

**Columbia College - 2016-2021 Strategic Plan
Strategic Goals and Objectives**

GOAL THEME: Integrated Education and Enrollment Planning – Target Underserved Populations

GOAL 1 - Increase student success through educational planning and support services.

Accountable Manager: Melissa Raby – Vice President of Student Services

Goal Purposes	Measureable Objectives	Action Plan	Assigned To	Timeline
<p>➤ To ensure student success through:</p> <p>1. Strategic educational planning that informs course scheduling and that meets the needs of students.</p> <p>2. Providing support services so that every student has a clear pathway and the means to reach his or her educational goal.</p> <p>3. Maintain and build upon existing high quality support programs through strategic hiring and professional development.</p>	<p>1.) Increase percent of students completing their educational goal.</p>	<ul style="list-style-type: none"> Enhance and promote career exploration program targeting students who are undecided and/or do not have an educational plan. Improve tools that assist students in educational planning. Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative support programs. 	<p>VPSS, Director of Student Success</p> <p>VPSS, counselors</p>	<p>Fall 2016</p> <p>Fall 2016 to Spring 2017</p>
	<p>2.) Increase percent of students completing SSSP core services.</p>	<ul style="list-style-type: none"> Enhance and develop the Student Ambassador program, increasing services provided to students. Create research agenda that identifies indicators of success that can inform the enrollment management plan. 	<p>Associate Dean of Student Equity and Director of Student Success</p> <p>Dir of Research and Research Analyst</p>	<p>Fall 2016 to Spring 2017</p> <p>Fall 2016 to Spring 2017</p>
	<p>3.) Increase percent of students progressing through basic skills courses.</p>	<ul style="list-style-type: none"> Revise assessment process including setting cut scores for new statewide assessment instrument; creating multiple measures for English placement; and reviewing math common core to re-evaluate multiple measures. Develop path to stats program. 	<p>Associate Dean of Student Equity, Dir of Research, Research Analyst, English faculty, math faculty</p> <p>Associate Dean of Student Equity, Dean of A&S, math faculty</p>	<p>Fall 2016</p> <p>Fall 2016 to Spring 2017</p>

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GOAL THEME: Instructional Design and Curriculum Revision

GOAL 2 - Create a balanced instructional environment through effective curriculum revision.

Accountable Manager: Brian Sanders – Vice President of Instruction

Goal Purposes	Measureable Objectives	Action Plan	Assigned To	Timeline
<p>Maintain and build upon existing high quality in instruction and student success through strategic hiring and professional development.</p> <p>Create, review and revise curriculum to best serve our students:</p> <ul style="list-style-type: none"> • Timely • Relevant • Transferrable (A& S) • Workforce Prep (CTE) <p>Taking into consideration:</p> <ol style="list-style-type: none"> 1. Student demand, 2. Enrollment trends, 3. Productivity (FTES/FTEF) 4. Program completions, 5. Accreditation, 6. State compliance (Title 5, Ed Code, CCCCO mandates), and <p>Program Accreditation & Legal requirements.</p>	<p>1) Maintain existing indicators of instructional excellence.</p>	<ul style="list-style-type: none"> • Maintain high course success rates. • Promote, support, and develop dynamic, engaging, and innovative classroom instruction. • Configure staff support to optimize student learning and effectiveness of instruction. • Recruit and hire innovative and exceptional faculty members who couple high expectations with high levels of student achievement, helping their students rise to the challenges set before them. • Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative classroom instruction. 	<p>All – faculty, staff, and administrators</p>	<p>Ongoing</p>
	<p>2) Improve other indicators of effectiveness, particularly program completion rates.</p>	<ul style="list-style-type: none"> • Analyze program completion metrics on state rubrics (e.g. Scorecard). • Develop local reports comparable to state rubrics but with shorter timelines to reflect the impact of recent project implementations. 	<p>Deans, VPI, Research Department</p>	<p>Fall 2016</p> <p>Fall 2016</p>

		<ul style="list-style-type: none"> Develop a multi-pronged plan to bring program completion rates up. 		Fall 2016-Spring 2018
	3) Meet accreditation, compliance, and other regulatory regulations, i.e. Education Code, Title 5.	<ul style="list-style-type: none"> Review Program Services and Reduction Process. Develop and Implement a process for reviewing awards (degrees and certificates). Ongoing 5- year course reviews. Utilize the results of SLO assessment as a component of review and improvement of courses, degrees, certificates, and services. 	<p>Academic Senate</p> <p>Curriculum Committee, VPI, Program Faculty</p> <p>Curriculum Committee, Division Deans and Program Faculty</p> <p>SLO Committee, Deans, VPs, faculty, and staff</p>	<p>Spring 2016 -Fall 2016</p> <p>Spring 2016-Spring 2017</p> <p>Ongoing</p> <p>Ongoing</p>
	4) Embrace, obtain, and promote Associate Degrees for Transfer (AB 1440 and SB 440).	<ul style="list-style-type: none"> Ensure adoption of existing AD-Ts in development. Review all new AD-Ts for appropriateness to our college Pursue adoption of appropriate new AD-Ts. Review and adopt CTE Model Curriculum posted on state TMC website. Audit degrees and programs for potential substantive change. Review Distance Ed Addenda against program requirements to determine if programs can be completed online and thereby require substantive change proposals. 	<p>ALO, VPI, Curriculum Chair and Program Faculty</p> <p>Curriculum Specialist and VPI.</p>	<p>Spring 16-Fall 2016</p> <p>Annually in Spring</p>
	5) Design and publish two- and three-year curriculum maps (aka Model	<ul style="list-style-type: none"> For each degree and certificate, design four-semester (FT)and six- 	VPI, Curriculum Chair, and Program Faculty	Spring 2017-Fall 2017.

	<p>Student Schedules, Program Pathways) to better guide students to and through the most effective and efficient path to program completion.</p>	<p>semester (PT) curriculum maps from the student perspective (e.g. a student in program X should take these classes in term 1, 2, 3 and 4).</p> <ul style="list-style-type: none"> • Publish these maps in the college catalog, on the website, on program fliers, and in other student recruitment materials. • Develop interactive “program chooser” tool to enable students to explore options for their major and then view proposed schedules. • Audit and adjust skills attainment certificates and introductory-level certificates in “stackable programs” to ensure that they properly represent growth of knowledge and skill and that each stepping-off point is sufficient for a corresponding industry workforce expectation. 		<p>Publication in 2018-19 catalog.</p>
	<p>6) Provide a balanced mix of face to face, hybrid and fully online course options for students.</p>	<ul style="list-style-type: none"> • Review current percentage of face-to-face, hybrid and online offerings for student success. Expand online and hybrid options to better serve the needs of Columbia College students and to attend to areas of excess demand from our sister institution (MJC). 	<p>VPI, DE Coordinator</p>	<p>Fall 2016 then ongoing expansion</p>
	<p>7) Improve instructional design and pedagogy.</p>	<ul style="list-style-type: none"> • Provide faculty professional development activities focusing on 	<p>VPI</p>	<p>Spring 2017 and ongoing</p>

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GOAL THEME: Collect and Use Data - Technology and Enhancement

GOAL 3 - Collect, manage, and analyze data driven evidence to facilitate continuous improvement.

Accountable Manager: Brandon Price – Associate Dean of Student Equity & Success

		instructional design and innovative pedagogy.		
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Goal Purposes	Measureable Objectives	Action Plan	Assigned To	Timeline
<p>Support continuous improvement through the use of evidence/data supported by robust tools, technology, support and services.</p> <p>Identify, collect, manage, analyze, and provide access to the data needed by internal and external stakeholders to develop, assess, and continuously improve the programs and activities undertaken in support of the college mission.</p>	<p>1) Promote the use of data driven decision making by providing stakeholders access to information needed to develop, assess, and improve programs and activities.</p>	<ul style="list-style-type: none"> The college will provide an effective platform (elumen) to support assessment of student learning. The college will provide members of the campus community with access to tools and training needed to support assessment, accreditation, and enrollment management efforts (Examples: SharePoint, One Note). The college will provide access to tools (dashboards) which enable stakeholders to query and manipulate data related to enrollment, retention, success, etc. Internal stakeholders will be provided a portal to request data or analysis be conducted by the Office of Planning and Research. 	<p>Diana Sunday / Raelene Juarez / Margo Guzman</p> <p>Brian Sanders / Diana Sunday</p> <p>Diana Sunday / Kristin Rascon / Brandon Price</p> <p>Diana Sunday / Kristin Rascon</p>	<p>Spring 2017 –</p> <p>Fall 2016 –</p> <p>Fall 2017 –</p> <p>Fall 2016-</p>
	<p>2) Provide stakeholders access to data needed to examine institutional effectiveness and engage in effective integrated planning.</p>	<ul style="list-style-type: none"> Stakeholders will be provided with access to a repository of information related to institutional effectiveness including: the college’s Institutional Effectiveness Partnership Initiative (IEPI) goals and outcomes, results of student and community surveys, results of the college’s accreditation self-study, results of program reviews, etc. 	<p>Diana Sunday / Kristin Rascon / Brandon Price</p>	<p>Spring 2017-</p> <p>Spring 2017-</p>

		<ul style="list-style-type: none"> Members of the campus community will be provided with information needed to engage in effective integrated planning including: updates on progress in implementing student success initiatives (Student Equity, SSSP, Basic Skills Initiative, Adult Education Block Grant, Strong Workforce Grant, etc.); outcomes data related to student success initiatives; updated local, regional, and national research related to student success. 	Brandon Price / Diana Sunday / Kristin Rascon	
	3) Engage in data driven decision making to improve programs and activities.	<ul style="list-style-type: none"> Through the program review process, members of the campus community will demonstrate the use of data and evidence to evaluate the institution's programs and activities. Through the program review process, members of the campus community will demonstrate the use of data and evidence in the development of strategies for allocating resources and continuously improving college programs and activities. 	Diana Sunday / Kristin Rascon	Ongoing

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GOAL THEME: Employer Connections – Economic Development and Workforce Training

GOAL 4 - Promote economic development by providing employer/student connections through workforce training.

Accountable Manager: Klaus Tenbergen – Dean of Career Technical Education and Economic Development

Goal Purposes	Measureable Objectives	Action Plan	Assigned To	Timeline
Employers prefer and hire Columbia College alumni as their first choice for their workforce because they are highly prepared.	1) Provide student apprenticeship opportunities.	<ul style="list-style-type: none"> Apply for grant funding. Connect with regional and major employers. Plan implementation of funded initiatives. Place student into workplace venues. 	Director Development and CTE Dean	2016-2018
	2) Respond to employers needs by collecting input and advice in training and curricula that increase employability for student program completers.	<ul style="list-style-type: none"> Continue annual employer survey of employment/employee needs. 	CTE Dean Director of Research	Annually each fall
	3) Increase Workforce learning.	<ul style="list-style-type: none"> Special project funding for 21st Century “soft skills” training curriculum and workshops for CTE students. 	CTE Dean and Grant Support Staff	2015-2017 to develop 2017 and ongoing thereafter
	4) Provide opportunities for student/employer connections.	<ul style="list-style-type: none"> Special project funding for 21st Century “soft skills” training curriculum and workshops for CTE students. Bring high school students and local employers to the Columbia College campus to host and participate in hands-on activities, skill competitions, and work scenarios. 	CTE Dean Program Faculty	Annually, each spring

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GOAL THEME: Internal and External Communication

GOAL 5 - Expand modes of communication to improve community outreach, information sharing, and marketing efforts.

Accountable Manager: Angela Fairchilds - President

Goal Purposes	Measureable Objectives	Action Plan	Assigned To	Timeline
<p>Communication, both internal and external, will address different populations in a variety of modes to ensure timely and effective distribution of information and to enhance outreach and marketing.</p> <p><u>Internal</u> communication is designed to: Convey direction Explain processes Build understanding Share outcomes of efforts Provide accountability</p> <p><u>External</u> communication is intended to: Share information Promote the college Publicize campus events Market programs & services Recruit and retain students Provide accountability</p>	1) Increase communication by mode and target audiences.	<ul style="list-style-type: none"> Develop communication protocols. Implement a schedule for regular campus-wide communiques from each Administrative area (e.g. monthly electronic newsletters). Enhance the use of social media. Implement Media Preferences survey to students (Interact) and use results for communication planning. Promote message of "shared responsibility" to inform and be informed. Develop College Committees Handbook. 	<ul style="list-style-type: none"> Admin Team Student Services Researcher College Council Academic Senate Classified Senate ASCC Admin Team President's Cabinet 	<p>Fall 2016</p> <p>Ongoing Spring 2016</p> <p>Fall 2016</p> <p>Fall 2016</p>
	2) Enhance current outreach efforts.	<ul style="list-style-type: none"> Develop a mobile "Student Work Showcase". Initiate direct contact with parents to share benefits of Dual Enrollment. 	<ul style="list-style-type: none"> VPI/Deans Assistant Dean 	<p>Spring/Summer 2017</p> <p>Fall 2016</p>
	3) Increase outreach to underserved populations.	<ul style="list-style-type: none"> Connect with charter schools and Home School students. Hold planning session with Workforce Investment Board to develop some common goals. 	<ul style="list-style-type: none"> Assistant Dean VPI/Deans 	<p>Fall 2016/Spring 2017</p> <p>Spring /Summer 2017</p>
	4) Establish an annual marketing plan.	<ul style="list-style-type: none"> Develop annual marketing priorities. Identify intended outcomes and assess twice per year. Look for billboard site. Develop a schedule for regular press contacts (releases, stories, op-eds, radio spots, etc.) to keep the college visible. 	<ul style="list-style-type: none"> Admin Team President's Cabinet 	<p>Fall 2016</p> <p>Annually Summer/Fall 2016</p> <p>Summer/Fall 2017</p>
	5) Increase the visibility of the college throughout the service area.	<ul style="list-style-type: none"> Schedule college reps attendance at community events. Regular staff presentations to community organizations. Look for billboard site. 	<ul style="list-style-type: none"> President's Cabinet 	<p>Ongoing 2016/17 Academic year.</p>

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GOAL THEME: Master Scheduling – Enrollment Management

GOAL 6 - Create a comprehensive class schedule focused on the retention and recruitment of students for effective enrollment management.

Accountable Manager: Brian Sanders –Vice President of Instruction

Goal Purposes	Measureable Objectives	Action Plan	Assigned To	Timeline
<p>To provide students a class schedule designed to facilitate clearly-defined pathways from application to graduation.</p> <p>To establish and ensure reliability of offerings.</p> <p>To balance variety and viability of offerings.</p> <p>To reduce the number of cancelled classes each term.</p> <p>To improve productivity overall</p>	<p>1) Establish an over-arching schedule built upon a viable and reliable “two-year plan” architecture that takes into account both transfer and CTE program needs, providing robust options, while maintaining viability of offerings.</p>	<ul style="list-style-type: none"> • Adopt scheduling software solution to build course offerings in support of students’ selected educational plans. • Utilize curriculum maps to produce a two-year, rotating schedule designed to meet students’ program needs. 	<p>Vice Presidents, Deans & Software Implementation Team</p>	<p>Fall 2016 groundwork, Spring 2017 implementation</p>
	<p>2) Adjust scheduling practices to improve reliability of course offerings, ensuring a stable environment and contributing to improved student retention, persistence, and program completion rates and improved productivity.</p>	<ul style="list-style-type: none"> • Schedule CTE programs to provide common class block gaps, for use by students to meet GE requirements. • Schedule a rotation of appropriate GE offerings in large lectures to meet CTE students’ needs. • Schedule interwoven science and mathematics offerings to provide common class block gaps for GE. Use them as above. (GE block for science majors may not be the same as that for CTE students – different GE options needed). • Schedule interwoven GE and majors coursework in non-STEM areas of the Arts & Sciences to provide sufficient and stable offerings, enabling students to progress through their programs. • Build science and CTE lec/lab combos with stacked lectures whenever possible to maximize efficiency for 	<p>Deans and VPI</p> <p>Dean of CTE & VPI</p> <p>Dean of Arts & Sciences & VPI</p> <p>Dean of Arts & Sciences & VPI</p>	<p>Prepared for publication by December 2016</p> <p>Spring 2017 Schedule</p> <p>Spring 2017 Schedule</p> <p>Fall 2016 & Spring 2017 Schedules</p>

		students and improve the college's productivity (FTES/FTEF).		
	3) Ensure that off-campus classes are scheduled according to college priorities and to fulfill a thoughtful plan.	<ul style="list-style-type: none"> Define the purpose and scope of each off-campus class location, including Vallecito, Sierra Conservation Center, Oakdale, Jamestown, and Sonora. Specify the limits on offerings by location. (e.g. The college will offer introductory math, English, and ESL and a rotation of non-science GE lecture classes at this location. Science offerings will be limited to the main campus or possibly online.) Publish a two-year rotation of offerings for each location, aligned with the purpose and scope of the site. 	<p>VPs</p> <p>Deans and VPs</p> <p>Deans and VPs</p>	<p>Fall 2016</p> <p>Fall 2016</p> <p>Spring 2017</p>