

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	Measurable 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>	1) Increase percent of students completing their educational goal.	<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. 	VPSS, Director of Student Success	Initial completion Fall 2016; Ongoing progress with annual assessment. Hired Program Technician in Career Services
		<ul style="list-style-type: none"> Improve tools that assist students in educational planning. 	VPSS, counselors	Implementation of Hobson's/Starfish began Fall 2016; early alert completion Fall 2017, pilot of Degree Planner Fall 2017; connect Spring 2018. All counselors have been training and currently using degree planner
		<ul style="list-style-type: none"> Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative support programs. 	VPSS	Completed Fall 2016; ongoing as vacancies arise. Program Technician for Career Services has been hired; committees in progress for General Counselor and DSPS Coordinator/Counselor
		<ul style="list-style-type: none"> Conduct major program pathway review. Develop major advising guides. Develop META Majors. 	VPSS	Fall 2019. Faculty flex day activity included 2-year program planning
		<ul style="list-style-type: none"> Implement "Think 30" Campaign 	VPSS, Dean of Student Services	Fall 2019. Marketing materials currently being developed
	2) Increase percent of students completing SSSP core services.	<ul style="list-style-type: none"> Enhance and develop the Student Ambassador program, increasing services provided to students. 	Dean of Student Services and Director of Student Success	Initial completion Summer 2016; Ongoing program improvement with annual assessment
		<ul style="list-style-type: none"> Create research agenda that identifies indicators of success that can inform the enrollment management plan. 	Dean of Student Services and Research Analyst	Summer 2017; ongoing research briefs developed each semester. Research briefs continue and

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Goal 1 Continued				can be found on the Student Success and Equity website
	3) Increase percent of students progressing through basic skills courses.	<ul style="list-style-type: none"> • Create multiple measures for English placement; and review math common core to re-evaluate multiple measures. 	Dean of Student Services, Dir of Research, Research Analyst, English faculty, math faculty	Complete Fall 2017
		<ul style="list-style-type: none"> • Develop path to stats program. 	Dean of Student Services, Dean of A&S, math faculty	Completed Fall 2017
		<ul style="list-style-type: none"> • Research additional options for multiple measures placement for non-direct matriculates (pursuant to AB 705 guidelines). 	Dean of Student Services, Dean of A&S, Math and English Faculty	Spring 2019

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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	Measurable 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 Program Accreditation & Legal requirements. 	<p>1) Maintain existing indicators of instructional excellence.</p>	<ul style="list-style-type: none"> • Maintain high course success rates. <ul style="list-style-type: none"> ○ Fall 2017=75% success rate ○ Statewide Fall 2017 = 71% success rate 	<p>All – faculty, staff, and administrators</p> <p>Professional development overseen by IEC and Teaching, Learning, and Community Initiative</p>	<p>Ongoing</p> <p>TLC working to reinvigorate professional development, fall 2017 and ongoing.</p> <p>Extensive professional development through TLC and other initiatives, supported by Guided Pathways, Title III, Partnership Resource Team, and other funds.</p> <p>Recruiting new faculty for Fall 2018.</p>
		<ul style="list-style-type: none"> • Promote, support, and develop dynamic, engaging, and innovative classroom instruction. 		
		<ul style="list-style-type: none"> • Configure staff support to optimize student learning and effectiveness of instruction. 		
		<ul style="list-style-type: none"> • 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. 		
	<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). 	<p>Deans, VPI, Research Department</p>	<p>Fall 2016 – Annually review progress in early Fall.</p>
		<ul style="list-style-type: none"> • Develop local reports comparable to state rubrics but with shorter timelines to reflect the impact of recent project implementations. 		<p>Fall 2016 – delayed to Fall 2017 (in development spring 2018)</p>
		<ul style="list-style-type: none"> • Develop a multi-pronged plan to bring program completion rates up. 		<p>Fall 2016- Spring 2018 (integrated SSSP/SE/AEBG plans work)</p>

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Goal 2 Continued				toward this objective)
	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. 	Academic Senate	Fall 2017 – discussions begun
		<ul style="list-style-type: none"> Develop and Implement a process for reviewing awards (degrees and certificates). 	Curriculum Committee, VPI, Program Faculty	Spring 2016- Spring 2017 (Completed)
		<ul style="list-style-type: none"> Ongoing 5- year course reviews. 	Curriculum Committee, Division Deans and Program Faculty	Ongoing
		<ul style="list-style-type: none"> Utilize the results of SLO assessment as a component of review and improvement of courses, degrees, certificates, and services. 	SLO Committee, Deans, VPs, faculty, and staff	Ongoing New program review forms link SLO results to resource requests for improving programs
	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. 	ALO, VPI, Curriculum Chair and Program Faculty	Review and consider as each new AD-T is approved.
		<ul style="list-style-type: none"> Review all new AD-Ts for appropriateness to our college. 		New in fall 2018 catalog: Physics, Public Health Science. Still in development: Hospitality Mgmt, Social Work and Human Services
		<ul style="list-style-type: none"> Pursue adoption of appropriate new AD-Ts. 		
		<ul style="list-style-type: none"> Review and adopt CTE Model Curriculum posted on state TMC website. 		
		<ul style="list-style-type: none"> Audit degrees and programs for potential substantive change. 	Note: reduced need for sub change reports	
<ul style="list-style-type: none"> Review Distance Ed Addenda against program requirements to determine if programs can be completed online and thereby require substantive change proposals. 		Curriculum Specialist and VPI Note: reduced need for sub change reports	Annually in Spring (Sub change in flux at ACCJC. This may not be needed.)	
5) Design and publish two- and three- year curriculum maps (aka Model Student Schedules, Program	<ul style="list-style-type: none"> For each degree and certificate, design four-semester (FT) and six-semester (PT) curriculum maps from the student 	VPI, Curriculum Chair, and Program Faculty	Spring 2017- Fall 2017. Publication in	

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<p>Goal 2 Continued</p>	<p>Pathways) to better guide students to and through the most effective and efficient path to program completion.</p>	<p>perspective (e.g. a student in program X should take these classes in term 1, 2, 3 and 4).</p>		<p>2018-19 catalog.</p> <p>(Development continues in Fall 2017. Two- and three-year architecture reviewed on Flex day in Spring 2018. Will be further developed and published in 2019-20 catalog.)</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. 			
	<ul style="list-style-type: none"> • Develop interactive “program chooser” tool to enable students to explore options for their major and then view proposed schedules. 			
	<ul style="list-style-type: none"> • 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>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>DE offerings continue to rise at a reasonable rate (2017-18). Joining OEI in summer 2018. Incentive stipends for faculty to add DE and OEI offerings.</p>
	<p>7) Improve instructional design and pedagogy.</p>	<ul style="list-style-type: none"> • Provide faculty professional development activities focusing on instructional design and innovative pedagogy. 	<p>VPI</p>	<p>Spring 2017 and ongoing</p> <p>TLC sponsoring Teaching Test Kitchen Laboratories, POP seminars, and others</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

Goal Purposes	Measurable 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. 	Diana Sunday, Raelene Juarez, and Margo Guzman	Initial completion Fall 2016, now ongoing with eLumen support offered each term.
		<ul style="list-style-type: none"> 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). 	Brian Sanders and Diana Sunday	Initiated in Fall 2016, now ongoing with access to more tools and training.
		<ul style="list-style-type: none"> The college will provide access to tools (dashboards) which enable stakeholders to query and manipulate data related to enrollment, retention, success, etc. 	Diana Sunday, Kristin Rascon, and Brandon Price	Initial completion Fall 2017. Dashboards available on Sharepoint 365, include: enrollment, demand, success / grades, success / awards, academic programs, etc.)
		<ul style="list-style-type: none"> Internal stakeholders will be provided a portal to request data or analysis be conducted by the Office of Planning and Research. 	Diana Sunday and Kristin Rascon	Completed in Fall 2016, ongoing availability.
	<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. 	Diana Sunday, Kristin Rascon, and Brandon Price	Initiated in Spring 2017, now ongoing each term. Available on the integrated planning website.

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<p>Goal 3 Continued</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. 	<p>Diana Sunday, Kristin Rascon, and Brandon Price</p>	<p>Initial completion Spring 2017. Now ongoing and integrated into the Institutional Effectiveness and Student Success Councils. Information available on Student Success Council website.</p>
	<p>3) Engage in data driven decision making to improve programs and activities.</p>	<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. 	<p>Diana Sunday and Kristin Rascon</p>	<p>In process, progress will be evaluated based on examination of program reviews completed in spring 2018. Ongoing in spring thereafter. (Entire integrated planning process on the integrated planning website.) New program review system has been developed and is being implemented in for Spring 2018.</p>
		<ul style="list-style-type: none"> 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. 	<p>Diana Sunday and Kristin Rascon</p>	<p>Begin with examination of program reviews completed in spring 2018. Ongoing in spring thereafter.</p>

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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	Measurable 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. 	Director Development and CTE Dean	2016-2020
		<ul style="list-style-type: none"> • Connect with regional and major employers. 		
		<ul style="list-style-type: none"> • Plan implementation of funded initiatives. 		
		<ul style="list-style-type: none"> • Place student into workplace venues. 		
	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. • Advisory Board meetings • Summit (Health Care) 	CTE Dean Director of Research	Annually
	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 and implement (completed March 2017)
	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. • Occupational Olympics • Claim Jumper Day • High School Career Days 	CTE Dean Program Faculty	Annually

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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 Fairchild - President

Goal Purposes	Measurable 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>➤ Internal communication is designed to:</p> <ul style="list-style-type: none"> • Convey direction • Explain processes • Build understanding • Share outcomes of efforts • Provide accountability <p>➤ External communication is intended to:</p> <ul style="list-style-type: none"> • 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.</p>	<ul style="list-style-type: none"> • Develop communication protocols. <ul style="list-style-type: none"> ➤ regular campus updates from President, College & Admin Services, Instruction, and Student Services 	Admin Team	Implemented in the summer 2017 – continue monthly.		
		<ul style="list-style-type: none"> ➤ Emergency notification <ul style="list-style-type: none"> ○ implemented new CC Alert system ○ updated emergency communication plan ○ drafted written instructions ○ distribute to faculty, staff and students at Fall In-Service 2018 		Implemented - Fall 2018		
		<ul style="list-style-type: none"> • Create and disseminate an information source list to help constituents find information 		Fall 2018		
		<ul style="list-style-type: none"> • Implement a schedule for regular campus-wide communiques from each Administrative area (e.g. monthly electronic newsletters). 		Admin Team	Fall 2016 All areas implemented Fall 2017	
		<ul style="list-style-type: none"> • Enhance the use of social media. 		Marketing Process Specialist	Implemented Spring 2017 Ongoing	
		<ul style="list-style-type: none"> • Implement Media Preferences survey to students (Interact) and use results for communication planning. 		Researcher	Conducted Spring 2016	
		<ul style="list-style-type: none"> • Promote message of “shared responsibility” to inform and be informed. 		College Council	Implemented Fall 2016	
		<ul style="list-style-type: none"> • Develop College Committees Handbook. 		President’s Cabinet	Fall 2017 Completed	
		<p>2) Enhance current outreach efforts.</p>		<ul style="list-style-type: none"> • Develop a mobile “Student Work Showcase”. 	VPI/Deans SS Dean	Spring 2018 Deferred to 2019
				<ul style="list-style-type: none"> • Initiate direct contact with parents to share benefits of Dual Enrollment. 		Fall 2017
		<p>3) Increase outreach to underserved populations.</p>		<ul style="list-style-type: none"> • Connect with charter schools and Home School students. 	SS Dean VPI/Deans	Fall 2016/Spring 2017
				<ul style="list-style-type: none"> • Hold planning session with Workforce Investment Board to develop some common goals. 		Completed Spring /Summer 2017/18

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Goal 5 Continued				Ongoing Annually
	4) Establish an annual marketing plan.	<ul style="list-style-type: none"> Develop annual marketing priorities. Identify intended outcomes and assess twice per year. 	Admin Team	Develop each Summer; review December and June
		<ul style="list-style-type: none"> Look for billboard site in Sonora. 	Admin Team	Ongoing until located
		<ul style="list-style-type: none"> Develop a schedule for regular press contacts (releases, stories, op-eds, radio spots, etc.) to keep the college visible. 	President's Cabinet	
	5) Increase the visibility of the college throughout the service area.	<ul style="list-style-type: none"> Schedule college reps attendance at community events. 	President's Cabinet	Ongoing
		<ul style="list-style-type: none"> Regular staff presentations to community organizations. 		Schedule each Academic Year
		<ul style="list-style-type: none"> Look for billboard site. 		Completed Oakdale site 2017
<ul style="list-style-type: none"> Work with CalTrans on highway sign "Home of Columbia College" 		Spring 2018-In progress seeking Sonora area location for 2018		
	<ul style="list-style-type: none"> Digital ad on Union Democrat website 		July 2018 – June 2019	

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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	Measurable Objectives	Action Plan	Assigned To	Timeline	
<ul style="list-style-type: none"> ➤ To provide students a class schedule designed to facilitate clearly-defined pathways from application to graduation. ➤ To establish and ensure reliability of offerings. ➤ To balance variety and viability of offerings. ➤ To reduce the number of cancelled classes each term. ➤ To improve productivity overall 	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.	<ul style="list-style-type: none"> • Adopt scheduling software solution to build course offerings in support of students’ selected educational plans. 	Vice Presidents, Deans & Software Implementation Team	Fall 2016 groundwork, Spring 2017 implementation (Fall 2017 finalizing curriculum maps) Software on hold, Spring 2018: Flex day spent on integrated curriculum maps.	
		<ul style="list-style-type: none"> • Utilize curriculum maps to produce a two-year, rotating schedule designed to meet students’ program needs. 			
	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.	<ul style="list-style-type: none"> • Schedule CTE programs to provide common class block gaps, for use by students to meet GE requirements. 	Deans and VPI		Deans continue to refine schedule to promote student progression 2018-19. These specific objectives have not all been completely employed. But each term, the schedule attends to more of these principles.
		<ul style="list-style-type: none"> • Schedule a rotation of appropriate GE offerings in large lectures to meet CTE students’ needs. 	Dean of CTE & VPI		
<ul style="list-style-type: none"> • 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). 		Dean of Arts & Sciences & VPI			
<ul style="list-style-type: none"> • Schedule interwoven GE and majors coursework in non-STEM areas of the Arts & Sciences to provide sufficient and stable offerings, 	Dean of Arts & Sciences & VPI				

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Goal 6 Continued		enabling students to progress through their programs.		
		<ul style="list-style-type: none"> Build science and CTE lec/lab combos with stacked lectures whenever possible to maximize efficiency for students and improve the college's productivity (FTES/FTEF). 	Dean of Arts & Sciences & VPI	
	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. 	VPs	Enrollment Management Committee defined purpose of Vallecito and Oakdale in Fall 2017. IEC will consider other sites in 2017-18. <i>IEC has slipped on this item this year. We are experiencing growth in CCAP and SCC but not at Vallecito or Oakdale</i>
		<ul style="list-style-type: none"> 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.) 	Deans and VPs	Fall 2016 (Completed)
	<ul style="list-style-type: none"> Publish a two-year rotation of offerings for each location, aligned with the purpose and scope of the site. 	Deans and VPs	Spring 2017 – Fall 2017 (Still in development Spring 2018)	