



Draft Strategic Planning Goals

Strategies

Action Plans

September 20, 2007

Goal 1: Base all curricular and programming decisions on data-driven strategies

1. Use data to make informed changes in programs, curriculum, schedules and student services including a cost benefit analyses

ACTION PLANS

- *DESCRIPTION - Complete the data report using the definitions supplied on page 102 in Basic Skills Handbook*
TIMEFRAME - August 20, 2007
WHO IS RESPONSIBLE - College Researcher
SUCCESS FACTOR - Comprehensive Basic Skills report
RESOURCES REQUESTED - Regular funding
WHO IS RESPONSIBLE - ISSC/Administrative Council
- *DESCRIPTION - Develop a cohesive set of research questions that allow us to begin tracking identified student cohorts*
TIMEFRAME - 9/30/07
WHO IS RESPONSIBLE - College Researcher
SUCCESS FACTOR - Research questions
RESOURCES REQUESTED - Regular funding
WHO IS RESPONSIBLE - ISSC/Administrative Council

2. Analyze changes in student demographics, preferences, and attitudes as well as social, economic technological and demographic changes in southern San Mateo County and the Bay Area
3. Identify cohorts of students and track their progress through the institution and afterwards. Use student progression and completion data in the program review process
4. Partner with other entities to gather key data about potential student needs and trends
5. Actively seek niche programming as a result of competitor analysis and ongoing research

Goal 2: Develop new programs and strengthen existing programs to meet our community and business needs

1. Develop partnerships with Employment Development Department and Workforce Investment Board to investigate employment trends developing the county economy

ACTION PLAN

- *DESCRIPTION - To contact business leaders in the Bay Area to identify where there are employment opportunities and identify the emerging trends in industry and community based organizations*

TIMEFRAME - April 20, 2008

SUCCESS FACTOR - Report/Statistics

RESOURCES REQUESTED - Reassigned time

WHO IS RESPONSIBLE - Linda Hayes & faculty

2. Invest financial and human resources to strengthen and support current and existing programs
3. Train pertinent college personnel to market programs to the community to promote partnership opportunities and disseminate information about Cañada College's programs
4. Develop and conduct surveys to identify community and business desires and needs. Develop separate surveys for community residents and the business sector
5. Develop and promote a professional looking College brochure that displays current programs and career pathways

ACTION PLANS

- *DESCRIPTION - Develop a general College brochure (in Spanish & English)*

TIMEFRAME - October 1, 2007

SUCCESS FACTOR - A completed brochure

RESOURCES REQUESTED - \$26,000 is set aside for this purpose from Student Growth funds

WHO IS RESPONSIBLE - Robert Hood

- *DESCRIPTION - Following the development of Career Pathways (see Goal 5-4, 11-4), create appropriate marketing materials*

TIMEFRAME - May , 2008

SUCCESS FACTOR - Marketing materials in place

RESOURCES REQUESTED - Funding from carry over

WHO IS RESPONSIBLE - Deans & appropriate faculty

6. Remain competitive in the education environment and prepare students for the workforce by incorporating current technology in programs.
7. Open the Child Development Lab to strengthen the ECE/CD Certificate and Degree which requires a practicum.
8. Develop and offer an apprenticeship program.

Goal 3: Develop programs and recruit students that respond directly to the current and projected demographic and economic trends in the College’s Service Area.

1. Increase student recruiting, especially with under-served markets as identified in this plan

ACTION PLANS

- *DESCRIPTION - Instruction Office & Academic Senate to identify a person to investigate and develop a model including courses for an Honors Program.*
TIMEFRAME - 12/30/07
SUCCESS FACTOR - Person and model identified
RESOURCES REQUESTED - Release time
WHO IS RESPONSIBLE - Marilyn McBride

- *DESCRIPTION - Develop activities focused on Middle School outreach*
TIMEFRAME - May 15, 2008
SUCCESS FACTOR - 3 activities (students & parents)
RESOURCES REQUESTED - Funding from Special Events
WHO IS RESPONSIBLE - Tom Mohr

- *DESCRIPTION - Expand and deepen recruiting activities for High School*
TIMEFRAME - May 15, 2008
SUCCESS FACTOR - 3 additional activities (students & parents)
RESOURCES REQUESTED -
WHO IS RESPONSIBLE - Melissa Raby

2. Increase personnel and non-personnel resources to the Outreach Office
3. Establish a child care center
4. Increase courses offered off-campus and on-line
5. Increase the number and support of student clubs and activities
6. Increase targeted outreach to High School and Middle School students
7. Create non-credit courses that can act as a conduit into credit courses for students
8. Increase our community based-programs such as CBET to create conduit
9. Continue research on demographics and economic trends
10. Include appropriate faculty in outreach activities at Middle Schools and High Schools to work with counselors and present to parents
11. Strive to achieve diversity in faculty and staff
12. Add athletic teams in compliance with Title IX (Note: Explore Football)
13. Offer an Honors Program
14. Offer a Puente Program

Goal 4: Improve success, retention, and persistence of students who are in basic skills classes, including English as a Second Language

1. Create a basic skills taskforce on campus to develop new approaches and strategies with the statewide framework as a reference

ACTION PLANS

- *DESCRIPTION - Develop a series of Professional Development opportunities for faculty and staff which focus on recruitment, retention, and basic skills*
TIMEFRAME - 5/15/08
SUCCESS FACTOR - Completion of workshops offered
RESOURCES REQUESTED - Staff Development Funds and Basic Skills allocation
WHO IS RESPONSIBLE - Professional Development Coordinator and Basic Skills Task Force by means of recommendations

- *DESCRIPTION - Identify a task force and develop and implement a basic skills Strategic Plan*
TIMEFRAME - May 15, 2008
SUCCESS FACTOR - Strategic Plan and some completed activities
RESOURCES REQUESTED - Basic Skills Fund
WHO IS RESPONSIBLE - Marilyn McBride, Phyllis Lucas-Woods, Academic Senate

2. Assess the effectiveness of our programs, including obstacles to success, retention and persistence
3. Develop ways to connect Counseling, Learning Center and Faculty to work as a part of a student support team for students in need
4. Explore the benefits of integrating reading and writing classes
5. Develop a system to communicate with everyone who takes the placement tests but never registers
6. Develop strategies to increase the likelihood of registration from one semester to the next
7. Develop communication among faculty who teach transfer level classes and faculty who teach developmental classes

Goal 5: Improve the persistence and transfer rate of students enrolled in transferable courses

1. Recruit students who are prepared to take transfer level courses
2. Recruit students with an intention to earn a Baccalaureate degree
3. Reinforce and promote the image of Cañada College as a successful transfer institution

ACTION PLAN

- *DESCRIPTION - Develop elements of the website which respond to the expectations of students wishing to transfer to Universities*
TIMEFRAME - December 30, 2007
SUCCESS FACTOR - New information on the web
RESOURCES REQUESTED - Time for Roberta chock and assistance from the District
WHO IS RESPONSIBLE - Tom Mohr

4. Create pathways by which students can move through transfer programs in a timely fashion (see Goal 11-4)

ACTION PLAN

- *DESCRIPTION - Examine and develop new appropriate curriculum for transfer AA's for articulation with CSU's and Uc's*
TIMEFRAME - May 15, 2008
SUCCESS FACTOR - 10 pathways will be identified
RESOURCES REQUESTED -
WHO IS RESPONSIBLE - Deans

5. Develop communication among transfer faculty in all disciplines
6. Improve the collection of data on where our students actually apply, are accepted, and actually attend
7. Improve use of electronic media to communicate with potential transfer students

Goal 6: In dialog with business and industry, support and strengthen existing workforce programs. Through research and sustained interaction with the business community, pursue new programs and courses which reflect the dynamic occupational and specific needs of the Bay Area economy

1. Build and maintain relationships with Chambers of Commerce in the Bay Area

ACTION PLAN

- *DESCRIPTION - Developing and maintaining partnerships for Chemistry and Allied Health*

TIMEFRAME - May 15, 2008

SUCCESS FACTOR - List of industry partnerships

RESOURCES REQUESTED - Grant funds

WHO IS RESPONSIBLE - Victoria O'Donnell

2. Build and maintain relationships with Economic Development Departments within City and County governments
3. Develop accelerated and flexible programs to meet the needs of the workforce community
4. Offer an apprenticeship program
5. Develop and maintain partnerships with corporations and community based organizations to identify current and emerging educational needs and training opportunities
6. Increase faculty to faculty outreach and communication between College and High School faculty members

Goal 7: Increase entrepreneurial actions across the College by seeking new revenue sources

1. Increase the number of grant proposals to external agencies
2. Increase the support for personnel and non-personnel resources in the development office

ACTION PLAN

- *DESCRIPTION - Employ a College Fund Developer*
TIMEFRAME - 10/30/07
SUCCESS FACTOR - Employment accomplished
RESOURCES REQUESTED - Approximately \$90,000 from the General Fund
WHO IS RESPONSIBLE - Tom Mohr

3. Seek out and develop focused training opportunities for employers in San Mateo County
4. Expand the Teacher Efficacy Program
5. Seek new revenue sources to support faculty research
6. Develop ways for the community to connect with faculty and staff expertise
7. Develop internship and mentorship programs for our students
8. Increase support for sabbatical and fellowship opportunities
9. Fully utilize our facilities to bring in external revenue

Goal 8: Develop and strengthen external collaborative relationships and partnerships

1. Develop advisory committees to assess community and industry needs and the potential for partnerships
2. Align the Cañada College, High Schools, and Adult School curricula, develop common assessment and develop programming to increase the awareness of students about their career and educational opportunities available at Cañada College

ACTION PLAN

- *DESCRIPTION - Identify faculty to meet with High School and Adult School faculty to align curriculum*
TIMEFRAME - 5/15/08
SUCCESS FACTOR - 2 Disciplines
RESOURCES REQUESTED - Unknown
WHO IS RESPONSIBLE - Deans

3. Evaluate existing PreK-16 partnerships and determine how the programs can be improved

ACTION PLAN

- *DESCRIPTION - Evaluate the current University Center program*
TIMEFRAME - 12/15/07
SUCCESS FACTOR - Report
RESOURCES REQUESTED -
WHO IS RESPONSIBLE - Jeanne Gross

4. Create partnerships that reflect the current economy and service area needs
5. Encourage ongoing contact with secondary schools and the college about competencies required for student success at Cañada
6. Expand Early and Middle College programs to increase both the High School graduation and higher education participation rates of low-income and minority High School youth
7. Expand partnership opportunities with extended agencies to provide support for Child Development lab/center

ACTION PLAN

- *DESCRIPTION - Create a task force to complete a feasibility study on the Child Development Center*
TIMEFRAME - 5/15/08
SUCCESS FACTOR - Completed feasibility study
RESOURCES REQUESTED - Unknown
WHO IS RESPONSIBLE - Tom Mohr

Goal 9: Build an educational environment that fosters a passion for education, and the leadership and the personal skills necessary for civic engagement/ participation

1. Develop rigorous academic classes with structure to support the under-prepared e.g. study groups and peer tutoring

ACTION PLAN

- *DESCRIPTION - Develop a collaborative model for intensive and rich tutoring between Social Science faculty and the tutorial center. Social Science Faculty will work with the tutorial staff to develop a model for intensive peer tutoring*

TIMEFRAME - 5/15

SUCCESS FACTOR - Improve student success in class

RESOURCES REQUESTED - Unknown

WHO IS RESPONSIBLE - Jeanne Gross & Katie Townsend-Merino

2. Provide opportunities for students to develop academic relationships with faculty beyond the classroom
3. Create an environment full of activities and filled with ideas, in particular, controversial ideas such as a global lecture series or panels, a series of high-interest political debates

ACTION PLAN

- *DESCRIPTION - Plan two new activities e.g. lecture series, film series, Theater, debates in the coming academic year*

TIMEFRAME - 5/15/08

SUCCESS FACTOR - Two new activities

RESOURCES REQUESTED - Unknown

WHO IS RESPONSIBLE - Phyllis Lucas-Woods

4. Provide support for a variety of student clubs
5. Create physical space on campus for exclusive student use
6. Develop leadership training for the ASCC students and leaders
7. Develop a friendly and accessible Admissions and Registrations center with particular attention to multilingual services
8. Provide frequent counseling and advising about specific areas of study or careers that is timely and accurate
9. Provide opportunities for students to interact with others from different backgrounds
10. Create opportunities for students to engage in service learning
11. Preserve and develop outside funding (grants) for activities and programs to engage students and promote diversity

Goal 10: Provide new and expanded opportunities for faculty and staff development which support an atmosphere of excellence in academics and student support services

1. Expand opportunities beyond guidelines prescribed by the AFT for current use of Professional Development monies
2. Find additional sources of money to support faculty and staff attendance at conferences within their discipline or area of expertise
3. Expand the scope of offerings of the CTL to include workshops in classroom instruction and learning strategies beyond computer education. Workshops could be offered by outside experts or by faculty and staff experts at the College or within the District
4. Develop new programs for Flex Day activities centered around teaching and learning. Collaborate with the other colleges to develop district wide discipline meetings as Flex Day activities
5. Develop new professional development activities centered on student support. Collaborate with the other colleges to develop district wide student support meetings as Professional Development activities (see Goal 10-8)

ACTION PLAN

- *DESCRIPTION - Develop a series of Professional Development opportunities for faculty and staff which focus on recruitment, retention, and basic skills*
TIMEFRAME - 5/15/08
SUCCESS FACTOR - Completion of Workshops offered
RESOURCES REQUESTED - Basic Skills Fund
WHO IS RESPONSIBLE - Professional Development Coordinator

6. Encourage and continue to support staff with in their educational development and goals, both financially and in flexible scheduling
7. Support Professional Development activities that affirm the College's commitment to cultural competency
8. Support faculty and staff programs that assist faculty and staff in accomplishing the goals of the Strategic Plan (see Goal 10-5)

ACTION PLAN

- *DESCRIPTION - Develop a series of Professional Development opportunities for faculty and staff which focus on recruitment, retention, and basic skills*
TIMEFRAME - 5/15/08
SUCCESS FACTOR - Completion of Workshops offered
RESOURCES REQUESTED - Basic Skills Fund
WHO IS RESPONSIBLE - Professional Development Coordinator and Basic Skills Task Force

9. Increase support for sabbatical and fellowship opportunities

Goal 11: Improve number of certificate and degree awards

1. Ongoing and coordinated marketing programs in High Schools and Middle Schools
2. Inform ESL students of all educational options
3. Add new certificate and degree programs
4. Develop career pathways (certificate & AS/AA & transfer) (see Goal 5-4)

ACTION PLAN

- *DESCRIPTION - Examine and develop new appropriate curriculum for transfer AA's for articulation with CSUs and UCs*

TIMEFRAME - May 15, 2008

SUCCESS FACTOR - 10 pathways will be identified

RESOURCES REQUESTED - Carry Over Funds

WHO IS RESPONSIBLE - Deans

5. Develop partnerships with local industry
6. Create job placement service
7. Encourage collaboration between Counseling, Divisions, and Faculty
8. Develop partnerships with industry for internship and job placement



Mission Statement

Approved by College Council 3/15/07

It is the mission of Cañada College to ensure that students from diverse backgrounds have the opportunity to achieve their educational goals by providing quality instruction in general, transfer, career, and basic skills education, and activities that foster students' personal development and academic success. Cañada College places a high priority on supportive faculty/staff/student teaching and learning relationships, responsive support services, and a co-curricular environment that contributes to personal growth and success for students. The College is committed to the students and the community to fulfill this mission.

Value Phrases

by Strategic Planning Committee

Approved by College Council 4/19/07

As a student-centered community college, Cañada is committed to the following core values:

1. *Creating an inclusive environment for teaching and learning by honoring, respecting, and embracing diversity within our College and surrounding community;*
2. *Providing a personal and caring atmosphere;*
3. *Promoting student access, success, self-efficacy, and a passion for learning;*
4. *Encouraging a desire for life-long learning;*
5. *Demanding and ensuring excellence in teaching and supporting our students;*
6. *Incorporating ethical approaches into all aspects of the educational process;*
7. *Striving to be an innovative college by responding to the changing needs of students, community, and industry;*
8. *Practicing the inclusion of shared governance processes in all appropriate aspects of College life.*