COLLEGE OF THE REDWOODS

Theme: Increasing Persistence		
Employing strategies to keep students continually enrolled from one semester to the next.		

Strategic Plan (SP)	**Goal 1: Student Success**	Education Master Plan (EP)
SP.1. Focus on Learners: Developmental, Career Technical, and Transfer Education	EP.1 Ensure Student Success	

Objectives	
1. Match student readiness with educational pathways.	**1. Provide structured academic pathways**
2. Continuously assess and evaluate programs to provide effective educational programs and services for all learners.	**2. Improve support for students.**
3. Students will be able to complete their desired educational goals.	3. Improve effectiveness of basic skills education.
4. Enhance student support and student engagement.	**4. Increase transfers and degree and certificate completions.**
5. Improve basic skills success.	**5. Professional development programs will improve educational effectiveness.**
6. Support staff and faculty development and instructional innovation.	**6. Improve success among underrepresented populations.**

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan
SP.1.6.1 EP.1.2.1 EP.1.5.1	Strengthen partnership between student development and instruction to increase completions	VPISD	Fall 2015	Do faculty and counselors perceive more interaction?
SP.1.4.1 EP.1.2.2 SP.1.6.2	Enhance professional development to support student success and retention of all student groups.	Director of Human Resources	Spring 2016	How do faculty and staff rate the program now vs. after enhancement?
SP.1.4.2 EP.1.1.1 EP.1.2.3	Provide counselor-led assistance to students to develop SEPs using the new student planning module	Director of Counseling & Student Development	Fall 2015	How many students have SEPs in the online tool?
SP.1.4.3 EP.1.2.4	Provide an online orientation option for all students	VPSID	Fall 2015	What percentage of questions are correctly answered in online orientation?
SP.1.4.4 EP.1.2.5 EP.1.6.1	Pilot Ellucian's Retention Alert and new process to reach at risk students	Director of Institutional Effectiveness	Spring 2016	Are faculty referring students?
SP.1.2.1 SP.1.4.5 SP.1.5.1 EP.1.2.6 EP.1.4.1 EP.1.6.2	Sustain and grow programs that improve the success of student athletes.	Director of Business & Training Center, Director of Counseling & Student Development	Fall 2015	Are success rates of athletes trending upward?

SP.1.6.3 EP.1.6.3	Offer trainings that support access for underrepresented students. (From the Student Equity Plan)	Director of Human Resource, Chair of the Student Equity Plan	Spring 2016	How many faculty and staff participated in training?

Strategic Plan (SP)	**Goal 2: Community Education**	Education Master Plan (EP)
SP.2 Focus on Learners: Community Partnership	EP.2 Develop Programs and Services to Meet Community Needs	

Objectives	
1. Provide workforce development training. **2. Respond to business and industry short-term training needs.** **3. Develop non-credit programs.**	**1. Enhance community education program.** **2. Enhance incumbent worker and contract training.** 3. Develop not-for-credit programs. **4. CTE Programs respond to community training needs.** **5. Develop non-credit programs.**

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan
SP.2.1.1 SP.2.2.1 EP.2.2.1 EP.2.4.1	Continue to respond to community training needs identified through business industry research.	Dean of CTE	Fall 2015	What action plans are indicated by research?
SP.2.3.1 EP.2.4.2 EP.2.5.1	Grow the adult education program (ESL, inmates, high school equivalency, short-term CTE, people with disabilities)	Director of Business & Training Center	Spring 2016	How many students are enrolled in adult education program?
SP.2.3.2 EP.2.5.2	Expand stackable non-credit certificates outside of the adult education program	Director of Business & Training Center	Fall 2015	How many students have received stackable certificates?

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Strategic Plan (SP)	**Goal 3**	Education Master Plan (EP)
SP.3 **Fiscal & Operational Sustainability**		

Objectives
1. Reduce reliance on apportionment-based funding. **2. Improve college operational efficiencies.** **3. Increase funding available for strategic initiatives** 4. Increase community support for the college. 5. Practice continuous quality improvement. **6. Practice continuous adherence to accreditation standards.**

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan
SP.3.1.1 SP.3.3.1	Pursue grants that help address initiatives related to student success and completion.	VPISD, Grants Manager	Spring 2016	How many grant applications have been submitted?
SP.3.2.1	Develop budget cycle for equipment replacement.	VPAS in collaboration with Budget Planning Committee (BPC)	Fall 2014	Do equipment repairs adhere to a budget cycle?
SP.3.2.2	Develop budget cycle for capital repairs and maintenance.	VPAS in collaboration with the BPC	Fall 2014	Do we have a plan?

Strategic Plan (SP)	**Goal 3**	Education Master Plan (EP)
		EP.3 **Practice Continuous Quality Improvement**

Objectives
1. Improve tools for assessment reporting. **2. Student learning will be a visible priority in all practices and structures.** **3. Student learning outcomes and assessment are ongoing, systematic, and used for continuous quality improvement** **4. Systematically use data to inform decision making.** 5. Provide continual and inclusive training opportunities regarding assessment. 6. Increase number of institutional employees who have accreditation experience.

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan
SP.3.5.1 EP.3.4.1	Complete a draft of the Education Master Plan	Director of Institutional Effectiveness	Spring 2016	What constituency dialogue sessions to place?
EP.3.2.1 EP.3.3.1 EP.3.4.2	Improve the usefulness of SLO/PLO assessments.	VPISD, Assessment Co-Chairs	Spring 2016	How many program reviews directly tie to assessment results?

SP.3.5.2 SP.3.6.1	Gather evidence from the ACCJC matrix of responsibilities for the standards	Accreditation Liaison Officer (ALO)	Fall 2015	Is evidence available for each standard?
EP.3.3.3 EP.3.4.2	Disaggregate SLO data by student group	Director of Institutional Effectiveness	Fall 2015	Are there gaps across student groups?
EP.3.1.1 SP.3.6.2	Develop resource tool for posting evidence for each standard	ALO	Fall 2015	Is evidence being posted online?
SP.3.6.3	Form structure for the next ACCJC self-evaluation (teams, writers, trainings, etc.)	ALO	Fall 2015	Have responsible parties been appointed?

Strategic Plan (SP)	Goal 4: Technology	Education Master Plan (EP)
SP.4 Technological Relevance		EP.4 Maintain Technological Relevance

Objectives	
1. Improve technology infrastructure to support all college operations. 2. Improve instructional labs to support effective teaching and learning. 3. CTE programs will have technology relevant to their disciplines **4. Improve efficiency through technology.** 5. Improve data gathering and utilization to support instructional, student service, & administrative decision making.	1. Lab equipment and technology effectively supports instructional needs. **2. Update the comprehensive technology replacement plan.** **3. Enhance distance education or eLearning.** **4. Effectively utilize technology in teaching.**

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan
SP.4.1.1 EP.4.2.1	Develop a technology replacement plan	Director of IT and Facilities Planning	Fall 2015	Has the plan been published?
EP.4.3.1 EP.4.4.1	Expand the use of telepresence	VPISD	Spring 2016	How many classes are taught via telepresence?
SP.4.1.2 SP.4.4.1	Train employees to use Evoq (new content management system) to keep web content up-to-date	Director of Institutional Effectiveness	Fall 2015	Have trainings taken place?
SP.4.1.3 SP.4.4.2	Migrate to an up-to-date email server	Director of IT and Facilities Planning	Fall 2015	Is the new server being used?
SP.4.1.4	Deploy the Storage Area Network (SAN) within and outside of the District	Director of IT and Facilities Planning	Fall 2015	Is the SAN being used by the District?
SP.4.1.5 SP.4.4.3	Provide ubiquitous wireless network access for the District	Director of IT and Facilities Planning	Fall 2015	Are there locations without wireless?
SP.4.1.6	Implement a redundant Cenic circuit to avoid internet outages.	Director of IT and Facilities Planning	Spring 2016	Has the circuit been implemented?

Annual Plan 2015-2016

Strategic Plan (SP)		Goal 5	Education Master Plan (EP)		
SP.5 **Enhance Institutional Profile**					

Objectives					
1. Enhance support for the college community. 2. Support/increase cultural activities at the college. 3. Develop partnerships for utilization of the available buildings. 4. Reactivate the alumni association. **5. Increase communications and outreach to the community.** 6. Develop a governmental relations function. **7. Increase public support for the college**					

Annual Planning Actions					
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan	
SP.5.5.1	Develop a comprehensive marketing analysis and plan.	VPAS	Fall 2015	Has a plan been shared with constituents?	
SP.5.1.2	Increase the marketing presence of "transfer degree with a guarantee"	Director of Institutional Effectiveness	Fall 2015	Are more students declaring an ADT?	
SP.5.1.3 SP.5.5.1 SP.5.7.1	Pilot the tuition guarantee program with Humboldt Area Foundation	President	Spring 2016	How many students have received free tuition?	
SP.5.5.2	Publish a two-year schedule for the course offerings of degrees and certificates	VPISD	Fall 2015	Does course offerings match schedule?	

Strategic Plan (SP)		Goal 5	Education Master Plan (EP)		
			EP.5 **Increase Student Participation in Campus Activities**		

Objectives					
		1. Improve student engagement among all students. **2. Develop a vibrant student center.** 3. Increase student engagement in the community 4. Faculty and staff will model positive engagement in the college community			

Annual Planning Actions					
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Plan	
EP.5.1.1	Create a plan to expand the use of the Multicultural Diversity Center.	VPISD	Spring 2016	What events are taking place in the center?	
EP.5.1.2 EP.5.2.1	Develop additional space for student to congregate	Director of IT and Facilities Planning	Spring 2016	How satisfied are students that campus is welcoming?	
EP.5.1.3	Enhance promotion of ASCR and student events (e-mail, faculty announcements, posters, web presence)	VPISD	Fall 2015	How satisfied are students with knowing what's happening?	