

## Educational Master Plan Draft 1 (1/17/2019)

Strategic Direction (SD)	Goal	Metric
I. Student Access	A. Increase enrollment of underrepresented groups	1. Low Income Students—Increase from 7,934 in 2017-2018 to 8,331 in 2023-2024
		2. Veterans—Increase from 231 in fall 2017 to 321 in fall 2023
		3. Foster youth—Increase from 183 in fall 2017 to 270 in fall 2023
	B. Expand courses and services for middle and high school students	1. Rising Scholars—Increase from 30 in 2018-2019 to 100 in 2023-2024
		2. Middle school events—Increase from 4 in 2017-2018 to 8 in 2023-2024
		3. Dual enrollment students—Increase from 579 in fall 2017 to 707 in fall 2023
	C. Clarify and expand academic programs to meet the needs of all students	1. Number of ADTs and other transfer agreements available—increase from 29 in 2018-2019 to X in 2023-2024
		2. Number of other transfer agreements available—increase from X in 2018-2019 to X in 2023-2024
		3. Number of CTE degrees and certificates available—increase from X in 2018-2019 to X in 2023-2024
		4. Number of CTE proficiency awards and digital badges available—increase from 21 in 2018-2019 to X in 2023-2024
		5. Noncredit FTES—Increase from 0 in fall 2017 to 91 in fall 2023
	D. Expand educational support programs for all students	1. Guided Path to Success (GPS) students—Increase from 120 in fall 2017 to 400 in fall 2023
		2. Peer mentoring—Increase to 2,000 students receiving mentoring by fall 2023
		3. Honor students—Increase from 210 in fall 2017 to 360 in fall 2023
		4. Study abroad students—Increase from 12 in 2016-2017 to 87 in 2023-2024
5. Student club membership—Increase from 567 in fall 2018 to 652 in fall 2023		
E. Expand availability of offerings to reflect the needs of all students	1. DE FTES—Increase from 1,571 in 2017-2018 to 3,189 in 2023-2024	
	2. Friday, weekend, and evening sections—increase from 340 in fall 2018 to 406 in fall 2023	
	3. Short term sections—increase from 249 in fall 2018 to 304 in fall 2023	
	4. Offer a winter intersession by 2023 (if district switches to compressed calendar)	
II. Student Success	A. Provide support for low-income students	1. Students filling out FAFSA/CADAA—increase from 11,870 in 2018-2018 to 13,330 in 2023-2024
		2. Sections with zero textbook costs—increase from 162 in fall 2018 to 400 in fall 2023
		3. Food pantry—increase student visits from 1,657 in 2018 to 2,463 in 2023
		4. Emergency micro grants—increase from 0\$ disbursed annually in 2017-2018 to \$10,000 in 2023-2024
	B. Increase counseling support for students	1. Counseling services received—increase from 8,510 in fall 2017 to 8,961 in fall 2023
		2. Create web portal for instructors to request student services classroom visits by 2023-2024
	C. Implement Guided Pathways framework	1. Guided Pathways action plan—fully implement by 2023-2024
		2. Course success rates—decrease equity gaps for underrepresented groups by 40% by fall 2023
		3. Fall to spring persistence—decrease equity gaps for underrepresented groups by 40% by 2023-2024
		4. Completion of transfer level math and English in first year—decrease equity gaps for underrepresented groups by 40% by 2023-2024
		5. Completion of 15+ units per semester—decrease equity gaps for underrepresented groups by 40% by fall 2023
	D. Promote civic engagement and advocacy	1. Civic engagement—increase the number sections with content/assignments connected to civic engagement to 150 by fall 2023
	E. Maintain standards of intellectual rigor and creativity	1. External peer review of sample of graded assignments
		2. Other ideas: SLOs, norming sessions, common rubrics
	F. Provide opportunities to improve students' career prospects	1. Internships—increase from 148 in fall 2018 to 444 in fall 2023
2. Career assessment taken by students—Increase from 821 in 2017-2018 to 2,463 in 2023-2024		
3. Career center workshop attendees—increase from 761 in fall 2018 to 2,283 in fall 2023		
4. Career Strategist Certificates awarded—increase from 0 in 2017-2018 to 100 in 2023-2024		
5. Counselors trained in career counseling—90% of counselors by 2023-2024		
G. Ensure our career education programs are aligned with labor market needs	1. Advisory committee meetings—increase from 25 in 2017-2018 to 40 in 2023-2024	
	2. Workforce development board meetings where we provide opportunity for feedback—Increase from 0 in 2017-2018 to 3 in 2023-2024	

III. Organizational effectiveness	A. Improve campus infrastructure, with a focus on sustainability	1. Complete facilities projects that are fully funded and aligned with the Facilities Master Plan
		2. Complete technology projects that are fully funded and aligned with the Technology Master Plan
		3. Complete sustainability projects identified by the Campus Environmental Committee and approved by the President
	B. Increase revenue generation	1. Meet annual FTES targets
		2. International students—Increase from 105 in fall 2017 to 315 in fall 2023
		3. Foundation goal (could be donation, # donors, # foundation events, etc)
		4. Grant application submissions—increase to 12 per year by 2023-2024
	C. Expand professional development opportunities for all employees	1. Faculty who annually receive training in high impact teaching practices—Increase to 125 by 2023-2024
		2. Faculty awareness of student services offered—distribute twice per semester to all faculty an up-to-date student services syllabus
		3. Faculty knowledgeable of universal design—increase from 43 in 2017-2018 to 250 in 2023-2024
		4. Classified staff professional development events—increase from 8 in 2017-2018 to 24 in 2023-2024
	IV. Campus Safety	A. Increase campus safety
2. Active shooter drills—conduct one campus wide drill and three table top drills by 2023-2024		
3. Title IX training—implement training created by the Districtwide Title IX committee and distribute based on committee guidelines by 2023-2024		