	40,419
1827	5277	SAC/SCC	Federal	Entitlement	06/25/07	07/01/07	06/30/08	E. Ripley/J. Kalko	Vocational & Technical Education Act (VTEA) Program - Tech Prep Consortium	153,296
		SAC	Federal	Entitlement	02/04/08	07/01/07	06/30/08	K. Meneally/S. Sotelo	WIA II - Adult Education & Literacy (SAC)	2,493,589
<b>Subtotal (SAC - Entitlement Grants)</b>										<b>13,196,206</b>
2550	5036	SAC	State	Financial Aid	12/10/07	07/01/07	06/30/08	D. Guzman/M. Liang	Board Financial Assistance Program - Administrative Allowable - SAC	689,275
1404	5052	SAC	Federal	Financial Aid		07/01/07	06/30/08	D. Guzman/M. Liang	Federal Assistance - Federal Pell Grant (SAC)	4,590,275
1402	5015	SAC	Federal	Financial Aid		07/01/07	06/30/08	D. Guzman/M. Liang	Federal Assistance - Federal Supplemental Education Opportunity Grant (SEOG)	243,600
1401	5016	SAC	Federal	Financial Aid		07/01/07	06/30/08	D. Guzman/M. Liang	Federal Assistance - Federal Work Study (FWS) (SAC)	428,275
<b>Subtotal (SAC - Financial Aids)</b>										<b>5,951,425</b>
<b>TOTAL (SAC)</b>										<b>23,540,706</b>