

**2017-2020 Strategic Plan Goals and Strategies with Proposed 2020-2023 Strategies**

| Goal                                  | 2017-2020 Strategy  | 2020-2023 Proposed Strategy  |
|---------------------------------------|---|--|
| Student Success                       | Fully implement Sail to Success Initiative. (i.e. Ensure that all students are prepared to enroll in transfer-level English and Math within one year) | Implement, evaluate, and refine AB 705 policies and procedures.  |
|                                       | Implement Integrated Equity, Student Success and Support Program (SSSP), and Basic Skills Initiative (BSI) Plan                                       | Implement, evaluate, and refine Student Equity and Achievement (SEA) Plan.   |
|                                       | Improve coordination and communication of academic support services.  | Improve coordination and communication of academic support services.   |
|                                       | Implement Guided Pathway Model  | Implement, evaluate, and refine Guided Pathway Model.  |
| Student Access                        | Improve college marketing   | Improve college marketing  |
|                                       | Improve outreach to local high schools  | Continue to provide outreach to local high schools.  |
|                                       | Expand offerings at the East Campus   | Continue to expand offerings at the East Campus.   |
|                                       | Expand noncredit course offerings   | Expand noncredit and community education.  |
|                                       | Expand online course offerings  | Continue to expand online course offerings.  |
|                                       | Expand access to workforce preparation programs   | Expand access to career education programs.  |
|                                       | Reduce financial barriers to student access   | Reduce financial barriers to student access.   |
|                                       | Develop and implement an enrollment management plan   | Implement and refine enrollment management plan.   |
| Partnerships and Community Engagement | Strengthen partnerships with local K-12 schools   | Strengthen partnerships with local K-12 schools  |
|                                       | Strengthen partnerships with 4-year universities  | Strengthen partnerships with 4-year universities   |
|                                       | Strengthen partnerships with regional employers and the local community.  | Strengthen partnerships with regional employers and the local community.   |
|                                       | Continue to offer and participate in artistic, athletic, civic, cultural, scientific, and social events in our community                              | Continue to offer and participate in artistic, athletic, civic, cultural, scientific, and social events in our community |
| Institutional Effectiveness           | Fully implement Beacons of Success Initiative   | Improve campus trust and transparency.   |
|                                       | Continue to improve campus communication  | Continue to improve campus communication   |
|                                       | Annually evaluate campus committees   | Annually evaluate campus committees  |
|                                       | Establish three-year comprehensive program review cycle   | Refine and improve three-year comprehensive program review cycle   |
|                                       | Review and refine SLO/SUO process   | Review and refine SLO/SUO process  |
|                                       | Continue to provide professional development events for faculty and staff   | Continue to provide professional development events for faculty and staff  |
| Manage campus resources               | Increase non-credit FTES funding  | [Delete]   |
|                                       | Coordinate with VC Foundation to strategically support key initiatives  | Coordinate with VC Foundation to strategically support key initiatives   |
|                                       | Review expenditures by functional area to optimize resource use.  | Review expenditures by functional area to optimize resource use.   |
|                                       | Develop and implement new Facilities Master Plan  | Develop and implement new Facilities Master Plan   |
|                                       | Develop and implement new Technology Master Plan  | Implement and refine new Technology Master Plan  |
|                                       | Ensure faculty, staff, and administrative hiring decisions reflect the needs and diversity of our student population                                  | Ensure faculty, staff, and administrative hiring decisions reflect the needs and diversity of our student population     |
|                                       |   | Expand resources offered at East Campus (i.e. student services, campus safety, etc.).                                    |
|                                       |   | Expand and improve campus safety.  |