STRATEGIC PLAN

COLUMBIA COLLEGE

2016-2021

Acknowledgements

Great appreciation to the College Council members, under whose guidance and engagement the Columbia College Strategic Plan came to fruition:

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Aiko Gonzalez	(Student; ASCC representative)
Luisa Adams	(CSEA representative)
Nancy Bull	(Classified Senate representative)
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Leslie Buckalew	(Executive Team representative)
Gary Whitfield	(Executive Team representative)
Cari Craven	(Confidential staff)
Angela Fairchilds	(College President)

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Also, we proudly recognize with much appreciation all of the students, staff, faculty, administrators, YCCD Trustees and Columbia College Foundation members who provided invaluable input at the college-wide planning session during In-Service Day on August 21, 2014.

Introduction

We are pleased to share the Columbia College Strategic Plan for 2016-2021. This document is the culmination of a two-year planning process and now serves to guide our planning and decision-making for day-to-day operations, resource allocations, and strategic directions. The plan is intentionally brief to promote clarity and keep our college focused on its goals, objectives and priorities.

The Process

The planning process was comprehensive, collaborative, informed by all constituencies of the College, and designed to support the effective advancement of our strategic priorities and fulfillment of the Columbia College mission.

The development of the *2016-2021 Strategic Plan* began in summer 2014, under the guidance of the College Council. Through two facilitated planning retreats, in June and November 2014, the College Council created the planning framework, synthesized stakeholder input, and identified key themes for both incremental and transformative initiatives.

In fall of 2014, to build on the work accomplished by the College Council, the whole college convened for an interactive planning session. Participants from all constituency groups engaged in collegial conversations to define priority needs and directions. Drawing on this work, six strategic goals were drafted, refined, and ultimately finalized through review by the College Council.

In fall of 2015, each goal was assigned to an accountable manager tasked with convening a work group to determine objectives, activities, and timelines to implement the plan. Collegial conversations on these tasks took place throughout early spring 2016. The process also included a review and revision of the college's mission statement and the articulation of its core values.

Implementation

The completed Strategic Plan, including the goals, objectives, activities, and timelines you see on the following pages, was reviewed and approved by the College Council on April 22, 2016. Work to achieve the six strategic goals is well underway and periodic progress reports are provided to the College Council and communicated to the campus. The Strategic Plan was presented and approved by the Board of Trustees on February 8, 2017.

Cyclical Review

In addition, the college determined through participatory governance a five-year cycle for reviewing this plan, refining it as needed, and developing the next iteration to take effect in fall 2021. You will find this cycle displayed graphically on the final page of this document.

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
➢ To ensure student success through: 1. Strategic educational planning that informs course scheduling and that meets the needs of students. 2. Providing support services so that every student has a clear pathway and the means to reach his or her educational goal. 3. Maintain and build upon existing high quality support programs through strategic hiring and professional development.	1) Increase percent of students completing their educational goal.	• 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
		• 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
		• Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative support programs.		Completed
	2) Increase percent of students completing SSSP core services.	• Enhance and develop the Student Ambassador program, increasing services provided to students.	Associate Dean of Student Equity and Director of Student Success	Initial completion Summer 2016; Ongoing program improvement with annual assessment
		• Create research agenda that identifies indicators of success that can inform the enrollment management plan.	Dir of Research and Research Analyst	Summer 2017
	3) Increase percent of students progressing through basic skills courses.	• 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.	Associate Dean of Student Equity, Dir of Research, Research Analyst, English faculty, math faculty	Fall 2017
		• Develop path to stats program.	Associate Dean of Student Equity, Dean of A&S, math faculty	Completed

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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
➢ Maintain and build upon existing high quality in instruction and student success through strategic hiring and professional development. ➢ Create, review and revise curriculum to best serve our students: • Timely • Relevant • Transferrable (A& S) • Workforce Prep (CTE) ➢ Taking into consideration: 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.	1) Maintain existing indicators of instructional excellence.	• Maintain high course success rates.	All – faculty, staff, and administrators	Assessed after each semester
		• Promote, support, and develop dynamic, engaging, and innovative classroom instruction.		IEC will lead effort in 2017-18
		• Configure staff support to optimize student learning and effectiveness of instruction.		Annual program review, reorganizations, and with each replacement opportunity
		• 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.		Annual Faculty Hiring Prioritization process in fall, recruitment in spring
		• Recruit and hire innovative and adaptable staff members to serve as effective team players in promoting dynamic, engaging, and innovative classroom instruction.		Annual staff prioritization discussion by Classified Senate. Recruitment and selection as opportunity arises.
	2) Improve other indicators of effectiveness, particularly program completion rates.	• Analyze program completion metrics on state rubrics (e.g. Scorecard).	Deans, VPI, Research Department	Fall 2016 – Annually review progress in early Fall.
		• Develop local reports comparable to state rubrics but with shorter timelines to reflect the impact of recent project implementations.		Fall 2016 – delayed to Fall 2017
		• Develop a multi-pronged plan to bring program completion rates up.		Fall 2016-Spring 2018

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Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline
Goal 2 Continued	3) Meet accreditation, compliance, and other regulatory regulations, i.e. Education Code, Title 5.	• Review Program Services and Reduction Process.	Academic Senate	Fall 2017
		• Develop and Implement a process for reviewing awards (degrees and certificates).	Curriculum Committee, VPI, Program Faculty	Spring 2016-Spring 2017 (Completed)
		• Ongoing 5- year course reviews.	Curriculum Committee, Division Deans and Program Faculty	Cyclical
		• 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	Cyclical. PSLOs and ISLOs to begin assessment Fall 2018
	4) Embrace, obtain, and promote Associate Degrees for Transfer (AB 1440 and SB 440).	• 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.
		• 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.	Curriculum Specialist and VPI	Annually in Spring (Less prevalent with recent changes implemented by ACCJC)
		• Review Distance Ed Addenda against program requirements to determine if programs can be completed online and thereby require substantive change proposals.		
	5) Design and publish two- and three- year curriculum maps (aka Model Student Schedules, Program Pathways) to better guide students to and through the most effective and efficient path to program completion.	• For each degree and certificate, design four-semester (FT) and six-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).	VPI, Curriculum Chair, and Program Faculty	Spring 2017-Fall 2017. Publication in 2018-19 catalog.
		• Publish these maps in the college catalog, on the website, on program fliers, and in other student recruitment materials.		Spring 2018

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Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline
Goal 2 Continued		• Develop interactive "program chooser" tool to enable students to explore options for their major and then view proposed schedules.		Summer 2018
		• 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.		2017-18 Academic Year
	6) Provide a balanced mix of face to face, hybrid and fully online course options for students.	• Review current percentage of face-to-face, hybrid and online offerings for student success.	VPI, DE Coordinator	Each semester.
		• Develop target percentage of online and hybrid offerings.		Fall 2017
		• 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).		Each semester with incremental advancement evidence over time
	7) Improve instructional design and pedagogy.	• Provide faculty professional development activities focusing on instructional design and innovative pedagogy.	VPI	Spring 2017 and ongoing

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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
➢ Support continuous improvement through the use of evidence/data supported by robust tools, technology, support and services. ➢ 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.	1) Promote the use of data driven decision making by providing stakeholders access to information needed to develop, assess, and improve programs and activities.	• The college will provide an effective platform (elumen) to support assessment of student learning.	Diana Sunday, Raelene Juarez, and Margo Guzman	Initiated in Fall 2016, now ongoing with eLumen support offered each term.
		• 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 tools and training each term.
		• 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	Fall 2017, then ongoing with access to dashboards each term.
		• 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.
	2) Provide stakeholders access to data needed to examine institutional effectiveness and engage in effective integrated planning.	• 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.
		• 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.	Diana Sunday, Kristin Rascon, and Brandon Price	Initiated in Spring 2017. Now ongoing and integrated into the Institutional Effectiveness and Student Success councils.

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Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline
Goal 3 Continued	3) Engage in data driven decision making to improve programs and activities.	• 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.	Diana Sunday and Kristin Rascon	Begin with examination of program reviews completed in spring 2018. Ongoing in spring thereafter.
		• 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 and Kristin Rascon	Begin with examination of program reviews completed in spring 2018. Ongoing in spring thereafter.

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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.	• 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.	• Continue annual employer survey of employment/employee needs.	CTE Dean Director of Research	Annually each fall
	3) Increase Workforce learning.	• 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 annually thereafter
	4) Provide opportunities for student/employer connections.	• 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 Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline
➢ 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. ➢ Internal communication is designed to: • Convey direction • Explain processes • Build understanding • Share outcomes of efforts • Provide accountability ➢ External communication is intended to: • Share information • Promote the college • Publicize campus events • Market programs & services • Recruit and retain students • Provide accountability	1) Increase communication by mode and target audiences.	• Develop communication protocols.	Admin Team	Summer 2017
		• Implement a schedule for regular campus-wide communiques from each Administrative area (e.g. monthly electronic newsletters).	Admin Team	Fall 2016
		• Enhance the use of social media.		Ongoing
		• Implement Media Preferences survey to students (Interact) and use results for communication planning.	Researcher	Spring 2016
		• Promote message of "shared responsibility" to inform and be informed.	College Council	Fall 2016 Annual Updates
		• Develop College Committees Handbook.	President's Cabinet	Fall 2017
	2) Enhance current outreach efforts.	• Develop a mobile "Student Work Showcase".	VPI/Deans Assistant Dean	Spring 2018
		• Initiate direct contact with parents to share benefits of Dual Enrollment.		Fall 2017
	3) Increase outreach to underserved populations.	• Connect with charter schools and Home School students.	Assistant Dean VPI/Deans	Fall 2016/Spring 2017
		• Hold planning session with Workforce Investment Board to develop some common goals.		Spring /Summer 2017
	4) Establish an annual marketing plan.	• Develop annual marketing priorities. Identify intended outcomes and assess twice per year.	Admin Team	
		• Look for billboard site.	Admin Team	
		• 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.	• Schedule college reps attendance at community events.	President's Cabinet	Ongoing
		• Regular staff presentations to community organizations.		Schedule each Academic Year
		• Look for billboard site.		Until located

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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.
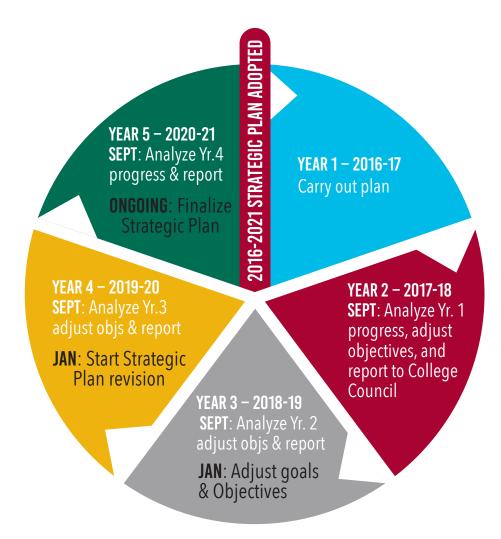**Accountable Manager: Brian Sanders – Vice President of Instruction**

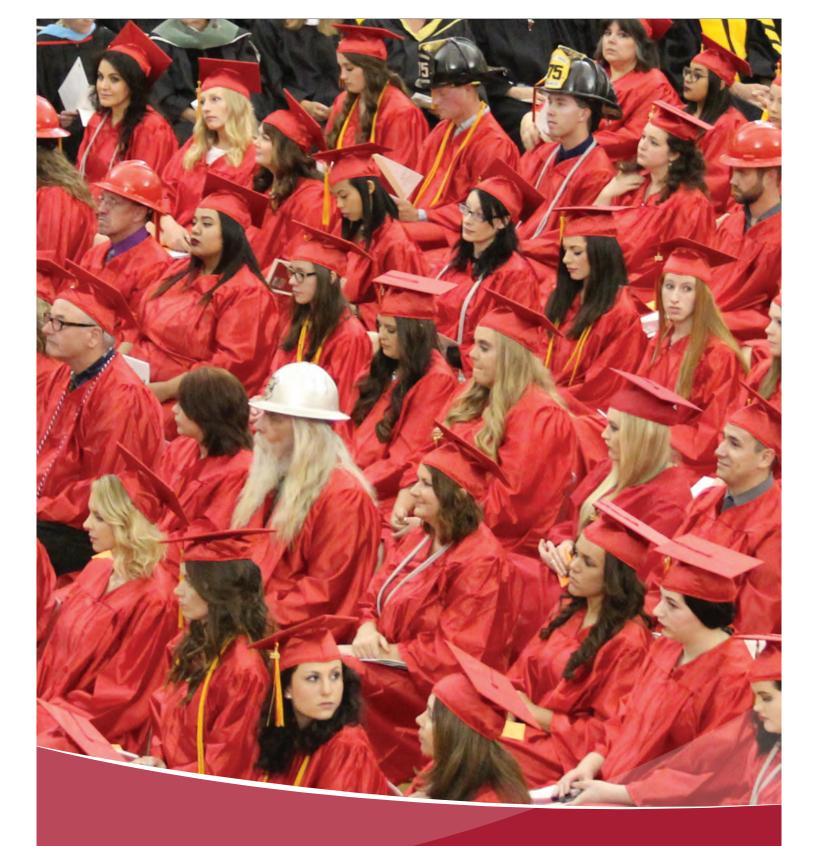| Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline
➤ To provide students a class schedule designed to facilitate clearly-defined pathways from application to graduation. ➤ To establish and ensure reliability of offerings. ➤ To balance variety and viability of offerings. ➤ To reduce 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.	• Adopt scheduling software solution to build course offerings in support of students' selected educational plans.	Vice Presidents, Deans & Software Implementation Team	Fall 2017
		• Utilize curriculum maps to produce a two-year, rotating schedule designed to meet students' program needs.		Finalize curriculum maps Fall 2017. Two-year plan in 2018-19 catalog.
	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.	• Schedule CTE programs to provide common class block gaps, for use by students to meet GE requirements.	Deans and VPI	Adjust during schedule development for each term. Incremental improvement expected to yield improved fill rates, stability of offerings, and college productivity.
		• 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 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.	• Define the purpose and scope of each off-campus class location, including Vallecito, Sierra Conservation Center, Oakdale, Jamestown, and Sonora.	VPs	Fall 2016 (Work continues in Fall 2017)
		• Specify the limits on offerings by location. (e.g. The college will offer	Deans and VPs	Fall 2016 (Completed)

Goal Purposes	Measurable Objectives	Action Plan	Assigned To	Timeline
Goal 6 Continued		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.	Deans and VPs	Spring 2017 – Fall 2017

Strategic Planning Cycle

Elements of planning
- Measure progress against objectives in pursuit of goals
- Adjust objectives as they are acomplished
- Mid-cycle – Adjust goals if needed
- Begin new plan partway through year 4 with broad input
- Finalize in year 5 and implement – then restart cycle

2016-2021 STRATEGIC PLAN ADOPTED

YEAR 1 – 2016-17
Carry out plan

YEAR 2 – 2017-18
SEPT: Analyze Yr. 1 progress, adjust objectives, and report to College Council

YEAR 3 – 2018-19
SEPT: Analyze Yr. 2 adjust objs & report

JAN: Adjust goals & Objectives

YEAR 4 – 2019-20
SEPT: Analyze Yr.3 adjust objs & report

JAN: Start Strategic Plan revision

YEAR 5 – 2020-21
SEPT: Analyze Yr.4 progress & report

ONGOING: Finalize Strategic Plan

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