

**REDWOODS COMMUNITY COLLEGE DISTRICT**  
**Meeting of the Institutional Effectiveness Committee**  
**Thursday, March 24, 2016 3pm – 4:30pm**  
**SS 104**

**Agenda**

**1. Call Meeting to Order**

**2. Approve Notes from 2/18/16 Meeting**

**3. Discussion Items**

*3.1. Communicating the Integrated Planning Model (attached)*

*3.2. 2016-2017 Annual Plan Draft Update (attached)*

*3.3. Fall 2015 Annual Planning Progress (attached)*

*3.4. IEPI Goals Framework*

*3.5. Committee assignment issues – restructuring meetings*

*3.6. April 16 – IEC Summit planning*

**4. Standing Item: Annual Integrated Planning Timeline**

**5. Other/Future Agenda Items:**

**Next Meeting:** Thursday, April 13, 2016

**Adjourn**

**PARTICIPANT DETAILS**

Dial your telephone conference line: 1-719-785-4469\*

\*Toll free number available: **1-888-886-3951**

***Participant Passcode: 711239***

**REDWOODS COMMUNITY COLLEGE DISTRICT**  
**Meeting of the Institutional Effectiveness Committee**  
**Thursday, February 11, 2016 3pm – 4:30pm**  
**SS 104**

**Notes**

**1. Call Meeting to Order:** Present: Angelina Hill, Mark Winter, Keith Snow-Flamer, Paul Chown, Ed Macon, Julia Peterson,

**2. Approve Notes from 11/12/15 Meeting:** Approved as stand.

**4. Discussion Items**

**4.1 Revised Integrated Planning Model (attached):**

- Revisions: the planning model was revised to clarify the flow of planning and oversight as was requested at the fall 2015 flex workshop. She will revise some language in the last paragraph of the text portion of the model.
- There was discussion on how to categorize and rank high cost instructional materials from the program review resource requests, (for example, pianos); necessary software licenses, shared room projector bulbs, etc.

**4.2 Institution-Set Standards at the program level:**

- ACCJC now requires colleges set institutional standards at a program level. There was discussion on how instructional programs determine the standard: look at a seven-year average; let areas determine their own method; or both, for programs do not have a 7 year history. *Note:* institution set standards are a “floor.” A standard should be aspirational as well as reasonable.
- We may be able to redefine “completer” to include students who meet their education goal, as well as those who obtain a degree or certificate.

**4.3 Review spring Annual Planning items**

<http://inside.redwoods.edu/IPM/documents/2015-2016annualplan.pdf>:

**4.4 Date of the IE Summit:**

- Tentative date is Saturday, April 16, 2016. The summit will focus on accreditation: a detailed planning model and how processes work, program institutional standards, and plans for meeting the new student outcomes standard for canvas.

**4.5 Update on 2016-2017 Annual Plan:**

- Senate suggestions included: 1) identify and prepare a shared space for faculty and staff for professional development, possibly the forum building; 2) employ strategies for better intercampus communication, e.g. streamline email process, canvas as discussion forum and a professional development and communication tool (Angelina will go back to Connie Wolfson for clarification). 3) Develop comprehensive procedures and resources for field trips (ties into BP/AP re field trips).

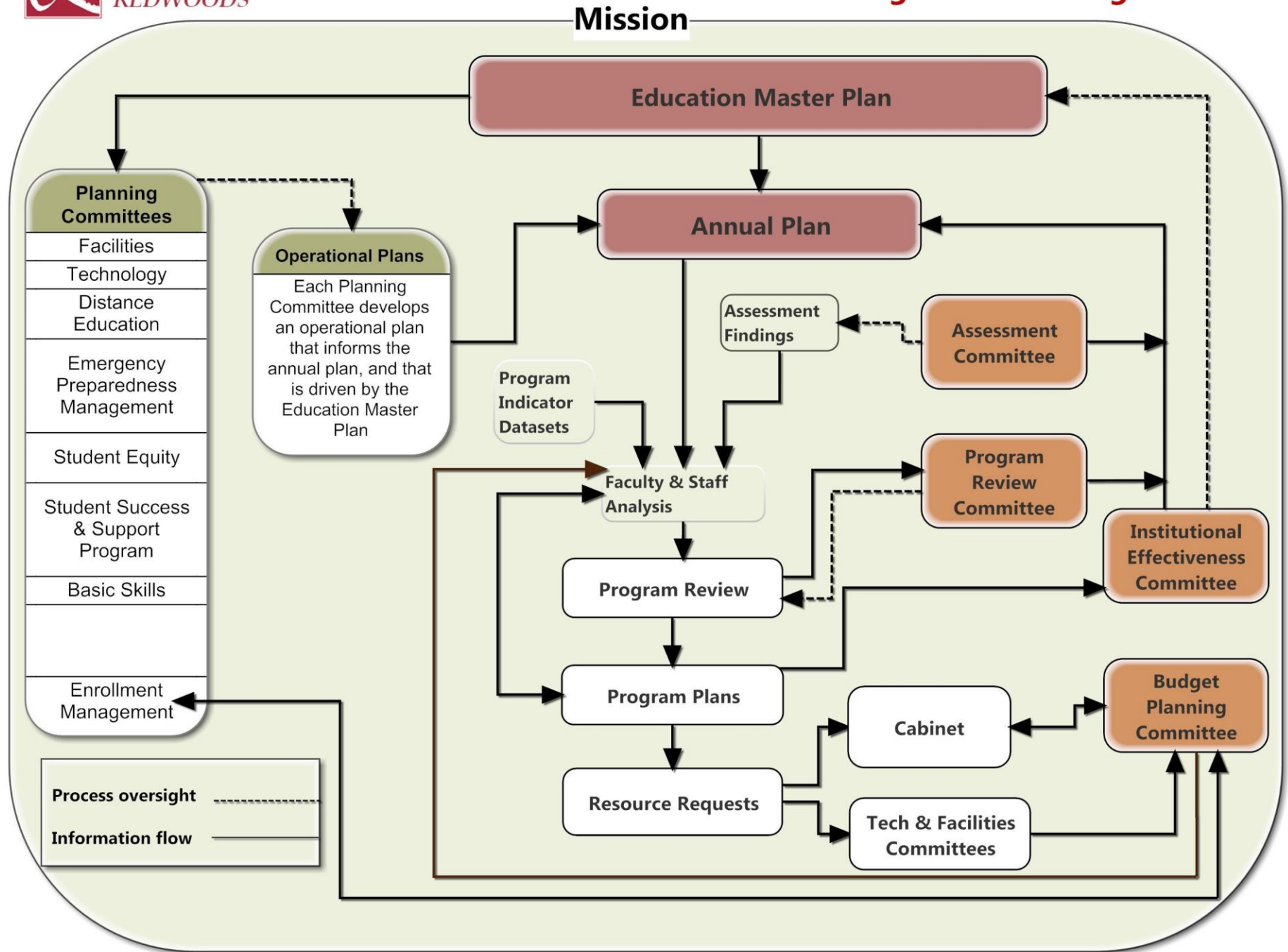
**5. Standing Item: Annual Integrated Planning Timeline:**

- Currently on track for ranking program review resource requests

**6. Other/Future Agenda Items:**

- Note: BPC met 2/17/16 and finalized a common rubric for planning subcommittees to rank the resource requests.

**Next Meeting:** Thursday, March 10, 2016



The **Mission** of the College drives planning at every level. The **Education Master Plan** is the highest-level plan to ensure fulfillment of the Mission. The **Institutional Effectiveness Committee** (IEC) has oversight for creating an ad hoc task force to develop a new Education Master Plan every five years. The IEC also sees that the Educational Master Plan is followed by overseeing development of an **Annual Plan** each year. The Annual Plan contains a manageable set of actions of focus each year to achieve the goals in the Education Master Plan. The IEC monitors the progress of these actions.

The Education Master Plan is used by the College's various **Planning Committees** to develop their operational plans. **Operational plans** such as the Technology Plan and the Distance Education Plan are specific plans needed to drive forward the operations of the college. Operational planning actions with a large impact on the college are included in the Annual Plan for heightened awareness.

The Annual Plan is one of many sources of information that drive **Program Review**. While faculty and staff analyze their effectiveness and plan for the future, they review **program indicator datasets**, and reflect critically on **assessment findings**. The **Assessment Committee** oversees the assessment process such that academic and student development programs can reflect on assessment of Student Learning Outcomes (SLOs) according to a 4-year plan. Program outcomes are assessed by mapping related course outcomes. The Assessment Committee also holds Institutional Outcome Assessment sessions to identify how the college can improve, and discoveries from these sessions are used to develop the Annual Plan.

The **Program Review Committee** (PRC) reviews the program reviews and provides feedback about each section according to a rubric that ranges from developing to exemplary. The PRC looks for trends such as in planning, assessment, and data discoveries and develops an executive summary. The summary is presented to the campus and is used to develop the Annual Plan. As faculty and staff review their programs, they reflect on progress towards past planning items, and develop a new set of **program plans** for the upcoming year. The IEC reviews program plans to identify themes for the Annual Plan.

The need of additional resources to carry out program plans results in programs including **resource requests in their program review**. Resource requests must be tied directly to a program plan. Resource requests can be monetary, or they can be for personnel. Personnel requests for faculty are routed to the faculty prioritization committee. Staffing requests go to Cabinet for ranking. Administrators go through the non-personnel resource requests to recommend where they should be routed, and to identify requests that should be funded by discretionary budgets.

The remaining items go to planning committees for ranking. Technology and facilities requests are ranked by the **Technology and Facilities Committees** using a shared rubric that prioritizes according to factors such as impact on student success. These rankings are forwarded to the **Budget Planning Committee** (BPC). Non- technology or facilities rankings also go to the BPC. The BPC then does a final ranking using the rankings of the other committees, and communicates back to faculty and staff the items approved for funding.



## Draft Annual Plan 2016-2017

### 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			
<b>Objectives</b>					
1. Match student readiness with educational pathways. 2. Continuously assess and evaluate programs to provide effective educational programs and services for all learners. 3. Students will be able to complete their desired educational goals. <b>4. Enhance student support and student engagement.</b> 5. Improve basic skills success. <b>6. Support staff and faculty development and instructional innovation.</b>		1. Provide structured academic pathways <b>2. Improve support for students.</b> 3. Improve effectiveness of basic skills education. 4. Increase transfers and degree and certificate completions. 5. Professional development programs will improve educational effectiveness. <b>6. Improve success among underrepresented populations.</b>			
<b>Annual Planning Actions</b>					
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Prompt	
SP.1.5 SP.1.6	Create a shared space for all faculty and staff to engage in professional development activities in a functional and inviting location.	VPISD in collaboration with the Academic Senate	Fall 2016	Are events being held in this space?	
SP.1.6.1	Prepare and present an executive summary of professional development activities to the Board of Trustees.	Director of Human Resources	Fall 2016	What feedback was received from the BOT?	
SP.1.4.1 EP.1.2.1 EP.1.6.1	Pilot Ellucian's Retention Alert and new process to reach at risk students.	VPISD, Director of Counseling & Student Development	Fall 2016	Evaluate volume of case referrals and case resolutions.	
SP.1.4.2 EP.1.2.2 EP.1.6.2	Coordinate planning efforts supported by the Chancellor's Office (Basic Skills Initiative, Student Success & Support Program, and Student Equity Plan) to improve student support.	BSI, SSSP, and SEP Coordinators	Fall 2016	Evaluate percentage of students progressing through sequences.	
SP.1.6	Develop and disseminating information, such as at faculty and staff orientations, with guidelines and norms for using email to support healthy communication district-wide.	Human Resources in collaboration with the Academic Senate	Spring 2017	Are positive changes in e-mail communication being perceived?	



## Draft Annual Plan 2016-2017

SP.1.4	Create a comprehensive procedure for field trips.	VPISD in collaboration with the Academic Senate	Spring 2017	Is a procedure in place?
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Strategic Plan (SP)	<b>Goal 2: Community Education</b>	Education Master Plan (EP)
SP.2 Focus on Learners: Community Partnership	EP.2 Develop Programs and Services to Meet Community Needs	
<b>Objectives</b>		
<ol style="list-style-type: none"> <li>1. Provide workforce development training.</li> <li>2. Respond to business and industry short-term training needs.</li> <li>3. Develop non-credit programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance community education program.</li> <li>2. Enhance incumbent worker and contract training.</li> <li>3. Develop not-for-credit programs.</li> <li>4. CTE Programs respond to community training needs.</li> <li>5. Develop non-credit programs.</li> </ol>	

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Prompt
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 2016	What community training partnerships have developed?
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 2017	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 2016	How many students have received stackable certificates?



## Draft Annual Plan 2016-2017

Strategic Plan (SP)	Goal 3	Education Master Plan (EP)
<b>SP.3 Fiscal &amp; Operational Sustainability</b>		<b>EP.3 Practice Continuous Quality Improvement</b>
<b>Objectives</b>		
<ol style="list-style-type: none"> <li>1. Reduce reliance on apportionment-based funding.</li> <li>2. Improve college operational efficiencies.</li> <li>3. Increase funding available for strategic initiatives</li> <li>4. Increase community support for the college.</li> <li>5. Practice continuous quality improvement.</li> <li>6. Practice continuous adherence to accreditation standards.</li> </ol>		<ol style="list-style-type: none"> <li>1. Improve tools for assessment reporting.</li> <li>2. Student learning will be a visible priority in all practices and structures.</li> <li>3. Student learning outcomes and assessment are ongoing, systematic, and used for continuous quality improvement</li> <li>4. Systematically use data to inform decision making.</li> <li>5. Provide continual and inclusive training opportunities regarding assessment.</li> <li>6. Increase number of institutional employees who have accreditation experience.</li> </ol>

Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Prompt
SP.3.1.1 SP.3.3.1	Pursue grants that help address initiatives related to student success and completion.	Executive Director of Community and Economic Development	Spring 2017	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 2016	Has a plan been published?
SP.3.2.2	Develop budget cycle for capital repairs and maintenance.	VPAS in collaboration with the BPC	Fall 2016	Has a plan been published?
SP.3.5.1 EP.3.4.1	Complete and publish the 2017-2022 Education Master Plan.	President	Spring 2017	How has the plan been communicated with the College?
SP.3.6.1	Write the self-study for the October 2017 ACCJC visit.	President, Accreditation Oversight Committee	Spring 2017	Is the self-study on track to be submitted in June 2017?
EP.3.5.1	Offer professional development related to outcome assessment in Canvas.	Assessment Coordinator	Fall 2016	Are faculty able to gather outcome data in Canvas?



## Draft Annual Plan 2016-2017

Strategic Plan (SP)		Goal 4: Technology	Education Master Plan (EP)	
SP.4 Technological Relevance			EP.4 Maintain Technological Relevance	
Objectives				
<b>1. Improve technology infrastructure to support all college operations.</b> 2. Improve instructional labs to support effective teaching and learning. 3. CTE programs will have technology relevant to their disciplines <b>4. Improve efficiency through technology.</b> 5. Improve data gathering and utilization to support instructional, student service, & administrative decision making.			1. Lab equipment and technology effectively supports instructional needs. <b>2. Update the comprehensive technology replacement plan.</b> <b>3. Enhance distance education or eLearning.</b> 4. Effectively utilize technology in teaching.	
Annual Planning Actions				
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Prompt
EP.4.3.1	Increase number of on-line and telepresence courses offered.	VPISD, VPAS	Spring 2017	How many sections and enrollments are there in on-line and telepresence courses?
EP.4.3.2	Make forward progress toward participation in the statewide Online Course Exchange.	VPISD, DEPC	Spring 2017	What research and/or participation has taken place?
EP.4.2.1	Publish a technology replacement plan.	VPAS, Director of IT	Spring 2017	How has the plan been communicated to the college?
SP.4.1.1	Centralize all district servers.	Director of IT and Facilities Planning	Fall 2016	Is the SAN being used by the District?
SP.4.1.2 SP.4.4.1	Make progress towards ubiquitous wireless network access for the District.	Director of IT and Facilities Planning	Ongoing	Are there locations without wireless?
EP.4.3.3 SP.4.4.2	Implement technology-enhanced online advising to students.	Director of Counseling & Student Development	Spring 2017	How are technology-enhanced advising sessions documented?





## Draft Annual Plan 2016-2017

Strategic Plan (SP)		Goal 5	Education Master Plan (EP)		
<b>SP.5 Enhance Institutional Profile</b>			<b>EP.5 Increase Student Participation in Campus Activities</b>		
<b>Objectives</b>					
<ol style="list-style-type: none"> <li>1. Enhance support for the college community.</li> <li>2. Support/increase cultural activities at the college.</li> <li>3. Develop partnerships for utilization of the available buildings.</li> <li>4. Reactivate the alumni association.</li> <li>5. Increase communications and outreach to the community.</li> <li>6. Develop a governmental relations function.</li> <li>7. Increase public support for the college</li> </ol>			<ol style="list-style-type: none"> <li>1. Improve student engagement among all students.</li> <li>2. Develop a vibrant student center.</li> <li>3. Increase student engagement in the community</li> <li>4. Faculty and staff will model positive engagement in the college community</li> </ol>		
<b>Annual Planning Actions</b>					
Plan. Goal. Objective. Action	Actions to be taken	Responsible Persons	Semester	Evaluation Prompt	
SP.5.5.1	Carry out a comprehensive marketing campaign for the District.	Executive Director of Advancement	Spring 2017	Has a plan been shared with constituents?	
EP.5.3.1	Engage in more outreach activities to attract potential students to the college.	Director of Enrollment Services, Director of Student Equity & Success	Spring 2017	Are we recruiting a more diverse student body?	
SP.5.1.1	Publish a two-year schedule for the course offerings of degrees and certificates.	VPISD	Fall 2016	How is the schedule communicated to the community?	

## Annual Planning Actions Progress | Fall 2015

❖ **Overview** The College of the Redwoods Strategic Plan and the Education Master Plan contain goals that drive the institution. Each year, an annual plan is created with action items that are driven by these goals. This report begins with a progress update on each action in the 2014-2015 plan, each prefaced by an overview of related institutional data indicators.

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		
SP.1.1. Match student readiness with educational pathways.		EP.1.1. Provide structured academic pathways
SP.1.2. Continuously assess and evaluate programs to provide effective educational programs and services for all learners.		EP.1.2. Improve support for students.
SP.1.3. Students will be able to complete their desired educational goals.		EP.1.3. Improve effectiveness of basic skills education.
SP.1.4. Enhance student support and student engagement.		EP.1.4. Increase transfers and degree and certificate completions.
SP.1.5. Improve basic skills success.		EP.1.5. Professional development programs will improve educational effectiveness.
SP.1.6. Support staff and faculty development and instructional innovation.		EP.1.6. Improve success among underrepresented populations.

Annual Planning Actions		
Annual Action Plan	Progress Update	Status
Strengthen partnership between student development and instruction to increase completions.	<p>According to the faculty and counselor supervisors, interaction has increased in humanities, sciences, and athletics. According to Sheila Hall "...teaching faculty and counselors have had more interaction now than in the past. Most of our district counseling meetings involve updates and reports from instructional faculty. We have several faculty attending the upcoming April 5 districtwide meeting to provide updates on their areas and interact with the group. This includes faculty from English, Business, and Math. Counselors/advisors also attended a math department meeting on February 1, 2016. The three full-time tenure-track counselors are participating in the new faculty mentoring program where they regularly interact with the new teaching faculty.</p> <p>Communication Studies faculty worked with Counseling to develop a flowchart of which COMM classes meet which requirements for students, taking into consideration the student's pathway. Angela and Kelly came to the English Department meeting to talk about English placement processes. English Department members will be speaking with Counseling &amp; Advising at their April 6th meeting regarding the English program and ADT.</p> <p>The Mathematics Department held a department meeting in February with several members of the counseling department to discuss the early assessment program, multiple measures, and pathways for students.</p>	In progress



	<p>This was a productive conversation. One result was the pathways advising materials that the department has generated with Kerry Mayer.</p> <p>The Biology faculty are teaching a non-credit guidance course (GUID 215) for advising students. This is in close coordination with the counseling and advising group. Counselor Jennifer Burlison has been working with Science Department faculty regarding updating the Science and Science Exploration degree.</p> <p>Matt McCann, Sheila Hall, and Kelly Carbone are working with mathematics faculty through the Basic Skills Committee on basic skills initiatives.</p> <p>Administrators in CTE and Health Occupations believe that the interaction between advising and the CTE programs could be more consistent and go beyond occasional emails and phone calls with counseling.</p>	
<p>Provide counselor-led assistance to students to develop SEPs using the new student planning module</p>	<p>After extensive evaluation, the current version of the Student Planning module does not yet meet our requirements. We are continuing with the existing software to create SEP's and tracking abbreviated and comprehensive education plans through SARS.</p>	<p>In progress</p>
<p>Provide an online orientation option for all students.</p>	<p>An online orientation is available on the Counseling and Admissions websites: <a href="http://webapps.redwoods.edu/orientation/">http://webapps.redwoods.edu/orientation/</a></p> <p>695 students have completed the online orientation since implemented in June 2015 (from June 11, 2015 – March 1, 2016). 68% (N=476) completed the orientation quiz with a score of 75% or better, but all students who enter their ID# at the end of the presentation receive “credit” for participating.</p>	<p>Completed</p>
<p>Publish a two-year schedule for the course offerings of degrees and certificates.</p>	<p>A two-year schedule has been developed in areas such as math, sciences, anthropology and the humanities. Two year plans are perceived as less critical in the social sciences as there are few required classes and fewer prerequisites.</p>	<p>In progress</p>
<p>Sustain and grow programs that improve the success of student athletes.</p>	<p>Joe Hash indicated record breaking numbers of student athletes qualified for Honor Roll, Vice President’s List and President’s List. The College of the Redwoods Athletic Department announces its 2015 Fall Semester Honor Roll and 83 of 203 student athletes (41%) were able to attain a minimum 3.0 grade point average, the largest number and highest percentage since tracking began in 2005. Twenty-three student athletes attained the level of President’s Honor list and 12 made the Vice President’s Honor list. We would like to congratulate and recognize these students for their significant academic achievements. The academic success of our student athletes are also a tribute to our coaches, counselors, academic support staff and we’d like to thank all of them for their efforts. Last, this improvement is largely attributable to the support afforded our students in the “Cap and Gown” supervised tutoring program. We would like to thank Julia Peterson and her staff for all of their efforts in establishing this successful program.</p>	<p>Completed</p>

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

Annual Action Plan	Progress Update	Status (mark one)
Continue to respond to community training needs identified through business industry research.	Industry research review has resulted in current work with industry to implement noncredit Medical Scribe training, and the identification of a need for entry level office skills. Additionally, CTE credit courses respond to community training needs through advisory committee discussions which identify skill gaps and soft skill gaps; by the use of the Chancellor’s office Scorecard; labor market data found at <a href="http://www.edd.ca.gov">http://www.edd.ca.gov</a> and/or <a href="http://www.labormarketinfo.edd.ca.gov">www.labormarketinfo.edd.ca.gov</a> ; and data compiled by CR’s own institutional research department that tracks success and retention as well as persistence. From this information, curriculum and/or teaching practices are adjusted to ensure students are gaining industry-standard knowledge.	Ongoing

Strategic Plan (SP)

Goal 3

Education Master Plan (EP)

EP.3 Practice Continuous Quality Improvement

Objectives



**EP.3.1. Improve tools for assessment reporting.**  
**EP.3.2. Student learning will be a visible priority in all practices and structures.**  
**EP.3.3. Student learning outcomes and assessment are ongoing, systematic, and used for continuous quality improvement**  
**EP.3.4. Systematically use data to inform decision making.**  
 EP.3.5. Provide continual and inclusive training opportunities regarding assessment.  
 EP.3.6. Increase number of institutional employees who have accreditation experience.

Annual Planning Actions

Annual Action Plan	Progress Update	Status (mark one)
Disaggregate SLO data by student group	This action item reflects a new accreditation standard. To meet this standard, the assessment committee is exploring the use of Canvas to collect the necessary data by student. We have determined how to upload learning outcomes at the account level so that data is available across sections for analysis. We have also determined how instructors can link an outcome to an aspect of a rubric or question bank. We still need to work with Canvas to see if the results can be made more meaningful for faculty. We hope to pilot this project as soon as we can.	In progress
Develop resource tool for posting evidence for each standard	We have a process for which authorized faculty and staff can place files into a network folder, and those files automatically appear on an accreditation evidence webpage. Several folks have been contributing evidence: <a href="http://www.redwoods.edu/Accreditation">http://www.redwoods.edu/Accreditation</a>	Completed
Form structure for the next ACCJC self-evaluation (teams, writers, trainings, etc.)	The Administration and Academic Senate have worked together to create a standing Accreditation Oversight Committee. This committee will begin meeting soon, and will review progress on each of the standards. In addition, faculty member George Potamianos ha	In progress
Disaggregate SLO data by student group	This action item reflects a new accreditation standard. To meet this standard, the assessment committee is exploring the use of Canvas to collect the necessary data by student. We have determined how to upload learning outcomes at the account level so that data is available across sections for analysis. We have also determined how instructors can link an outcome to an aspect of a rubric or question bank. We still need to work with Canvas to see if the results can be made more meaningful for faculty. We hope to pilot this project as soon as we can.	In progress

Strategic Plan (SP)	<b>Goal 4: Technology</b>	Education Master Plan (EP)
SP.4 Technological Relevance		EP.4 Maintain Technological Relevance
Objectives		

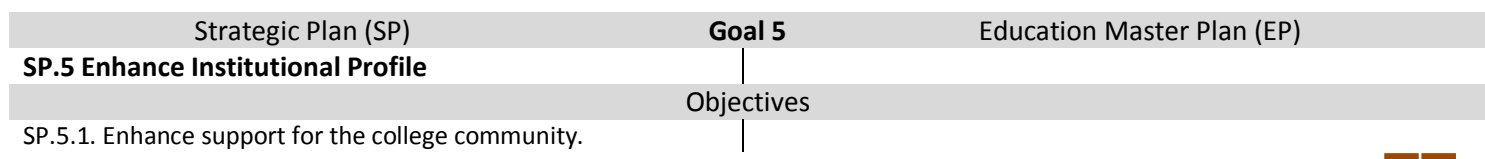


**SP.4.1. Improve technology infrastructure to support all college operations.**  
 SP.4.2. Improve instructional labs to support effective teaching and learning.  
 SP.4.3. CTE programs will have technology relevant to their disciplines  
**SP.4.4. Improve efficiency through technology.**  
**SP.4.5. Improve data gathering and utilization to support instructional, student service, & administrative decision making.**

**EP.4.1. Lab equipment and technology effectively supports instructional needs.**  
 EP.4.2. Update the comprehensive technology replacement plan.  
 EP.4.3. Enhance distance education or eLearning.  
**EP.4.4. Effectively utilize technology in teaching.**

Annual Planning Actions

Annual Action Plan	Progress Update	Status (mark one)
Train employees to use Evoq (new content management system) to keep web content up-to-date	The Webmaster has held six training sessions for faculty and staff over the fall and spring 2016 semesters. Additional training sessions are scheduled this spring. Attendance is increasing as we get closer to the switch over to the Evoq managed website go	In progress
Migrate to an up-to-date email server	The migration to the new server has been completed for all locations. The old server will be decommissioned part way through the spring 2016 semester. This new email environment allows for synchronization of personal devices with our email server.	Completed
Deploy the Storage Area Network (SAN) within and outside of the District	The SAN is fully operational within the District. We are investigating locations outside the District to host an external SAN. The SAN allows the college to have a reliable back up of all mission critical data.	Completed
Provide ubiquitous wireless network access for the District	An additional 14 wireless access points have been added since fall 2015. That includes points at the Eureka and Del Norte sites. Ten additional units will be deployed prior to fall 2016.	Ongoing



SP.5.2. Support/increase cultural activities at the college.  
**SP.5.3. Develop partnerships for utilization of the available buildings.**  
**SP.5.4. Reactivate the alumni association.**  
**SP.5.5. Increase communications and outreach to the community.**  
 SP.5.6. Develop a governmental relations function.  
 SP.5.7. Increase public support for the college

Annual Planning Actions

Annual Action Plan	Progress Update	Status (mark one)
Increase the marketing presence of “transfer degree with a guarantee”	A new website has been created which explains degree, provides frequently answered questions, and provides success stories: <a href="http://www.redwoods.edu/transfer/">http://www.redwoods.edu/transfer/</a> Additional marketing materials include a bus wrap on the bus between CR and HSU, a Pandora ad, an	In progress

