



Cañada College

2012-2017

Strategic Plan



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Purpose

The purpose of the strategic plan for Cañada College is to provide annual direction and priorities for key initiatives for the college. The plan was developed using the mission, vision, values, strategic directions and objectives from the Educational Master Plan, as well as information from the Facilities Master Plan, the Technology Plan, the Student Equity Plan, the Distance Education Plan, and the Basic Skills Plan. There are so many great ideas in all of these plans, and it was important that to get them accomplished, they needed to be prioritized by year.

By incorporating all of the various initiatives into one document, the college is provided with clear direction on what we need to be accomplishing over the next five years. This plan is by design very brief and serves as the blueprint for college actions – setting our direction - for the next five years.

Strategic Directions/Goals

1. Teaching and Learning

Equip students with the knowledge and transferable skills so they can become productive citizens in our global community; provide clear pathways for students to achieve educational goals; invest in opportunities to promote engagement; conduct provocative professional development; and create innovative and flexible learning systems

2. Completion

Commit to student completion of certificates, degrees, and transfer; and create pathways which support the success, retention and persistence of students in their educational goals.

3. Community Connections

Build and strengthen collaborative relationships and partnerships to support the needs for our community

4. Global and Sustainable

Promote shared responsibility for our environment and social justice; and create a diverse and culturally enriched community of global citizens.

Overall Focus: Completion

The overall focus for the college is to have our students complete their educational goals. There are a number of activities we can take to improve our services for students to improve the completion rate. In order to effectively implement the plans given limited resources, initiatives have been selected for each of the next three years. The campus community is asked each year to develop their annual plans considering the focus for the year.

Annual Initiatives

2012-13: Student Learning, Sustainability and Completion

2013-14: Pathways, Community and Completion

2014-15: Student Engagement, Mentorships/Internships and Completion

2015-16: Evaluation of All Plans

2016-17: New Educational Master Plan

**CAMPUS-WIDE STRATEGIC PLAN AT-A-GLANCE
2012-13: SLOs, SUSTAINABILITY AND COMPLETION**

YEAR 1 OBJECTIVES

Plan	Student Learning	Sustainability	Completion
Educational Master Plan	1.1 Assess SLOs, PLOs, ILOs; discuss and make needed changes	4.1 Create Sustainability Task Force 4.3 Integrate sustainability into Curriculum 4.4 Improve awareness on campus	2.3 Improve orientation 2.9 Increase degrees and certificates through use of DegreeWorks 2.12 Monitor student success through review of benchmark and goal data
Distance Education Plan	4. Increase student awareness, retention and success		1. Broaden DE course offerings 3.3 Routinely assess performance of on-line students
Student Equity Plan			<ul style="list-style-type: none"> Revise Student Equity Plan
Technology Plan	1. Provide staff development on technology 2. Evaluate and upgrade infrastructure		
Basic Skills Plan	<ul style="list-style-type: none"> Initiate use of eportfolios for student work 		
Sustainability Plan		<ul style="list-style-type: none"> Develop a sustainability plan. 	
Facilities Master Plan Priorities (page 2.17)	<ul style="list-style-type: none"> Integrate facilities with programming Assess needs for science, allied health and workforce development 	<ul style="list-style-type: none"> Integrate sustainable design practices into new construction Incorporate site-relevant technologies 	
District Strategic Plan	1.2a Examine specific needs of student & college service areas 4.3 Allocate capital improvement to respond to student learning needs	3.1e Examine and expand green course and program offerings 4.3c incorporate consideration for the environment into construction and building maintenance	2.4b Identify ways to increase degree attainment 2.4c Identify strategies to address decreasing trends in transfer to CSU

**CAMPUS-WIDE STRATEGIC PLAN AT-A-GLANCE
2013-14: PATHWAYS, COMMUNITY AND COMPLETION**

YEAR 2 OBJECTIVES

Plan	Pathways	Community	Completion
Educational Master Plan	1.2 Assess and implement flexible scheduling 1.3 Create and implement professional development plan 2.1 Promote higher education pathways for middle school and high school students 2.2 Improve assessment and placement process 2.4 Identify clear pathways for basic skills, career-tech, gen ed & majors & honors 2.5 Implement financial literacy and FAFSA campaigns	3.1 Establish campus community outreach advisory committee 3.2 Create President's Circle 4.2 Expand CIUS	2.6 Establish intentional counseling process to increase completion 2.11 Enhance transfer services and outreach 2.12 Review benchmark and goal data
Distance Education Plan			2. Develop community of DE faculty 4. Increase student awareness, retention and success
Student Equity Plan	1.2a Establish an Access/Success Equity Task Force to identify the barriers of access and success for black students.	1. 1Maintain HSI status by continuing outreach efforts that support access for Hispanic students.	4.1 Increase the completion rates of Hispanic, male, black and Filipino students.
Technology Plan	2. Evaluate and upgrade infrastructure		6. Assure adaptive and assistive technology is available
Basic Skills Plan	<ul style="list-style-type: none"> Identify improved pathways such as acceleration, Jams 		<ul style="list-style-type: none"> Direct students to math & English during first semester
Facilities Master Plan Priorities (page 2.17)	<ul style="list-style-type: none"> Increase college ability to support key transfer programs in kinesiology/dance Renovate facilities to support performing and creative arts 		
District Strategic Plan	1.1b Strengthen College Connection 2.2b Build K-16 partnerships 2.3a Streamline processes for seamless access	3.1a Assess workforce development needs 3.1c Strengthen offerings to prepare students for contemporary workforce	1.2b Develop diversity framework to support access and success

STRATEGIC PLAN AT-A-GLANCE
2014-15: STUDENT ENGAGEMENT, MENTORSHIPS/INTERNSHIPS AND COMPLETION

YEAR 3 OBJECTIVES

Plan	Student Engagement	Mentorships/Internships	Completion
Educational Master Plan	1.4 Create and implement student engagement plan. 2.7 Implement BSI effective practices	2.8 Create opportunities for faculty-student and student-student mentoring 2.10 Expand Career Center activities 3.3 Integrate service learning and internships into curriculum 3.4 Enhance off-site learning opportunities	2.12 Review benchmark and goal data
Distance Education Plan			3.3 Routinely assess performance of on-line students
Student Equity Plan	5.1 Basic Skills: Increase the completion rates of black students; Consider UMOJA program.		4.1 Increase the completion rates of Hispanic, male, black and Filipino students
Technology Plan	<ul style="list-style-type: none"> Evaluate and upgrade infrastructure 		
Basic Skills Plan		5.1 Look into the possibility of learning communities for black students.	
Facilities Master Plan Priorities (page 2.17)	<ul style="list-style-type: none"> Develop campus facilities to promote sense of college Celebrate the experience of college life and create more collegial campus 	<ul style="list-style-type: none"> Create spaces to facilitate informal interaction between students, faculty and staff 	
District Strategic Plan	2.2e Develop & maintain vibrant student life programs	3.1b Identify emerging workforce development opportunities to respond to changing needs	2.4a Review current articulation agreements to increase transfer

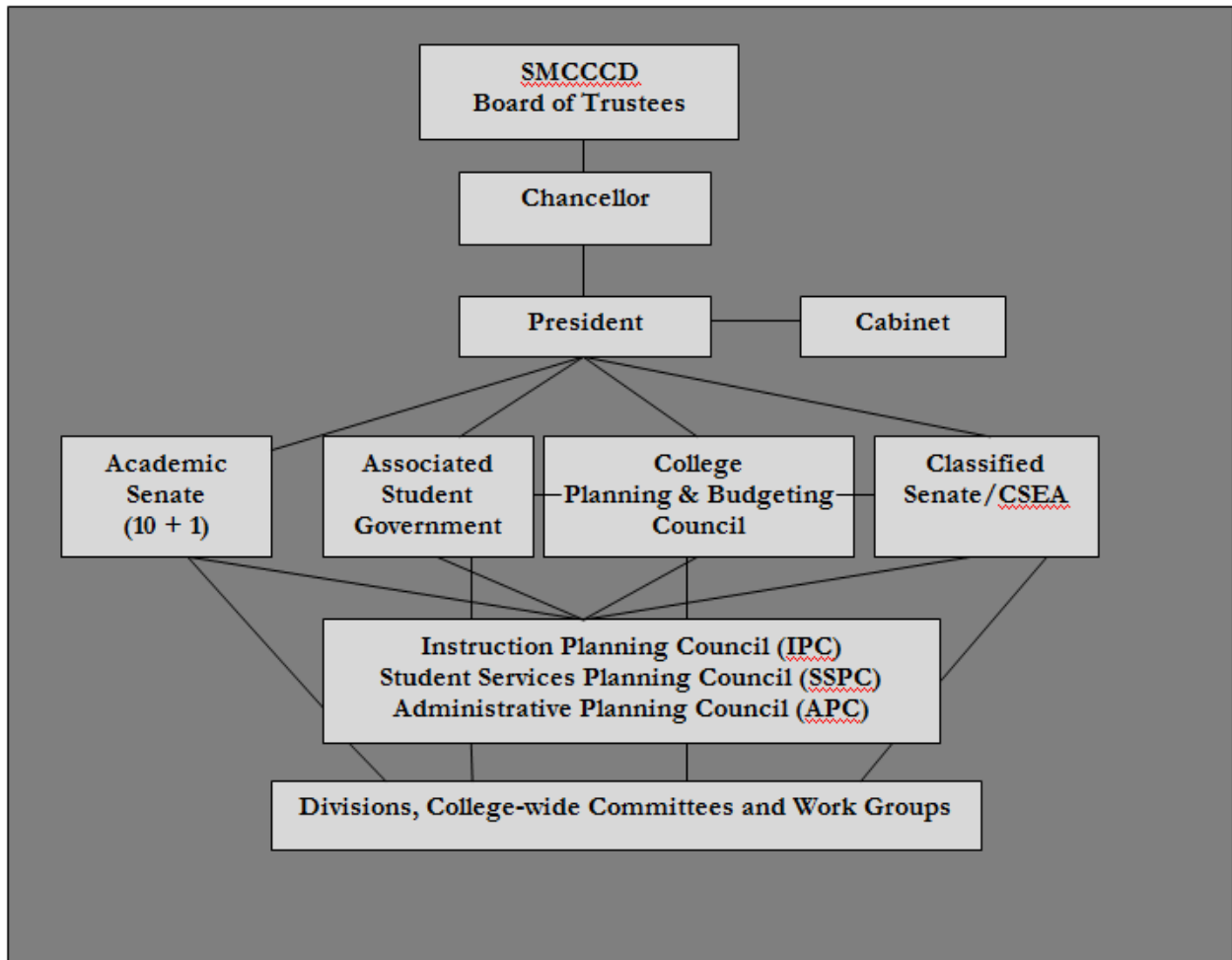
**STRATEGIC PLAN AT-A-GLANCE
2015-16: EVALUATION OF ALL PLANS**

YEAR 4

Using the participatory governance groups and campus committees, evaluate how well we have achieved the objectives outlines in the various plans. The key questions for evaluation include:

1. What was the outcome of the objective?
2. What worked with the project?
3. What could have been done differently?

The key Participatory Governance Groups at the College:



STRATEGIC PLAN AT-A-GLANCE
2016-17: NEW EDUCATIONAL MASTER PLAN

YEAR 5

A new 2017-22 Educational Master Plan will be developed during the 2016-17 academic year. The following outlines the steps and the general timeline for the development.

Step	When	Step	Description
1	Fall 2016	Establish Process	PBC reviews and approved the Educational Master Planning Timeline and Steering Committee. Steering Committee is a subcommittee of PBC to include the President, VPI, VPSS, Academic Senate President, Classified Senate President, Co-Chair IPC, Co-Chair SSPC
2	Fall 2016	Background Information	Environmental scanning information and college information developed for review
3	Fall 2016	Gather Input	Conduct a "Week of Listening" for the campus community to provide input on the Educational Master Plan. A series of facilitated sessions will be conducted.
4	Spring 2017	Retreat	The Educational Master Plan Steering Committee will meet to review all of the input and develop draft information.
5	Spring 2017	Circulate Drafts	The drafts developed by the Steering Committee will be circulated throughout campus.
6	Summer 2017	Draft the Final EMP Document	The final Educational Master Plan will be drafted for review by the campus community in the Fall.
7	Fall 2017	Review Final Document	Circulate the final draft document on campus and obtain feedback.

Evaluation of Progress

In order to make certain we are on track to complete the initiatives each year, reviews will be conducted by the Planning and Budgeting Council and other groups on a regular basis. The following is a timeline for these tasks:

Plan	Date to Evaluate Progress	Responsible Group
2012-17 Cañada College Educational Master Plan	September	PBC; Academic Senate
2012-17 Cañada College Strategic Plan	September	PBC; Academic Senate
San Mateo 2011 Facilities Master Plan: Cañada College	October	District; PBC
San Mateo County Community College District 2008-13 Strategic Plan	October	District; PBC
Cañada College Distance Education Strategic Plan	November	Distance Ed Committee ; Academic Senate; PBC
Cañada College Technology Plan	February	Technology Committee; PBC
Cañada College Sustainability Plan	March	Sustainability Committee; Academic Senate; PBC
Cañada College Basic Skills Plan	April	Basic Skills Committee; Academic Senate; PBC
Cañada College Student Equity Plan	May	Student Equity Committee; Academic Senate; PBC

**STRATEGIC PLAN DETAILED INFORMATION ON
ANNUAL INITIATIVES**

The detailed goals and objectives from the various plans that relate to our annual initiatives are described as follows.

Goals, Objectives, Recommendations and Strategies

**2012-13 INITIATIVES
STUDENT LEARNING, SUSTAINABILITY AND COMPLETION
YEAR ONE OBJECTIVES**

STUDENT LEARNING

Educational Master Plan: Teaching and Learning Objective 1.1: Assess the institutional student learning outcomes and discuss the assessment results throughout the campus.

Responsible for Getting It Done: Vice President, Instruction and Vice President, Student Services

Activity	Timeline	Measure of Completion
1. Conduct professional development activities to improve the program & institutional SLO assessments.	Fall 2012	Professional Development
2. Conduct assessments using the defined measures and enter into TracDat	Fall 2012/Spring 2013	TracDat data entered for the College PLOs
3. Review the results of the assessments and make any needed changes	Spring 2013	TracDat summary entered on the results
4. Make needed changes in the College SLOs, assessment measures, curricula, services	Fall 2012 and On-going	Meeting notes on the discussion of data; Plan for changes for next year for SLO or assessment

Distance Education Goal 4: Increase student awareness, retention and success.

Tech Plan: Technology Goal 1: Continually promote, improve and expand the use of technology in the teaching and learning process by providing staff development for all faculty and staff that makes their work more efficient and more productive. Training will be available on campus and at the District Office for new software, hardware, and classroom equipment.

Tech Plan: Technology Goal 2: Provide the technology infrastructure to continually improve the operations and services of the college. The infrastructure is routinely monitored and updated to allow the college to move forward seamlessly as the technology changes.

Basic Skills Plan Goal: Initiate the use of eportfolios to measure student work.

Facilities Master Plan Priority: Integrate facilities with programming for instruction; provide classrooms and academic support facilities of the right size, configuration, and quantity to align with curriculum.

Facilities Master Plan Priority: Address the program needs for Science, Allied Health, and Workforce Development-related programs and provide for the projected expansions of these programs.

District Strategic Plan Recommendation 1.2a: Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

District Strategic Plan Recommendation 4.3a: Allocate capital improvement funds in accord with College educational and facilities master plans, which respond to the teaching and learning needs of each College.

SUSTAINABILITY

Educational Master Plan Global and Sustainable Objective 4.1: Create Sustainability and Social Justice Interest Groups to focus on issues and increase awareness on campus.

Responsible for Getting It Done: Sustainability Committee

Activity	Timeline	Assessment
1. Identify individuals who are passionate about sustainability & create advisory group.	Fall 2012 On-going	Interest Group created
2. Create a Sustainability Plan	Spring 2013 On-going	Plan created
3. Conduct activities to implement plan and assess progress.	On-going	Activities conducted

Educational Master Plan Global and Sustainable Objective 4.3: Work collaboratively with the Academic Senate and the Curriculum Committee to integrate sustainability into the curriculum by developing new courses and increasing the number of courses with a sustainability component.

Responsible for Getting it Done: Sustainability Committee

Activity	Timeline	Assessment
1. Implement the strategy developed by the faculty to integrate sustainability	Fall 2012	Strategy developed
2. Work to infuse sustainability into general education	Fall 2012 On-going	Minutes of meetings to review GE
3. Develop a certificate and/or degree program and work to align it with a CSU or UC	Spring 2013	Certificate or degree program developed

Educational Master Plan Global and Sustainable Objective 4.4: Improve sustainability awareness on campus.

Responsible for Getting it Done: Sustainability Committee

Activity	Timeline	Assessment
1. Create a web site featuring sustainability programs : curricular and co-curricular activities.	Spring 2013	Website developed
2. Improve recycling efforts on campus.	Spring 2013	Recycling increased

Facilities Master Plan Priority: Integrate sustainable design practices in future new construction and renovation projects to increase energy efficiency, reduce water usage, and improve the teaching and learning environment.

Facilities Master Plan Priority: Incorporate site-relevant renewable energy technologies to:

- Reduce operational costs and allow redirection of funds to instructional programs
- Provide leadership in the education of students
- Raise awareness in the community about the potential of renewable energy

District Strategic Plan Recommendation 3.1e: Examine, enhance and expand green course and program offerings.

District Strategic Plan Recommendation 4.3c: Incorporate consideration for the environment and health and safety in construction and building maintenance plans and strategies.

COMPLETION

Educational Master Plan Completion Objective 2.3: Improve connections with potential students by conducting an engaging, well thought out orientation program that provides students with a thorough understanding of college requirements and financial aid.

Responsible for Getting It Done: Dean, Counseling Services

Activity	Timeline	Assessment
1. Develop plan and content for improving new student orientation program, to include an on-line orientation.	Fall 2012/Spring 2013 On-going	Orientation Revised On-line Orientation established
2. Conduct orientations and assess SLOs that are on-going.	On-going	SLO Assessments

Educational Master Plan Completion Objective 2.9: Improve completion by streamlining and removing bureaucratic barriers to receiving degrees and certificates.

Responsible for Getting It Done: Vice President, Student Services

Activity	Timeline	Assessment
1. Using DegreeWorks, have student educational plans and degree audit fully on-line for students.	Fall 2012 On-going	Use of the DegreeWorks program by students and staff
2. Explore opportunity to have students automatically receive degrees and certificates (rather than through the petition process)	Spring 2013	Report on automatic awarding of degrees

Educational Master Plan Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.

Responsible for Getting It Done: Director, Research, Planning & Student Success

Activity	Timeline	Assessment
1. Publish "dashboard data" on success rates of students, including analysis of demographics.	Fall 2012 On-going	Dashboard data published
2. Develop and implement a plan for the use of the dashboard data throughout the college.	On-going	Meeting minutes Action plans Program development
3. Set benchmarks/goals for completion	Annually	Benchmarks and Goals set

Distance Education Plan Goal 1: Broaden distance education course offerings to meet the needs of Cañada students.

Distance Education Plan Goal 3: Develop DE assessment and continue to routinely assess and review the performance of students in on-line compared to face-to-face classes.

Student Equity: Revise the Student Equity Plan

District Strategic Plan Recommendation 2.4b: Identify ways to further encourage and facilitate degree attainment.

District Strategic Plan Recommendation 2.4c: Identify strategies for understanding and addressing the decreasing trend in transfers to CSU.

**2013-14 INITIATIVES
PATHWAYS, COMMUNITY, AND COMPLETION
YEAR TWO OBJECTIVES**

PATHWAYS

Educational Master Plan Teaching and Learning Objective 1.2: Assess, evaluate and implement flexible course scheduling options and pathways to accommodate students' needs.

Responsible for Getting It Done: Vice President- Instruction & Student Services

Activity	Timeline	Assessment
1. Evaluate students needs for course offerings (e.g. online, day/evening, block schedule, length of time, pathways)	Fall 2013	Plan Developed Needs Assessment Results
2. Create a plan for offering courses based on needs	Spring 2014	Plan Developed
3. Implement the plans for flexible scheduling.	Fall 2014 On-going	Plans implemented and Evaluated

Educational Master Plan Teaching and Learning Objective 1.3: Create a first-rate educational experience for students with the support of a campus-wide professional development program set-up through the Center for Innovation and Excellence in Teaching and Learning (CIETL) to support the use of effective teaching and learning practices.

Responsible for Getting It Done: CIETL

Activity	Timeline	Assessment
1. Promote a culture of on-going innovation and engagement through the implementation of a comprehensive professional development plan.	Fall 2013	Plan Developed
2. Provide learning opportunities for all faculty and staff, to include mentoring, workshops and on-going dialogue about effective teaching strategies and learning	On-going	Workshops/Professional development sessions conducted and evaluated

Educational Master Plan Completion Objective 2.1: Improve connections by linking Outreach activities with the instructional programs to increase the interest in Cañada College, to include conducting outreach to middle schools, high schools, and community-based agencies to promote higher education.

Responsible for Getting It Done: Outreach Office

Activity	Timeline	Assessment
1. Develop outreach plan and content.	Fall 2013 On-going	Plan developed
2. Conduct activities to improve outreach.	On-going	Enrollment numbers by Target Populations
3. Establish relationships with the middle schools.	Fall 2013 On-going	List of key individuals to work with
4. Conduct activities/events to promote higher education.	On-going	Summary of events

Educational Master Plan Completion Objective 2.2: Improve connections with potential students by providing increased information about assessment testing.

Responsible for Getting It Done: Dean, Counseling Services

Activity	Timeline	Assessment
1. Develop plan and content for how to determine better ways of assessing student skills, such as use of the high school transcripts.	Fall 2013 On-going	Plan developed
2. Conduct activities to improve assessment information for students and measure effectiveness.	On-going	Assessment report
3. Evaluate assessment tools and processes and establish diagnostic assessments.	Spring 2014	Evaluation Report

Educational Master Plan Completion Objective 2.4: Improve entry by identifying clear student pathways for basic skills, career/technical, general transfer, specific majors, honors, and courses/programs.

Responsible for Getting It Done: Vice Presidents, Instruction & Student Services

Activity	Timeline	Assessment
1. Identify the pathways for students and schedule courses.	Fall 2013 On-going	Plan developed Course in Pathways offered
2. Provide intentional counseling services to assure students know about the pathways	On-going	Enrollments in pathways
3. Assess the success of students in completing pathways and persisting to the next semester	On-going	Research Report

Educational Master Plan Completion Objective 2.5: Increase entry by conducting a 100% FAFSA campaign for eligible students, working on to provide financial support for non-FAFSA eligible students and implementing a financial literacy campaign.

Responsible for Getting It Done: Director, Financial Aid

Activity	Timeline	Assessment
1. Develop plan for achieving 100% improved FAFSA goal and financial literacy campaign.	Fall 2013 On-going	Plan developed
2. Conduct activities to implement plan and assess progress.	On-going	Activities conducted Number and percent of eligible students completing the FAFSA

Student Equity Plan Objective 1.2 Identify best practices for recruitment of black and white students to Cañada. Activity 1.2a Establish an Access/Success Equity Task Force to identify the barriers of access for black and white students.

Technology Plan Goal 2: Provide the technology infrastructure to continually improve the operations and services of the college. The infrastructure is routinely monitored and updated to allow the college to move forward seamlessly as the technology changes.

Basic Skills Plan: Implement improved pathways for students to progress to include learning communities, SEPs, SI tutoring, Math Jam, Word Jam, accelerated courses

Facilities Master Plan Priorities: Increase the college’s ability to support key transfer programs in Kinesiology, Personal and Professional Fitness Training and Dance.

Facilities Master Plan Priorities: Renovate existing facilities to better support the Performing and Creative Arts.

District Strategic Plan Recommendation 1.1b: Continue to strengthen the College Connections program (concurrent high school student initiatives) as a way to encourage high school students to attend college.

District Strategic Plan Recommendation 2.2b: Build more partnerships and bridges with Pre-K through 16 educational leaders and strengthen the College Connection program as a way to encourage high school students to attend college.

District Strategic Plan Recommendation 2.3a: Streamline processes and practices to allow students seamless access to educational opportunities across the District.

COMMUNITY

Educational Master Plan Community Connections Objective 3.1: Establish a campus Community Outreach Advisory Group to address

Responsible for Getting It Done: President

Activity	Timeline	Assessment
1. Identify individuals on campus who are interested in becoming involved in the advisory group.	Fall 2013 On-going	Community Outreach Advisory Group created
2. Work with the Advisory Group to help with community connections.	On-going	Advisory Committee minutes
3. Create an annual marketing campaign to further the Cañada College “brand” in the community; look at vacant “windows”, buses; banners in various cities	On-going	Marketing campaign implemented

Educational Master Plan Community Connections Objective 3.2: Connect Cañada College to the community by creating a community-based advisory board to the President and enhancing relationships with the SMCCCF.

Responsible for Getting It Done: President

Activity	Timeline	Assessment
1. Identify key individuals in the community who should be involved in the advisory board.	Fall 2013 On-going	Membership identified
2. Work with the Foundation to connect with community members to increase support for college scholarships and programs.	Fall 2013	Contacts made
3. Conduct regular meetings and activities.	On-going	Activities conducted

Educational Master Plan Global and Sustainable Objective 4.2: Through the Center for International and University Studies (CIUS), expand the international program.

Responsible for Getting It Done: CIUS Director

Activity	Timeline	Assessment
1. Increase the number of international students to 5% of the total student body	Fall 2013 On-going	Number of international students
2. Create a comprehensive program of services to assure international students are successful.	Fall 2013 On-going	Plan created Services provided
3. Create expanded opportunities for faculty and students to study abroad.	On-going	Number of opportunities
4. Develop a plan to increase the globalization of the campus.	Spring 2014	Plan created

Student Equity Plan Objective 1.1: Maintain HSI status by continuing outreach efforts that support access for Hispanic students. Activity 1.1a. Continue outreach efforts for Hispanic students in the high schools and the community.

District Strategic Plan Recommendation 3.1a: Periodically convene leaders of the business and industry communities, government agencies, and community-based organizations to assess workforce development needs and to support the endeavors of the Colleges to address them.

District Strategic Recommendation 3.1c: Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.

COMPLETION

Educational Master Plan Completion Objective 2.6: Improve progress through increased intentional counseling and other services to guide students to completion of their goals.

Responsible for Getting It Done: Dean, Counseling Services

Activity	Timeline	Assessment
1. Identify key gatekeeper courses and develop a strategy for success.	Fall 2013 On-going	Courses Identified Number of Counseling visits to classes
2. Identify unit thresholds for interventions (e.g. 30 earned units triggers services; certain size gap between attempted and earned units triggers visit).	Fall 2013 On-going	Number of students who have been identified for interventions and served
3. Adapt probation/dismissal procedures to require certain course-taking and counseling patterns and implement them.	Fall 2013 On-going	New procedures developed Number of students served
4. Develop and implement an excellent Early Alert Program by more formally engaging faculty in implementation and counselors in follow-up.	Fall 2013 On-going	Number of students contacted in Early Alert Course success rates of those contacted

Educational Master Plan Completion Objective 2.11: Improve completion by enhancing the Transfer Center outreach, activities, and articulation.

Responsible for Getting It Done: Transfer Center Director

Activity	Timeline	Assessment
1. Increase student awareness of the transfer process and through class presentations.	Fall 2013 On-going	Classes visited
2. Increase number of TAGs.	On-going	TAGs
3. Develop and implement effective ways to encourage students to use the transfer center and attend workshops	On-going	Number of students

Educational Master Plan Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.

Responsible for Getting It Done: Director, Research, Planning & Student Success

Activity	Timeline	Assessment
1. Publish "dashboard data" on success rates of students, including analysis of demographics.	Fall 2012 On-going	Dashboard data published
2. Develop and implement a plan for the use of the dashboard data throughout the college.	On-going	Meeting minutes Action plans Program development
3. Measure benchmarks/goals for completion	Annually	Benchmarks and Goals set

Distance Education Plan Goal 2: Develop a community of well-trained DE faculty members.

Distance Education Plan Goal 4: Increase student awareness, retention, and success.

Student Equity Plan Goal 4.1: Increase the completion rates of Hispanic, male, black and Filipino students. Activity 4.1a Using the data collected from the Research Office and the Access/Success Equity Task Force, develop clear pathways to completion plan from assessment to goal attainment.

Technology Plan Goal 6: Ascertain the state of the art adaptive and assistive technology is available to all students possessing any form of learning or physical difference.

Basic Skills Goal: Students will take appropriate basic skills math and English classes during their first semester, will be successful in these classes and move to the next level.

District Strategic Plan Recommendation 1.2b: Develop a holistic diversity framework that supports the access and success of diverse student populations, promotes institutional vitality and viability, and serves all students equitably.

**2014-15 INITIATIVES:
STUDENT ENGAGEMENT, MENTORSHIPS/INTERNSHIPS AND COMPLETION
YEAR THREE OBJECTIVES**

STUDENT ENGAGEMENT

Educational Master Plan Teaching and Learning Objective 1.4: Create and implement a student engagement plan to integrate the college experience inside and outside the classroom, enhance the college experience, and promote retention and success.

Responsible for Getting It Done: Student Activities Coordinator

Activity	Timeline	Assessment
1. Create a plan for student engagement which includes such areas as student activities, summer enrichment programs, welcome day, and college hour.	Fall 2014	Plan Developed
2. Implement and evaluate the student engagement plan.	Spring 2015 On-going	Evaluations completed for individual events and activities
3. Develop plans that reflect the equity goals of the college in order to address retention issues	Spring 2015	Plans developed and implemented

Educational Master Plan Completion Objective 2.7: Improve progress by implementing effective practices for instruction included in the Basic Skills Initiative Effective Practices document.

Responsible for Getting It Done: Basic Skills Coordinator

Activity	Timeline	Assessment
1. Identify the effective practices that would work best at the college.	Fall 2014	Practices identified
2. Develop plan to implement the practices.	Fall 2014	Plan Developed

Student Equity Plan Goal 5.1: Basic Skills: Increase the completion rates of black students. Activity 5.1a Consider learning communities specifically for black students, and a support program such as UMOJA.

Technology Plan Goal 2.: Provide the technology infrastructure to continually improve the operations and services of the college. The infrastructure is routinely monitored and updated to allow the college to move forward seamlessly as the technology changes.

Facilities Master Plan Priority: Develop campus facilities to promote a sense of “college campus” and bolster the College’s distinctive identify.

Facilities Master Plan Priority: Celebrate the experience of College life and create a more collegial campus environment.

- Place student support services and student life programs in easily identifiable and accessible locations adjacent to the Main Quad.

- Provide food services on the Main Quad.
- Expand campus' ability to support student clubs.

District Strategic Plan Recommendation 2.2e: Develop and maintain vibrant student life programs.

MENTORSHIPS/INTERNSHIPS

Educational Master Plan Completion Objective 2.8: Improve progress by creating opportunities for faculty-student and student-student (peer) mentorships

Responsible for Getting It Done: Director, Student Support Services and TRIO

Activity	Timeline	Assessment
1. Develop a plan for peer and faculty-student mentoring programs	Fall 2011 On-going	Plan developed
2. Conduct activities in the mentoring programs.	On-going	Number of students mentored Success rate of students

Educational Master Plan Completion Objective 2.10: Improve completion by expanding the Career Center and having it closely linked with instructional programs.

Responsible for Getting It Done: Career Center Director

Activity	Timeline	Assessment
1. Develop plan for: making connections with community, businesses, faculty and staff to create internships/work experience opportunities; promoting resources to students; and linking with instructional programs.	Spring 2015 On-going	Plan developed

Educational Master Plan Community Connections Objective 3.3: Integrate Service Learning and Internship opportunities for students into academic and student life.

Responsible for Getting It Done: Vice President, Instruction

Activity	Timeline	Assessment
1. Develop and implement initiative for service learning to include: professional development for faculty and staff on how to set up service learning opportunities and creation of an advisory board and a service-learning coordinator position.	Fall 2014 On-going	Training provided Initiative developed
2. Provide service learning opportunities for students	On-going	Number of Service Learning opportunities

Educational Master Plan Community Connections Objective 3.4: Enhance off-site learning opportunities through contract education in the bayside/coastside locations.

Responsible for Getting It Done: Vice President, Instruction

Activity	Timeline	Assessment
1. Create plan for offering community-based learning opportunities at different locations (Neighborhood College).	Fall 2011 On-going	Plan developed
2. Conduct outreach learning opportunities	On-going	Activities conducted

Facilities Master Plan Priority: Create spaces, both indoor and outdoor, to facilitate informal interaction between students, faculty and staff.

District Strategic Plan Recommendation 3.1b: Identify emergency workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.

COMPLETION

Educational Master Plan Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.

Responsible for Getting It Done: Director, Research, Planning & Student Success

Activity	Timeline	Assessment
4. Publish "dashboard data" on success rates of students, including analysis of demographics.	Fall 2012 On-going	Dashboard data published
5. Develop and implement a plan for the use of the dashboard data throughout the college.	On-going	Meeting minutes Action plans Program development
6. Set benchmarks/goals for completion	Annually	Benchmarks and Goals set

Distance Education Plan 3.3: Continue to routinely assess and review the performance of students in on-line compared to face-to-face classes.

Student Equity Plan 4.1: Increase the completion rates of Hispanic, male, black and Filipino students. Activity 4.1b Every student in a degree or certificate program will have a career pathway training experience to become knowledgeable about how their personal interests and aptitude relate to careers in the respective programs.

District Strategic Plan Recommendation 2.4a: Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students.