

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

SP#	AP#	In AP	Objectives and Action Steps	Progress
1.1	1.2	x	OBJECTIVE: Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually	
		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
			Hire or engage Instructional Designer or Developing hybrid/online courses	Ongoing
			Revise course outlines and engage approval process	Complete
			Evaluation of the current online courses	In progress
			Implement instructor on-boarding	Complete
1.2	1.3	x	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	
		x	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 Complete paperwork to engage new site: The fee based sites also require the drafting of a formal MOU which requires Board approval. Conduct formal site visit and complete district required checklist Facilitate meeting with instructor and site personnel [Updated in AP]	Ongoing
		x	Conduct an analysis of classroom space (facility utilization)	Deferred
1.3			OBJECTIVE: Recruit to increase the faculty pool of adjunct substitutes (and immediate hires) in each program by 25% in five years	
			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	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%)	
			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 (verbally in classroom and in orientation), 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 [Added in AP]	Ongoing
1.5			OBJECTIVE: Develop systematized and standardized student recruitment and orientation processes with online marketing and informational materials for all certificate programs within 5 years	
			Develop a student recruitment and outreach plan with branding and marketing Develop an online marketing strategy including social media	Ongoing
1.6			OBJECTIVE: Increase attendance and completion rates in targeted Career Development and College Preparation (CDCP) programs by 2% annually	
			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	OBJECTIVE: Increase number of courses implementing open education resource (OER) materials [Added in AP]	
		x	Identify courses and programs currently using OER materials Provide professional development for faculty interested in implementing OER in their courses [Added in AP]	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			OBJECTIVE: Increase professional development activities that seek to enhance employees talents and interests, and increase collaboration and effective communication	
			Schedule civility training for employees	Ongoing
			Support innovative ideas that improve efficiency, student success and improve collaboration Develop Innovation Grants	Complete
2.2	2.2	x	OBJECTIVE: Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years	
		x	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
		x	Develop integration plan that identifies programs to explore CTE and Contract Ed/ Community Ed collaborations	Ongoing
2.3	2.3	x	Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate	
			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 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 [Updated in AP]	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			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 SDCE brand and marketing	
			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 SDCE brand and marketing	Complete
2.5	2.1	x	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 [Updated in AP]	
		x	Develop a process, associated infrastructure, and implement [New in AP]	Ongoing

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			OBJECTIVE: Increase students transitioning from SDCE to the colleges by 5% annually	
			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	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 [Updated in AP]	
		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 [Added in AP]	In progress
		x	Provide Professional Development activities to faculty, counselors, and staff to maximize student persistence [Added in AP]	Ongoing
		x	Identify untapped population of potential students and Determine method, infrastructure and funding to provide parents with childcare issues [Updated in AP]	In progress
3.3	1.5	x	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) [Updated in AP]	
		x	Identify and plan for online student services (i.e. counseling) 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	Double the number of hours Career Counseling is available for CTE students and add placement services Increase career counseling and placement services available for CTE students [Updated in AP]	Ongoing
		x	Evaluate current availability of assessment, orientation, follow-up and DSPS services and determine if additional sessions are required to meet demand or scheduling changes need to occur. 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 [Updated in AP]	Complete
			Create process to create online student support services as online programming expands Determine baseline for data measurements	In progress
3.4	1.6	x	OBJECTIVE: Increase workforce development resources and services by 10% over 5 years	
		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	OBJECTIVE: Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process	
		x	Upgrade all campus classrooms which are not currently "smart" enabled with an instructor district standard podium and associated equipment Identify number of classrooms as baseline to determine fulfillment of "all" campus-based classrooms [Updated in AP]	Complete
		x	Identify utilization needs for student computer labs: Research options for establishing testing centers at each campus Identify labs for online testing [Updated in AP]	In progress

3.6	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		
	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 program review integrated planning process		Complete

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

SP#	AP#	in AP	Objectives and Action Steps	Progress
4.1			All new employees will be oriented to continuing education within their first term of hire beginning Fall 2016	
			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	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	
		x	Provide faculty, staff and administrators professional development opportunities for implementation of best practices in teaching and learning, assessment, customer service and leadership	Ongoing
		x	Modify membership and mission of the Professional Development Committee to include representation from all SDCE staff and review current technology training opportunities	In progress
		x	Determine measurement and collection mechanism for the collection of evidence of PD-utilization in the classroom and applied to programming and curriculum development – Determine how to collect evidence and measure professional development utilization in the classroom, and in the workplace, and apply to programming and curriculum development [Updated in AP]	Complete
		x	Evaluate an increase in the number of flex days Evaluate increasing the number of flex days and staff participation in professional development (Baseline = 2016/17 data) [Updated in AP]	Complete
			Identify funding for Administration professional development activities	Complete
			Develop (as needed) and conduct a technology training needs survey (if not already done)	Complete
4.3	4.2	x	OBJECTIVE: Create and maintain an annual technology plan as part of the resource allocation process	
		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	OBJECTIVE: Automate student assessment Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021 [Updated in AP]	
		x	Obtain student tracking and Assessment technology Implement electronic CASAS testing [Updated in AP]	Complete
4.5			OBJECTIVE: Develop a sustainable and efficient process for the collection of instructor attendance paperwork prior to the implementation of PeopleSoft	
			Conduct a business process review and determine possible changes	Complete
4.6	4.1	x	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 [Updated in AP - split from SP4.4]	
		x	Determine schedule of pilot programs Determine needs and analyze software available Determine Budget Source Contract staff to build access database or improve upon current Office Skills db. Determine access to data for student programs completers/non-completers and workforce placement [Updated in AP]	Deferred

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	OBJECTIVE: Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years [Updated in AP]	
		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 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
		x	Revise Program Review Templates to include information and formatting aligned with resource allocation decisions and accreditation criteria	Complete
5.2			OBJECTIVE: Systematically and annually assess the effectiveness of integrated planning and resource allocation beginning spring 2017	
			Develop and annually conduct assessments of the planning and resource allocation processes	Ongoing
5.3			OBJECTIVE: Assess institutional processes and procedures for efficiency and effectiveness within 3 years	
			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	x	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	
		x	Create infrastructure and process to support access and use of information	In progress
		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 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
5.5			OBJECTIVE: Create an integrated SDCE brand and marketing campaign in support of the SDCE institutional goals within three years	
			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 +Create a branding manual including standard language to submit with grants; Implement branding strategy	Complete