



"Cabrillo Connects" Strategic Plan

March 31, 2014 Draft

Five Year Planning Goals and Objectives

This document provides the planning goals and objectives for the next five years for Cabrillo College. The goals and objectives have been developed with input from campus employees and the community through a listening tour, a visioning workshop, recent or impending legislative and funding changes, and a review of planning documents including the current Strategic Plan, Education Master Plan, Facilities Plan, Energy Plan, Technology Plan, Student Equity Plan, Governing Board Goals, Accreditation Planning Agendas and Recommendations as well as the Student Success Initiative. The planning assumptions below helped guide the organization of these inputs into the current document. Items in **bold** have been identified as first year priorities using the planning priority criteria listed below. Items not addressed in 2014-2015 will be considered for prioritization in subsequent years on an annual basis.

Planning Assumptions

- a. Student centered
- b. Data driven
- c. Fiscally responsible
- d. Not all goals require funding
- e. Evaluated for effectiveness
- f. Flexible to adapt to changing conditions
- g. Leverage existing committees to assist in goal completion
- h. Embrace innovation and change

Planning Priority Criteria

- a. Time sensitive
- b. Synergistic (prioritized in multiple areas)
- c. Leverage opportunity (can be completed with resource efficiencies such as matching funds)
- d. Currently in process
- e. Mandatory/Safety

- 1. Professional Development and Transformational Learning:** Cabrillo College has long been the leader in transformational approaches to teaching and learning, technology and other processes that make the college one of the leaders in identifying methods for student success. This strategic focus identifies goals that meet the intent of our college commitment to all employee professional development and access to training, while focusing the college on learning that continues to transform our institution as we meet our mission for student success, achievement and completion.
 - 1.1. Create and implement a Professional Development Shared Governance Committee with a reporting relationship to College Planning Council (CPC) (current Flex and other training to be considered through subcommittees, which report to this committee)**
 - 1.1.1. Create, implement and evaluate a professional development plan for all employee campus constituencies including cross training and change management**
 - 1.1.1.1. Evaluate the visioning workshop priorities to determine an annual plan for each year through 2019**
 - 1.1.1.2. Provide incentives for employees to become involved such as the employee meritorious award process**
 - 1.1.2. Implements the California Community College Student Success Initiative Professional Development recommendation
 - 1.1.3. Provide employee orientations that extend current Human Resource content and incorporate cross-constituency trainings
 - 1.1.4. Develop a leadership training program
 - 1.2. Review and improve current Professional Development websites to enhance inclusiveness and scope of new committee responsibility
 - 1.3. Consider staffing and/or technology needs for professional development sustainability
 - 1.4. Update job expectations and skills for all employees
 - 1.5. For faculty, include the ability to incorporate soft skills in curriculum as a desired qualification
 - 1.6. For all employees, provide training to update skills to address current relevant technologies

- 2. Sustainable Programs and Services:** Cabrillo College is undergoing changes in student demographics and enrollment levels in addition to state mandated changes in program regulations and funding. Committed to meeting student demand for transfer, basic skills, career technology and services that promote the community college mission, this strategic focus identifies areas that best meet student and industry demands for degrees and certificates as well as practices that encourage a seamless articulation of students through the basic skills sequence and into a career / transfer area.
- 2.1. Identify and prepare for anticipated growth areas to address student needs**
 - 2.2. Ensure programs are up to date, responsive to student learning needs and changes in the job market, and flexible in their curricular and program development (2.3,2.6)**
 - 2.3. Consider acceleration or other transformational changes for our basic skills programs to more quickly prepare students for transfer and completion of certificates and degrees (2.2, 2.8)**
 - 2.4. Provide for the growth of distance education courses and sections as determined by student demand**
 - 2.5. Support efforts to articulate pathways from K-12s through Cabrillo to universities and employment**
 - 2.5.1. Enhance assessment to support more accurate placement of incoming students**
 - 2.5.2. Improve orientation and education planning for students (5.5)**
 - 2.5.3. Structure and schedule program offerings to maximize student completion of their educational goals**
 - 2.6. Improve success of English language learners including completion of college level coursework (2.2)
 - 2.7. Develop a grants and contracts office to promote fiscal leveraging of programs, services, and innovation
 - 2.8. Increase and centralize tutorial services and supplemental instruction (2.3)
 - 2.9. Incentivize students to attend full time at the college
 - 2.10. Complete the development of all required Associate Degree for Transfer (ADT) degrees
 - 2.11. Market our programs to educate the community about the breadth and quality of Cabrillo College offerings (3.5)

3. **Community Partnerships and Economic Vitality:** The community provides Cabrillo College with partnerships and connections that benefit our students. This strategic focus identifies our unique role in providing education that promotes economic prosperity for our students, employers, and our community.
 - 3.1. Increase business partnerships within the commute area to include Silicon Valley business and technology companies (3.7, 4.3, 4.16)**
 - 3.2. Enhance partnerships with community businesses to develop internships**
 - 3.3. Develop partnerships that support successful employment of lower income populations
 - 3.4. Integrate student equity and basic skills planning to create opportunities for marginalized populations
 - 3.5. Create marketing plan that promotes Cabrillo as a comprehensive college to educate our community, K-12, and parents about all Cabrillo offers and does (2.5, 3.1)**
 - 3.5.1. Increase systematic outreach to communities (3.1)**
 - 3.5.2. Create marketing materials designed to inform community parents about Cabrillo programs and services (2.5)**
 - 3.5.3. Enhance the image of Cabrillo at the K-12 level**
 - 3.6. Participate in the strategic planning efforts of other related local agencies and organizations
 - 3.7. Find a sustainable alternative to the traditional lifelong learning program (in progress)**
 - 3.8. Continue to provide the community with arts, entertainment, and educational opportunities
 - 3.9. Enhance opportunities for regular community input
 - 3.10. Seek innovative partnerships and opportunities with businesses, K-12s, and universities

4. **Institutional Stewardship:** Incumbent upon Cabrillo College is its stewardship through facilities, technology, and other operational systems. This strategic focus assures our community that we are providing high quality, sustainable and effective learning environments. Develop and implement plans to:
 - 4.1. **Provide students with state of the art technology that supports learning and positive outcomes**
 - 4.2. **Provide employees with technology, services and related education to support a successful college environment**
 - 4.2.1. **Complete smart classroom implementation**
 - 4.3. **Work with technology committee on partnerships with community resources for donations or equipment designed to meet program goals (3.1)**
 - 4.4. **Consider and implement responses to Total Cost of Ownership Report**
 - 4.5. Provide adequate staffing to meet goals for maintenance of facilities and grounds
 - 4.6. **Complete expenditures of bond funds (in progress)**
 - 4.7. **Update campus signage**
 - 4.8. Evaluate various mechanisms for energy efficient projects and programs
 - 4.9. **Determine a role and responsibility for current sustainability task force within the shared governance structure – align energy report plan goals to task force (in progress)**
 - 4.10. **Implement online student planning module for long term educational planning (in progress)**
 - 4.11. Improve students' ability to access registration and account information (e.g. student portal)
 - 4.12. Implement video conferencing technology equipment for employee and student interactions
 - 4.13. Access to educational counseling via technology or other group opportunities
 - 4.14. Create energy efficient, flexible workspace for individual and collaborative work (4.8)
 - 4.15. **Develop technology to enhance community partnerships (3.1) (in progress)**
 - 4.16. Increase technology solutions for student outreach and recruitment
 - 4.17. Foster collaborative innovation across the college
 - 4.18. Create opportunities for innovation within the framework of a sustainable budget
 - 4.19. Consider rental opportunities of college space to our community
 - 4.20. **Standardize processes for resource requests based on program planning (in progress)**

5. Institutional Responsibilities: Cabrillo College is part of a larger community college and higher education system that requires compliance with standards, legislation, and other mandates. This strategic focus plans the institutional compliance to meet ongoing and mandatory responsibilities in order to improve student success and student achievement.

5.1. Meet and comply with accreditation standards (in progress, planning agenda and recommendations)

5.2. Respond to legislation with appropriate process changes

5.3. Adhere to Education Code and Title V Regulations

5.4. Complete mandatory reporting accurately and on time

5.5. Continue implementation of Student Success Act and Task Force requirements and recommendations (in progress)

5.6. Complete and evaluate Board policies in a timely manner (in progress)

5.7. Utilize the California Community College Chancellor Office recommendations and systems updates