Santa Fe College Strategic Initiatives

Alignment of Goals to achieve institutional excellence in operations (Run),
improved focus and capabilities (Grow),
and continued innovation as a charter member of
the League for Innovation in the Community College (Transform)!

Strategic Initiative (SI) Category Working Definition (Operationalized)	**Excellence in Teaching and Learning (ETL):** Santa Fe will provide an academically challenging environment in support of the College's mission and goals and will strive to enhance our educational excellence by encouraging, engaging in, and developing best and promising practices in support of intellectual, social and personal development. Examples of opportunities for improvement include an increased utilization of technology in teaching, redesigning curriculum for STEM, increasing interdisciplinary offerings, documenting student attainment of general education learning outcomes, engaging students at outlying centers using i-link courses, verifying identification of students enrolled in courses, providing training to increase effectiveness of adjunct and full time faculty, establishing a career ladder for faculty (e.g. Master Instructor Certification)
(College) Goals Addressed by this SI	Delivery Alternatives, Educational Programs, Student Affairs, Sustainability Education and Operations
Who Is Responsible?	**President's Staff Level**: Provost & Vice President for Academic Affairs

Strategic Initiative (SI) Category Working Definition (Operationalized)	**Constituent Relationship Management (CRM):** Santa Fe will pursue Constituent Relationship Management to recognize this widely-implemented strategy for managing and nurturing Santa Fe's interactions with its constituents (potential and current students, faculty, staff, community at large). CRM involves using technology to organize, automate, and synchronize College processes—principally services including marketing, customer service, and technical support. The overall goals are to find, attract, and win new students, nurture and retain those the College already has, entice former students back, and reduce the costs of marketing and services. CMR generally denotes a College-wide strategic initiative embracing all constituent-facing departments and even beyond. When Santa Fe's implementation is effective, people, processes, and technology work in synergy to increase efficiencies and effectiveness while reducing operational costs.
(College) Goals Addressed by this SI	Outreach and Access, Educational Programs, Student Affairs, Technology, Resources, Sustainability Education and Operations
Who Is Responsible?	**President's Staff Level**: Vice President for Administrative Affairs and Vice President for Student Affairs

Strategic Initiative (SI) Category Working Definition (Operationalized)	**Organization Development (OD):** Santa Fe will pursue Organization Development (OD) as an planned, organization-wide internal review to increase Santa Fe's effectiveness and viability. OD is neither "anything done to better an organization" nor is it "the training function of the organization"; it is a particular kind of change process designed to bring about a particular kind of end result. OD can involve interventions in Santa Fe's "processes," as well as organizational reflection, system improvement, planning, and self-analysis. Santa Fe will respond to change with this strategic initiative intended to change the beliefs, attitudes, values, and structure of organization so that the College can better adapt to new technologies, marketing and challenges, and the dizzying rate of change itself. In doing so, it will promote a strategic mindset that relies on a culture of evidence and promotes human capital.
(College) Goals Addressed by this SI	Human Resources, Resources, Technology, Sustainability Education and Operations
Who Is Responsible?	**President's Staff Level**: Vice President for Development and Associate Vice President for College & Community Relations