

## Annual Planning Actions Progress | 2015-2016

❖ **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
<b>Objectives</b>		
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>The Behavioral Intervention Team receives one to two student referrals every day. Most referrals are from faculty.</p>	
<p>Enhance professional development to support student success and retention of all student groups.</p>	<p>From November 2015 – June 2016, the Professional Development Committee offered 27 professional development opportunities to over 500 participants. Evaluations from each of the sessions indicated that the attendees were very satisfied with the offerings. Using a 5 point scale, average satisfaction was 4.6 for usefulness in everyday work and 4.7 for content of the sessions.</p>	<p>Completed but ongoing</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> 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>Pilot Ellucian's Retention Alert and new process to reach at risk students</p>	<p>Twenty-five faculty members will pilot the Retention Alert System in fall 2016. Training materials have been developed and will be sent to the pilot group prior to the start of the term. Counselors and Advisors will meet to review the referral process established in spring 2016, and may begin to use the system to identify and intervene with students in Special Programs who are on probation prior to the start of the term. Additional training for faculty and staff to recognize and refer students in distress may result from further collaboration between other support entities such as BIT.</p>	<p>In progress</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. A comprehensive two year schedule for all classes is being developed with the Deans and Directors. The plan is to have this schedule published for students as they are planning to register for the next OneReg cycle.</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>
<p>Offer trainings that support access for underrepresented students. (From the Student Equity Plan)</p>	<p>The Professional Development Committee offered nine opportunities specific to supporting access to underrepresented students to over 225 participants. Session topics included Teaching Men of Color, Stereotype Threat, Faculty/Staff discussions on Ta-Nehisi Coates' book, <i>Between the World and Me</i>, and a keynote address from Dr. Darrick Smith on Retention, Persistence, Completion and Increasing Equity in Community Colleges.</p> <p>During the summer of 2016, the Professional Development Committee collaborated with CR's new Director of Student Equity and Success to facilitate a series of webinars for staff. Topics included <i>Achieving Equity with Results Based Accountability</i>, <i>Strategies for Latino Student Success &amp; Completion</i>, and <i>Increasing Persistence of Minority Male Students</i>.</p>	<p>Completed</p>

Strategic Plan (SP)		Goal 2: Community Education	Education Master Plan (EP)
<p>SP.2 Focus on Learners: Community Partnership</p>			<p>EP.2 Develop Programs and Services to Meet Community Needs</p>
<p>Objectives</p>			
<p><b>1. Provide workforce development training.</b>  <b>2. Respond to business and industry short-term training needs.</b>  <b>3. Develop non-credit programs.</b></p>			<p><b>1. Enhance community education program.</b>  <b>2. Enhance incumbent worker and contract training.</b>            3. Develop not-for-credit programs.  <b>4. CTE Programs respond to community training needs.</b>  <b>5. Develop non-credit programs.</b></p>
<p>Annual Planning Actions</p>			
Annual Action Plan	Progress Update		Status (mark one)
<p>Continue to respond to community training needs identified through business industry research.</p>	<p>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</p>		<p>Ongoing</p>



	<p>persistence. From this information, curriculum and/or teaching practices are adjusted to ensure students are gaining industry-standard knowledge.</p>	
<p>Grow the adult education program (ESL, inmates, high school equivalency, short-term CTE, people with disabilities)</p>	<p>2015-2016 marked the first year in which the college started implementing plans to develop and grow the adult education program throughout service area. Under the Adult Education Block Grant structure, a consortium is in place. Directed by the Executive Committee, the Consortium has developed a three-year plan, as well as the more specific annual plans with specific goals. These prioritized goals will guide the CR Adult Education team's work over the next twelve months. We anticipate strong growth over that period.</p> <p>For the past couple of years, CR has been offering a small number of classes in GED preparation, Adult Basic Education, ESL, Guidance, Education, and classes for adult with disabilities. These classes have been offered on the Main Campus, the Old Town classroom, KT, and a few additional sites around Eureka. Efforts to grow the programs in Crescent City and Garberville have not been successful.</p> <p>During the fall and spring semesters of the 2015-2016 school year, there was little growth in the Adult Education programs, but beginning in the summer of 2016, new classes began to be added on top of the existing programs. Summer classes designed to keep current high school students on track to graduate on time as well as prepare adult reentry students to work toward a high school diploma were offered for the first time at both Arcata High School and Eureka High School. Cyber High, a program purchased by CR Adult Education, was used successfully in both of those locations.</p> <p>Our ESL classes are at the same level as they were in the fall of 2015, but a number of new teachers have come on, and we anticipate the number of ESL offering will increase steadily over the next year. We will be offering an ESL class for the first time in Del Norte beginning in late September.</p> <p>CR Adult Education has offered limited Guidance and Education classes at the Humboldt County Correctional Facility, and beginning in September began offering GED Prep and College and Career Success classes six nights a week in the facility.</p> <p>A new GED Preparation class has begun at the CR site in Del Norte, and plans are in place to begin offering GED and HiSet exams beginning in mid-October at multiple locations within the service area.</p>	<p>In progress</p>
<p>Expand stackable non-credit certificates outside of the adult education program</p>	<p>To help Veteran students transition to college, non-credit curriculum was written for a 3-course certificate to include <i>Boots to Books</i>, <i>Roadmap to Resiliency</i>, and <i>Reflection Retreat</i>. The Chancellor's Office has approved all courses and the certificate.</p>	<p>Completed</p>



Strategic Plan (SP)	<b>Goal 3</b>	Education Master Plan (EP)
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<b>SP.3 Fiscal &amp; Operational Sustainability</b>		
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Objectives		
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| <ol style="list-style-type: none"> <li><b>1. Reduce reliance on apportionment-based funding.</b></li> <li><b>2. Improve college operational efficiencies.</b></li> <li><b>3. Increase funding available for strategic initiatives</b></li> <li>4. Increase community support for the college.</li> <li>5. Practice continuous quality improvement.</li> <li><b>6. Practice continuous adherence to accreditation standards.</b></li> </ol> |  |  |
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Annual Planning Actions		
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Annual Action Plan	Progress Update	Status (mark one)
Pursue grants that help address initiatives related to student success and completion.	<p>College of the Redwoods applied and received a Chancellor’s Office, competitive, 3-year, Basic Skills Student Outcomes &amp; Transformation grant for approximately \$640,000 to support and expand our English and Math acceleration efforts, the full implementation of our expanded English and Math placement multiple measures, and expand our modified supplemental instruction program (EPIC) into our English and Math acceleration courses. All three of these practices have been identified as best practices in improving student success and completion which have already had a positive impact on student success metrics in their initial implementation at CR.</p> <p>A grant from DHHS in the amount of \$47,949 has been awarded to CR. This one-year grant will provide the seed money to staff and stock the Food Pantry. There are plans to include a CR (Family) Resource Center as well. Current grant partners include HSU’s Food Pantry and Resource Center and Community Alliance with Family Farmers, and CR’s EOPS/CARE/FFY and student equity programs.</p> <p>College of the Redwoods was awarded \$50,000 for the CTE Data Unlocked initiative from the Chancellor’s Office. These funds will go towards helping the CTE areas better track the outcomes of their graduates.</p>	Completed
Develop budget cycle for equipment replacement.	Due to budget constraints, no general fund budget has been allocated for this purpose. Categorical instructional equipment budget and student technology fee budget is being used to support the equipment replacement cycle. Also, Measure Q funds have provided additional budget, but those funds are nearly spent. Additional budget is needed to support a shorter replacement cycle.	Ongoing
Develop budget cycle for capital repairs and maintenance.	Due to budget constraints, only a limited amount of general fund budget has been allocated for this purpose. Categorical physical plant budget and a small general fund capital budget is being used to support the equipment replacement cycle. Also, Measure Q funds have provided additional budget, but those funds are nearly spent. Additional budget is needed to support a shorter replacement cycle.	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)
Complete a draft of the Education Master Plan	A draft of the Education Master Plan was completed in summer 2016. The Office of Institutional Research is working to flush out the data and analysis that accompanies the report. The draft goals and objectives will require a considerable amount of continued review and feedback from wide audiences. This work will continue following the Visioning processes that the Board of Trustees is facilitating in fall 2016.	Completed
Improve the usefulness of SLO/PLO assessments.	The program review executive summary states that seven percent of programs received “developing” last year compared to zero this year. Assessments continue to improve. Thirty-seven percent received “developing” last year compared to 17% this year. However, there is still some unevenness in using assessment results across programs and tying planning to assessment outcomes. We believe this will be addressed with the new four-year cycle so that instructors have more time to concentrate on meaningful evaluation.	In progress
Gather evidence from the ACCJC matrix of responsibilities for the standards	An evidence webpage was created and responsible parties on the matrix were given access to upload evidence (see next action}. A large amount of evidence was uploaded for each standard. We continue to upload evidence as we write drafts of each standard.	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 (AOC), and committees for each of the four Standards. The AOC and each of the Standard Committees have started meeting regularly. They are providing draft reports to the accreditation writer who edits and sends them to the AOC for review.	Completed
Disaggregate SLO data by student group	This action item reflects a new accreditation standard. To meet this standard, the assessment committee and Distance Education representatives explored 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. Reno Giovannetti and	In progress

	Lisa Sayles have led a successful pilot which resulted in data that can be successfully disaggregated by student group. They will be holding workshops to train other interested faculty as we roll this out to others.	
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Strategic Plan (SP)	Goal 4: Technology	Education Master Plan (EP)
SP.4 Technological Relevance		EP.4 Maintain Technological Relevance
Objectives		
<p><b>SP.4.1. Improve technology infrastructure to support all college operations.</b></p> <p>SP.4.2. Improve instructional labs to support effective teaching and learning.</p> <p>SP.4.3. CTE programs will have technology relevant to their disciplines</p> <p><b>SP.4.4. Improve efficiency through technology.</b></p> <p><b>SP.4.5. Improve data gathering and utilization to support instructional, student service, &amp; administrative decision making.</b></p>		<p><b>EP.4.1. Lab equipment and technology effectively supports instructional needs.</b></p> <p>EP.4.2. Update the comprehensive technology replacement plan.</p> <p>EP.4.3. Enhance distance education or eLearning.</p> <p><b>EP.4.4. Effectively utilize technology in teaching.</b></p>

Annual Planning Actions		
Annual Action Plan	Progress Update	Status (mark one)
Develop a technology replacement plan	A technology replacement plan development. The Technology Planning Committee and IT staff worked on a documents listing what is minimally acceptable performance specifications for all types of technology (e.g., switches, routers, computers, phones, faxes). The inventory component of Spiceworks is used for IT to gather the performance specifications for computers so that they can replace those falling below the acceptable standards.	In progress
Expand the use of telepresence	TelePresence was enhanced with a receiving room in LRC 104, and new hardware in Del Norte room 29.	Completed
Train employees to use Evoq (new content management system) to keep web content up-to-date	The Webmaster has held numerous training sessions for faculty and staff over the fall 2015 and spring 2016 semesters. Training have been held at the Eureka and Del Norte Campuses. A website with training resources is currently being developed. The webmaster is setting up regular working meetings with departments to help with their sites, provide updates on website revisions, and gather feedback about the new system.	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	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

District		
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
Implement a redundant Cenic circuit to avoid internet outages.	The college has obtained a new circuit and router to avoid outages, but we need to work with Cenic because the path they provided is not redundant. We are currently working with Cenic to alter the route so that both circuits can be up at once.	In progress

Strategic Plan (SP)	<b>Goal 5</b>	Education Master Plan (EP)
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**SP.5 Enhance Institutional Profile**

Objectives

- SP.5.1. Enhance support for the college community.
- 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)
Develop a comprehensive marketing analysis and plan.	<p>A 2016-2017 Marketing Plan was presented to the Board of Trustees in September, 2016. Specific tactics in the plan include:</p> <ul style="list-style-type: none"> <li>• Continue developing the website as an engaging, dynamic platform that communicates the CR story of success for all students, regardless of their backgrounds.</li> <li>• Refresh the CR logo with a more modern, relevant look.</li> <li>• Develop a broad base of marketing materials – photos, videos, and story collections.</li> <li>• Utilize new signage and banners in the community and on campus to visually represent the quality of the CR brand.</li> <li>• Employ television to enhance a visual presence for the CR brand, to tell our story in an emotionally impactful manner.</li> <li>• Utilize mass media (television, radio, print) and social media to keep CR at top of public conversation.</li> <li>• Utilize online marketing to reach throughout the state and Oregon to attract new students to the district.</li> <li>• Employ interactive social media efforts by CR students for CR students.</li> <li>• Employ CR’s Outreach teams in Eureka and Crescent City to continue broadening our relationships with community high schools and diverse populations.</li> </ul>	Completed





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	Ongoing
Pilot the tuition guarantee program with Humboldt Area Foundation	The Tuition Guarantee Program and the Scholarship Central Project are both on the Humboldt Area Foundation’s (HAF) agenda. HAF recently received funding for Scholarship Central and will begin work on that soon.	In progress
Publish a two-year schedule for the course offerings of degrees and certificates	A two-year schedule has been developed in areas such as math, sciences, anthropology and the humanities. A comprehensive two year schedule for all classes is being developed with the Deans and Directors. The plan is to have this schedule published for students as they are planning to register for the next OneReg cycle.	In progress

Strategic Plan (SP)	<b>Goal 5</b>	Education Master Plan (EP)
		<b>EP.5 Increase Student Participation in Campus Activities</b>
	Objectives	
	<ol style="list-style-type: none"> <li><b>1. Improve student engagement among all students.</b></li> <li><b>2. Develop a vibrant student center.</b></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>	

Annual Planning Actions		
Annual Action Plan	Progress Update	Status (mark one)
Create a plan to expand the use of the Multicultural Diversity Center	A plan has been created to move the Veteran’s from their current space in the Student Union to a new modular next to the bookstore. A Multicultural Diversity Center would then go into the Veteran’s space. This will provide a dedicated space for the Multicultural Diversity Center that is centrally located and easily accessible for students. This plan will also give the Veteran’s Program room to grow. This plan will be implemented in 2016-2017.	Completed
Develop additional space for student to congregate	Input from students for the Education Master Plan showed that most students are satisfied with the space they have to congregate. We hope that the addition of the Multicultural Diversity Center and it’s central location will make them even more satisfied.	Completed
Enhance promotion of ASCR and student events (e-mail, faculty announcements, posters, web presence)	ASCR has a significant web presence ( <a href="http://www.redwoods.edu/ascr">http://www.redwoods.edu/ascr</a> ). The impact and satisfaction of promotional activities need to be evaluated.	In progress