

**Institutional Goal 1: Grow SDCCE Programming through increased access and enhanced instructional and student services**

SP#	AP#	In AP	Objectives and Action Steps	Progress
1.1	1.2	x	<b>OBJECTIVE: Grow SDCCE Distance Education classes through the integration of hybrid and online course development by 10% annually</b>	
		x	Provide professional development opportunities for instructors to increase knowledge and skills in developing online course materials, synchronous instruction, and assess outcomes	Ongoing
			Identify classes/programs that can be hybrid	Complete
		x	Develop hybrid courses [Revised in 2020]	Ongoing
		x	Professionally develop fully online courses [Revised in 2020]	Ongoing
			Revise course outlines and engage approval process	Complete
			Evaluation of the current online courses	Ongoing
		Implement instructor on-boarding	Complete	
1.2	1.3	x	<b>OBJECTIVE: Increase the number of offsite facilities to compensate for current lack of classroom space on SDCCE campuses locations by 5% in 5 years and maximize the use of campus space</b>	
		x	Identify programs that can be taught offsite and increase offsite locations   Conduct discussions with site personnel about SDCCE, courses offered, communities served, and partnership expectations	Ongoing
		x	Conduct an analysis of classroom space (facility utilization)	Deferred
1.3			<b>OBJECTIVE: Recruit to increase the faculty pool of adjunct substitutes (and immediate hires) in each program by 25% in five years</b>	
			Develop recruitment strategies for adjunct faculty (include hire/interview process) and hire a recruiter	Complete
			Build the infrastructure to support adjunct hires: work with District HR to create new postings and provide proactive recruitment	Complete
			Conduct hiring process: interview, min qualification evaluation, new hire process	Complete
1.4	1.4	x	<b>OBJECTIVE: Maintain CTE curriculum to current industry standards while making accessible to a larger population of students and increasing CTE enrollment annually by the district's growth percentage (year 1 = 2%)</b>	
		x	Review current, and create new, programs in "in demand" growth areas	Ongoing
		x	Hire additional curriculum support - i.e. Curriculum Analyst and identify funding	Complete
			Review all current CTE courses and programs, through student surveys, advisory boards, and by analyzing labor market information to determine course/program viability, appropriate modifications, and class schedule changes intended to increase student attendance and enrollments	Ongoing
		x	Review syllabi and SLO's for courses offered by multiple instructors and across multiple sites for consistency/standardization	Ongoing
		x	Update trainings and materials for continued curriculum-basic workshops for faculty interested in writing curriculum [Added in 2020]	Ongoing
1.5			<b>OBJECTIVE: Develop systematized and standardized student recruitment and orientation processes with online marketing and informational materials for all certificate programs within 5 years</b>	
			Develop a student recruitment and outreach plan with branding and marketing   Develop an online marketing strategy including social media	Complete
1.6			<b>OBJECTIVE: Increase attendance and completion rates in targeted Career Development and College Preparation (CDCP) programs by 2% annually</b>	
			Develop persistent in-service training and ad-hoc workgroup	Complete
			Develop centers to support students (look at student equity)	Complete
1.7	1.8	x	<b>OBJECTIVE: Increase number of courses implementing open education resource (OER) materials</b>	
		x	Identify courses and programs currently using OER materials   Provide professional development for faculty interested in implementing OER in their courses	Ongoing

## Institutional Goal 2: Cultivate an environment of creativity and increased collaboration both internally and externally

SP#	AP#	In AP	Objectives and Action Steps	Progress
2.1			<b>OBJECTIVE: Increase professional development activities that seek to enhance employees talents and interests, and increase collaboration and effective communication</b>	
			Schedule civility training for employees	Complete
			Support innovative ideas that improve efficiency, student success and improve collaboration   Develop Innovation Grants	Complete
2.2	2.2	x	<b>OBJECTIVE: Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years</b>	
		x	Develop interdisciplinary integration plan that Identifies programs to explore interdisciplinary collaboration and promote programs from one discipline in the classes of other disciplines	Complete
		x	Develop integration plan that identifies programs to explore CTE and Contract Ed/ Community Ed collaborations	In progress
2.3	2.3	x	<b>Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate</b>	
			Create master calendar of industry advisory and community meetings and hold strategic planning community meetings	In progress
			Create list of current partnerships by type	Complete
		x	Invite community groups to SDCCE events, and to use facilities to provide additional avenues to promote SDCCE programs; Examples: Resource Fair, Open house   Identify associated costs and appropriate budget	Ongoing
		x	Formalize current informal relationships with business and community groups	Ongoing
		x	Incorporate statement of the Mission and Vision during all community and advisory meetings	Complete
			Develop resource centers and collaborate with like community organizations	Complete
2.4			<b>Create a plan for program specific marketing and branding in coordination with the restructuring of the marketing committee to respond and support the creation of a SDCCE brand and marketing</b>	
			Initial plan for program specific marketing and branding in coordination with the restructuring of the marketing committee to respond and support the creation of a SDCCE brand and marketing	Complete
2.5	2.1	x	<b>Create an infrastructure and process for informing internal staff &amp; faculty of new programs and services including the utilization of the new ERP student Dashboard as a point of reference to provide information to students</b>	
		x	Develop a process, associated infrastructure, and implement	Complete

## Institutional Goal 3: Increase student success, academic achievement, life-long learning, and workforce development

SP#	AP#	In AP	Objectives and Action Steps	Progress
3.1			<b>OBJECTIVE: Increase students transitioning from SDCCE to the colleges by 5% annually</b>	
			Review current articulation agreements and processes	Ongoing
			Create new articulation agreements	Ongoing
			Advertise articulated courses (programs) through mixed modes	Ongoing
			Create and implement a tracking mechanism for articulation submissions	In Progress
			Identify Transition Option for all three pathways: CTE, ESL, HSD	Ongoing
			Create, post and distribute college pathway marketing materials	Ongoing
3.2	1.1	x	<b>OBJECTIVE: Identify and implement effective strategies, activities, and interventions using data (from new ERP system) and analysis to improve access and persistence (course and program completion) for all SDCCE diversity groups by 5% (overall) annually</b>	
		x	Hire additional Counselors	Complete
			Student Equity Plan Assessment and yearly development of SSSP	Complete
		x	Hire additional research staff to lead, manage, and develop institutional data and analysis planning and support	Complete

		x	Provide Professional Development activities to faculty, counselors, and staff to maximize student persistence	Ongoing
		x	Determine method, infrastructure and funding to provide parents with childcare issues	In progress
			Pursue additional grant funds to support improvement of student access and persistence	Ongoing
		x	Streamline application and enrollment processes for students [Added in 2020]	Ongoing
		x	Utilize student user data to update SDCCE webpages for students [Added in 2020]	In progress
		x	Provide access to accurate completion data to support student employment needs [Added in 2020]	Ongoing
		x	Host Faculty Institute 2022 (Year 2) [Added in 2020]	In progress
		x	Continue developing interventions and activities with targeted student populations to break down barriers to completion (learning communities) [Added in 2020]	Ongoing
		x	Support the use of enrollment data [Added in 2020]	Ongoing
3.3	1.5	x	<b>OBJECTIVE: Increase student support services and access to those services and resources by 5% within 5 years where needed (note: orientations based on face-to-face)</b>	
		x	Identify and plan for online student orientations	In progress
			Create Resource Centers (student equity)   Conduct approval of positions, begin hiring process, and select candidates   Place hires according to campuses/departments with greatest need based on data	Complete
		x	Increase career counseling and placement services available for CTE students	Ongoing
		x	Assess student access to core student services, and increase these services where needed; A student survey measuring access to core services will be administered to determine student need	Complete
			Create process to create online student support services as online programming expands   Determine baseline for data measurements	In progress
		x	Expand the use of online forms and processes to reach students virtually (Implement ConexED) [Added in 2020]	In progress
3.4	1.6	x	<b>OBJECTIVE: Increase workforce development resources and services by 10% over 5 years</b>	
		x	Determine workforce opportunities for priority populations as reflected in SEP	Ongoing
		x	Provide an analysis of student supports that may be needed, and not currently being provided, in order to infuse comprehensive workforce services into CE (i.e. work related experiences)	Ongoing
			Use Priority Sector/LMI data along with student population career interest data to determine areas to grow integrated education and training offerings	Ongoing
			Based on priority populations and key system partners, develop regional partnerships	Ongoing
		x	Develop a structure and model for employer services in order to provide an increase in the number of career related work experiences and work-based learning opportunities for students	Complete
			Develop more clearly defined career pathways that lead to intentional employment and/or apprenticeship placement of career technical certificate program graduates	Ongoing
			Increase workforce development resources and services by 10% over 5 years	In progress
3.5	1.7	x	<b>OBJECTIVE: Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process</b>	
		x	Upgrade all campus classrooms which are not currently "smart" enabled with an instructor district standard podium and associated equipment	Complete
		x	Identify utilization needs for student computer labs: Research options for establishing testing centers at each campus   Identify labs for online testing	In progress
3.6			<b>OBJECTIVE: Use the Faculty Priority Hiring Committee and the Classified Hiring Priority Committee, and associated processes and rubrics when replacing any vacating faculty and classified positions</b>	
			Create/modify and approve appropriate justification template and rubrics for each committee   Integrate program review/strategic planning into the justification process with templates being completed for any new hire/known replacements during the integrated planning process	Complete

### Institutional Goal 4: Provide SDCCE employees with resources and training to increase the quality of instruction and services

SP#	AP#	in AP	Objectives and Action Steps	Progress
4.1			<b>All new employees will be oriented to continuing education within their first term of hire beginning Fall 2016</b>	
			Evaluate summer 2016 summer student services onboarding process   Develop an Onboarding Process for faculty, staff and administrators by Fall 2017	Complete
4.2	3.1	x	<b>OBJECTIVE: Current employees will have the opportunity to participate in professional development activities annually to enhance their teaching, customer service, technology, and leadership skills in alignment with SDCCE's and SDCCD's strategic goals, and in support of student success - beginning in Spring 2017</b>	
		x	Provide faculty, staff and administrators professional development opportunities for implementation of best practices in teaching and learning, customer service and leadership	Ongoing
		x	Modify membership and mission of the Professional Development Committee to include representation from all SDCCE staff and review current technology training opportunities	Complete
		x	Determine how to collect evidence and measure professional development utilization in the classroom, and in the workplace, and apply to programming and curriculum development	In progress
		x	Evaluate increasing the number of flex days and staff participation in professional development (Baseline = 2016/17 data)	Complete
			Identify funding for Administration professional development activities	Complete
			Develop (as needed) and conduct a technology training needs survey (if not already done)	Complete
		x	Provide faculty professional development opportunities for implementation of best practices in outcomes assessment [Added in 2020/Split]	Ongoing
4.3	4.2	x	<b>OBJECTIVE: Create and maintain an annual technology plan as part of the resource allocation process</b>	
		x	Conduct an inventory of current administrative equipment   A technology plan will be created and updated yearly to develop a schedule and identify resources to keep employee and instructional technology upgraded and within warranty periods	Ongoing
4.4	4.3	x	<b>OBJECTIVE: Automate student assessment</b>	
		x	Implement electronic CASAS testing	Complete
4.5			<b>OBJECTIVE: Develop a sustainable and efficient process for the collection of instructor attendance paperwork prior to the implementation of PeopleSoft</b>	
			Conduct a business process review and determine possible changes	Complete
4.6	4.1	x	<b>OBJECTIVE: Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021 Expectation is to use the new ERP system</b>	
		x	Determine access to data for student programs completers/non-completers and workforce placement	In progress

### Institutional Goal 5: Strengthen institutional effectiveness through integrated planning and resource allocation

SP#	AP#	in AP	Objectives and Action Steps	Progress
5.1	5.1	x	<b>OBJECTIVE: Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years</b>	
		x	Create an Institutional Effectiveness Office with a minimum 4 person staffing and develop office's infrastructure	Complete
			Develop a five-year Strategic Plan	Complete
		x	Develop and implement a new comprehensive model for integrated planning that utilizes KPIs to assess all instructional, service, and administration areas and is aligned to SDCCE's budget planning cycles	Complete
		x	Revise Program Review Templates to include information and formatting aligned with resource allocation decisions and accreditation criteria	Complete
5.2			<b>OBJECTIVE: Systematically and annually assess the effectiveness of integrated planning and resource allocation beginning spring 2017</b>	
			Develop and annually conduct assessments of the planning and resource allocation processes	Complete

5.3	<b>OBJECTIVE: Assess institutional processes and procedures for efficiency and effectiveness within 3 years</b>		
	Conduct a Business Process Review, identify areas for improvement, and implement changes   Identify resource (and funding?) to conduct business process review		Ongoing
5.4	5.2	<b>OBJECTIVE: Increase the use of data in decision making through data access and the integrated planning processes beginning spring 2017, and with the 2018 ERP Implementation</b>	
	x	Create infrastructure and process to support access and use of information	Complete
	x	Data analysis of space utilization and identification of in demand and workforce demand programming to use as priority in classroom utilization	Deferred
	x	Determine data to utilize and create plan for both maintenance of institutional equipment and textbooks, including funding and replacement schedule	In progress
	x	Create seven-year planning cycle and annual planning calendar including the review of shared governance, SLO's, strategic plan, accreditation action plan, program review, and resource allocation	Complete
5.5	<b>OBJECTIVE: Create an integrated SDCCE brand and marketing campaign in support of the SDCCE institutional goals within three years</b>		
	Revise Marketing Committee membership to be more inclusive and robust		Complete
	Assess current state of brand; Create process for creating brand   Conduct community research; Benchmark best practices and effectiveness of other institutions		Complete