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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 | 1,3,4,5 |  | Create budget item for diversity, equity, and inclusion initiatives. | President | Fall 2021 | What resources have been allocated toward supporting diversity, equity, and inclusion initiatives? |
| 4 | 3,5 |  | Create budget item for resources used toward enhancing the health and well-being, safety, and security across the District. | President | Fall 2021 | What resources have been allocated toward enhancing the health and well-being, safety, and security across the District? |
| 5 | 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 |
| 6 | | 6,7 | Equity | Increase knowledge and awareness of DSPS services through coordinated campaign on campus. | Director of DSPS | Spring 2022 | What and how many events were conducted? | |
| 7 | 6,7 | | Completions  Transfers  Unit Accumulation | Develop first-year sequences for Guided Pathways. Provide materials for student advising. | VPI  Guided Pathways | Spring 2022 | How many programs have been mapped? Where are materials made available? |
| 8 | 7 | | Unit Accumulation | Evaluate degree and certificate requirements to find ways to reduce average unit accumulation to 72. | VPI  Guided Pathways | Spring 2022 | Which programs have been evaluated? |
| 9 | 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 | Fall 2021 & Spring 2022 | How many students were contacted? |
| 10 | 6, 7 | |  | Implement eForms in Financial Aid and Admissions | Dean of Student Services | Fall 2021 | 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?)* |
| 11 | 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. | VPSS/ Director of DSPS | Spring 2022 | What was done? 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 |
| 12 | 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? |
| 13 | 8, 9, 11 |  | Deepen CR’s collaboration with Humboldt State University | President | Fall 2021  Spring 2022 | What collaborative actions have been accomplished? |

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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 |
| 13 | 12 |  | Identify strategies to fund the budget for capital repairs and maintenance. | VPA | Fall 2021 | Does the budget include funding for capital repairs and maintenance? |
| 14 | 12 |  | Revise Facilities Master Plan to align with revised Education Master Plan | VPA | Spring 2022 | Has a plan been presented? |
| 15 | 13 |  | Update the Program Review Template | VPI/VPSS | Fall 2021 | 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? |
| 16 | 13 |  | Update Assessment Documentation | Director of Institutional Effectiveness | Spring 2022 | Has an SLO Assessment Planning Process calendar been implemented? Has the relevant documentation been prepared for the Institutional Self-Study? |
| 17 | 13 |  | Complete Canvas integration with eLumen | Director of Institutional Effectiveness | Spring 2022 | Have faculty been trained on how to do this? |
| 18 | 12, 13 |  | Investigate use of eLumen for Program Review, strategic initiatives, and both long term and short term planning. | Director of Institutional Effectiveness | Fall 2021 | Has the effectiveness of eLumen as a planning tool been evaluated? |
| 19 | 13 |  | Revise Education Master Plan | President | Fall 2021 | Has the new plan been published and distributed? |
| 20 | 12, 13 |  | Collaborate with Business Office and IT to develop a budget for an on-going replacement cycle of student computers in the Library | VPA | Fall 2021 | How many computers will the annual budget allotment fund? |
| 21 | 12 |  | Coordinate with IT to enhance technology infrastructure for instruction and student services. Expand use of white boards. | VPI/VPA | Fall 2021 | What technology has been implemented as a result of this action plan? How have HEERF funds supported this plan? |
| 22 | 12, 13 |  | Implement Ellucian Self Service- Time Entry System. | VPHR | Fall 2021 | How has this implementation improved efficiency? |
| 23 | 13 |  | Begin increasing the fund reserve to 17% over time, and to 11% the first year. | VPA | Spring 2022 | What does the fund reserve currently stand at? |
| 24 | 12 |  | Migrate available WebAdvisor components to Self-Service | Director of Institutional Effectiveness | Spring 2022 | Which components have been migrated? Have they been removed from WebAdvisor? |