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| **Goal: Student Success, Access & Equity** |
| Objectives |
| 1. Provide accessible, affordable, high-quality education. |
| 1. Effectively use all learning modalities to provide students the knowledge and skills they need to succeed. |
| 1. Deliver strong individual support for students. |
| 1. Promote and encourage a learning community among students, faculty, and staff. |
| 1. Strive to eliminate achievement gaps across student groups. |

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| Annual Planning Actions | | | | | | |
| Annual Plan Item # | Ed Master Plan. Goal.  Objective. Action | Vision for Success Goal | Actions to be taken | Responsible Persons | Semester | Evaluation Prompt |
| 1 | 3, 5 | Completions | Increase persistence and completion rates of DSPS students through intensive counseling and advising and increased contact in Educational Assistance Classes | Director of DSPS | Spring 2022 | How do DSPS persistence and completion rates compare to 5-year trend? |
| 2 | 1, 2, 3 |  | Provide a maintenance and service contract for microscopes. | Dean of Math & Sciences | Fall 2021 | Describe the plan put into place? |
| 3 | 2, 3, 5 |  | Improve appointment scheduling for counseling and advising, possibly replacing SARS. | VPSS | Spring 2022 | What criteria was used to evaluate the effectiveness of this improvement? |

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| **Goal: Engage All Students** |
| Objectives |
| 1. Engage in excellent communication, coordination, and collaboration across campuses |
| 1. Engage and empower students, particularly those from under-represented communities |

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| Annual Planning Actions | | | | | | | |
| Annual Plan Item # | Ed Master Plan. Goal.  Objective. Action | | Vision for Success Goals | Actions to be taken | Responsible Persons | Semester | Evaluation Prompt |
| 4 | | 4, 5 |  | Increase knowledge and awareness of DSPS services through coordinated campaign on campus. | Director of DSPS | Spring 2022 | What and how many events were conducted? | |
| 5 | 6,7 | | Completions  Transfers  Unit Accumulation | Develop first-year sequences for Guided Pathways. Provide materials for student advising. | VPI  Guided Pathways |  | How many programs have been mapped? Where are materials made available? |
| 6 |  | | Unit Accumulation | Evaluate degree and certificate requirements to find ways to reduce average unit accumulation to 72. | VPI  Guided Pathways |  | Which programs have been evaluated? |
| 7 | 7 | | Completions  Transfers | Increase outreach to students near completion or who have left.  Increase targeted outreach to current students through calling campaigns. | VPSS  Counseling & Advising  Instructional Deans |  | How many students were contacted? |
| 8 | 6, 7 | |  | Implement eForms in Financial Aid and Admissions | Dean of Student Services |  | How many forms have been added? What hurdles did you face? *(Since this would help students fill out forms online rather than coming to campus, might it qualify for COVID funds?)* |
| 9 | 7 | |  | Create a virtual Light Center that mirrors the physical one, combining the Del Norte and Eureka centers into one, the level of staff to student ratio will increase and the breadth of services provided will be expanded. |  |  | How has this improved effectiveness? |

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| **Goal: Community Partnerships & Workforce Training** |
| Objectives |
| 1. Effectively respond to regional workforce needs through workforce training |
| 1. Effectively partner with community stakeholders to respond to the needs of the community |
| 1. Serve as a hub of cultural, social, and economic activities |
| 1. Establish partnerships that enhance success by supporting the safety, health, and wellness of our students |

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| Annual Planning Actions | | | | | | |
| Annual Plan Item # | Plan. Goal.  Objective. Action | Vision for Success Goals | Actions to be taken | Responsible Persons | Semester | Evaluation Prompt |
| 10 | 8 | Completions | Increase program relevance by providing students excellent learning opportunities in an industrial setting including upgrading equipment. | VPI | Spring 2022 | What improvements have been made? |

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| **Goal: Institutional Effectiveness & Planning** | | | | | | |
| Objectives | | | | | | |
| 1. Employ state-of-the-art technology, equipment, and facilities throughout the district to support learning and institutional performance | | | | | | |
| 1. Employ clear and transparent processes for core operations and decision making | | | | | | |
| Annual Planning Actions | | | | | | |
| Annual Plan Item # | Plan. Goal.  Objective. Action | Vision for Success Goals | Actions to be taken | Responsible Persons | Semester | Evaluation Prompt |
| 11 | 12 |  | Identify strategies to fund the budget for capital repairs and maintenance.  Revise Facilities Master Plan to align with Education Master Plan | Facilities Planning Committee |  | Has a plan been presented? |
| 12 | 13 |  | Update the Program Review Template | Program Review Committee |  | How do the modifications emphasize the relationship of each action plan to assessment? How do the modifications tie plan rankings and resource requests to assessment? What changes were made to accommodate Student Services and Admin Services assessment? |
| 13 | 13 |  | Update Assessment Documentation | Assessment Committee |  | Has an SLO Assessment Planning Process calendar been implemented? Has the relevant documentation been prepared for the Institutional Self-Study? |
| 14 | 13 |  | Complete Canvas integration with eLumen | Assessment Committee |  | Have faculty been trained on how to do this? |
| 15 | 12, 13 |  | Investigate use of eLumen for Program Review, strategic initiatives, and both long term and short term planning. | Director of Institutional Effectiveness |  |  |
| 16 | 13 |  | Revise Education Master Plan | President |  | Has the new plan been published and distributed? |
| 17 | 13 |  | Revise Facilities Master Plan to align with Education Master Plan | Director of Facilities |  | Has the new plan been presented? |
| 18 | 12, 13 |  | Collaborate with Business Office and IT to develop a budget for an on-going replacement cycle of student computers in the Library | ASC Director(?) or Librarian(?) |  | How many computers will the annual budget allotment fund? |
| 19 | 12 |  | Coordinate with IT to enhance technology infrastructure for instruction and student services. Expand use of white boards. | VPI |  | What technology has been implemented as a result of this action plan? |
| 20 | 12, 13 |  | Implement Ellucian Self Service- Time Entry System. | Director of Human Resources |  | How has this implementation improved efficiency? |
| 21 | 12 |  | Migrate available WebAdvisor components to Self-Service | Director of Institutional Effectiveness |  | Which components have been migrated? Have they been removed from WebAdvisor? |