Growth Area 1: Growth in Enrollment and Student Success

AP#	SP#	Objectives and Action Steps	Progress
1.1	3.2	**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 SDCE diversity groups by 5% (overall) annually**	
		Hire additional Counselors	Complete
		Hire additional research staff to lead, manage, and develop institutional data and analysis planning and support	In progress
		Provide Professional Development activities to faculty, counselors, and staff to maximize student persistence	Ongoing
		Determine method, infrastructure and funding to provide parents with childcare issues	In progress
1.2	1.1	**OBJECTIVE: Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually**	
		Provide professional development opportunities for instructors to Increase knowledge and skills in developing online course materials, synchronous instruction, and assess outcomes	Ongoing
1.3	1.2	**OBJECTIVE: Increase the number of offsite facilities to compensate for current lack of classroom space on SDCE campuses locations by 5% in 5 years and maximize the use of campus space**	
		Identify programs that can be taught offsite and increase offsite locations | Conduct discussions with site personnel about SDCE, courses offered, communities served, and partnership expectations	Ongoing
		Conduct an analysis of classroom space (facility utilization)	Deferred
1.4	1.4	**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%)**	
		Hire additional curriculum support - i.e. Curriculum Analyst and identify funding	Complete
		Review syllabi and SLO's for courses offered by multiple instructors and across multiple sites for consistency/standardization	Ongoing
1.5	3.3	**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)**	
		Identify and plan for online student orientations	In progress
		Increase career counseling and placement services available for CTE students	Ongoing
		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
1.6	3.4	**OBJECTIVE: Increase workforce development resources and services by 10% over 5 years**	
		Determine workforce opportunities for priority populations as reflected in SEP	Ongoing
		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
		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
1.7	3.5	**OBJECTIVE: Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process**	
		Upgrade all campus classrooms which are not currently "smart" enabled with an instructor district standard podium and associated equipment	Complete
		Identify utilization needs for student computer labs: Research options for establishing testing centers at each campus | Identify labs for online testing	In progress
1.8	1.7	**OBJECTIVE: Increase number of courses implementing open education resource (OER) materials**	
		Identify courses and programs currently using OER materials | Provide professional development for faculty interested in implementing OER in their courses	Ongoing

Growth Area 2: Increased Communication and Community Collaboration to Support Student Success

AP#	SP#	Objectives and Action Steps	Progress
2.1	2.5	**Create an infrastructure and process for informing internal staff & 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**	
		Develop a process, associated infrastructure, and implement	Ongoing
2.2	2.2	**OBJECTIVE: Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years**	
		Develop interdisciplinary integration plan that Identifies programs to explore interdisciplinary collaboration and promote programs from one discipline in the classes of other disciplines	In progress
		Develop integration plan that identifies programs to explore CTE and Contract Ed/ Community Ed collaborations	Ongoing
2.3	2.3	**Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate**	
		Invite community groups to SDCE events, and to use facilities to provide additional avenues to promote SDCE programs; Examples: Resource Fair, Open house | Identify associated costs and appropriate budget	Ongoing
		Formalize current informal relationships with business and community groups	Ongoing
		Incorporate statement of the Mission and Vision during all community and advisory meetings	Complete

Growth Area 3: Professional Development to Support Student Success

AP#	SP#	Objectives and Action Steps	Progress
3.1	4.2	**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 SDCE's and SDCCD's strategic goals, and in support of student success - beginning in Spring 2017**	
		Provide faculty, staff and administrators professional development opportunities for implementation of best practices in teaching and learning, assessment, customer service and leadership	Ongoing
		Modify membership and mission of the Professional Development Committee to include representation from all SDCE staff and review current technology training opportunities	In progress
		Determine how to collect evidence and measure professional development utilization in the classroom, and in the workplace, and apply to programming and curriculum development	Complete
		Evaluate increasing the number of flex days and staff participation in professional development (Baseline = 2016/17 data)	Complete

Growth Area 4: Maintaining and Securing Technology In Support of Instruction and Student Services to Support Student Success

AP#	SP#	Objectives and Action Steps	Progress
4.1	4.6	**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**	
		Determine access to data for student programs completers/non-completers and workforce placement	Deferred
4.2	4.3	**OBJECTIVE: Create and maintain an annual technology plan as part of the resource allocation process**	
		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
4.3	4.4	**OBJECTIVE: Automate student assessment**	
		Implement electronic CASAS testing	Complete

SDCE Office of Planning, Research, and Institutional Effectiveness

Growth Area 5: Integrated Planning to Support Student Success

AP#	SP#	Objectives and Action Steps	Progress
5.1	**5.1**	**OBJECTIVE: Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years**	
		Create an Institutional Effectiveness Office with a minimum 4 person staffing and develop office's infrastructure	Complete
		Develop and implement a new comprehensive model for ~~program review~~ integrated planning that utilizes KPIs to assess all instructional, service, and administration areas and is aligned to SDCE's budget planning cycles	Complete
		Revise Program Review Templates to include information and formatting aligned with resource allocation decisions and accreditation criteria	Complete
5.2	**5.4**	**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**	
		Create infrastructure and process to support access and use of information	In progress
		Data analysis of space utilization and identification of in demand and workforce demand programming to use as priority in classroom utilization	Deferred
		Determine data to utilize and create plan for both maintenance of institutional equipment and textbooks, including funding and replacement schedule	In progress
		Create ~~Six~~ 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	In progress

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