

Clovis Community College
Strategic Plan 2017–2021
FINAL DRAFT

Letter from the President

Dear Colleagues,

On behalf of the State Center Community College District, I am pleased to present the Clovis Community College Strategic Plan 2017-2021. I would also like to offer my sincere thanks to our college community for their hard work and commitment to our integrated planning process.

The CCC Strategic Plan is the result of our college-wide collaboration to create a plan that focuses on achieving the Institutional Goals outlined in our CCC Educational Master Plan 2017-2021, which was approved by the Board of Trustees on April 4, 2017. The CCC Strategic Plan 2017-2021 also aligns with the District Mission and Overarching Goals outlined in the District Strategic Plan 2017-2020, which was approved by the Board of Trustees on xx, 2017.

This Strategic Plan translates the broad goals developed in the Educational Master Plan into specific actions that will advance the college and support student success over the next four years. It is a dynamic document that is part of our integrated planning process. Progress towards our goals will be reviewed annually and communicated with the campus community.

This plan was developed over the spring 2017 semester. The process was guided by a College Council workgroup comprised of faculty, students, classified professionals and administrators, who engaged in extensive reflection and discussion throughout the process. Starting with a college-wide planning retreat held in February, many members of the Clovis Community College community provided valuable input for this Plan. Several additional opportunities were provided to the college, and local community for additional feedback. As each subsequent draft was developed throughout the process, the workgroup utilized the valuable input it received to develop specific action steps, timelines, and champions. The workgroup also cross-walked the action steps in this plan with other planning documents developed to support the college planning process.

The Strategic Plan was reviewed by all constituent groups, including Academic Senate, Classified Senate, and Associated Student Government. On May 12, 2017, it was reviewed by College Council and recommended for submission to the Board of Trustees.

The Clovis Community College Strategic Plan 2017-2021 reflects the sincere commitment of everyone at Clovis Community College to achieve our mission: *“Creating Opportunities...One Student at a Time.”*

Sincerely,

Dr. Lori Bennett
President
Clovis Community College

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College Vision Statement

Clovis Community College is the college of choice for academic excellence, innovation, and student achievement.

College Mission Statement

Participants in the development of this Strategic Plan were advised to keep the College mission and vision statements in the forefront of their minds. The contents of the Strategic Plan, are designed to advance and fulfill the mission and vision of the College.

Mission Statement

Creating Opportunities – One Student at a Time

- We embrace diversity and serve all students of the community;
- We believe education is based on integrity, generosity, and accountability;
- We foster critical, creative, and engaged thinking;
- We support student success by preparing students for their futures and for the community's future through career/technical certificates, degrees, and transfer programs;
- We cultivate community partnerships to enhance student learning and success;
- We engage in reflective, data-driven cycle of research and innovation focused on learning and student outcomes.

Integrated Planning Model

The following graphic shows a graphical representation of the College's Integrated Planning Model. The Strategic Plan flows from the Educational Master Plan. The goals in the Strategic Plan were developed as part of the Educational Master Plan process, completed in the fall of 2016. As depicted in the planning model, the guiding principles for Clovis Community College planning are data analysis, communication, and student equity.



Introduction to the Clovis Community College Strategic Plan 2017-2021

Overview

The Strategic Plan 2017-2021 is an essential component of the College's integrated planning process and operates within the framework defined by the Clovis Community College Educational Master Plan. The Educational Master Plan 2017-2027 is based on the college's mission, vision, and values, and was developed in a collaborative process involving the faculty, students, and staff of the college as well as members of the local community. The Educational Master Plan is an overarching plan which includes internal and external scans, growth forecasts, and six broad goals for the college during the next ten years.

These six goals are:

1. ACCESS: Expand opportunities and remove access barriers
2. TEACHING & LEARNING: Promote excellence and opportunities
3. SUPPORTING STUDENT SUCCESS: Provide comprehensive services while promoting equity
4. COMMUNITY & PARTNERSHIPS: Strengthen and develop external relationships
5. RESOURCES AND FACILITIES: Expand and enhance the capacity of the college
6. INSTITUTIONAL EFFECTIVENESS: Strive for excellence in planning, governance, and communication

These ten-year goals of the Educational Master Plan provide the basis for the Strategic Plan's overall structure. The Strategic Plan 2017-21 is the first of three four-year strategic plans that will cover the Educational Master Plan's 10-year planning cycle. These Strategic Plans will guide the college in meeting these goals and include objectives, action steps, timelines, measurable outcomes, and champions responsible for ensuring actions are taken and outcomes are monitored.

Development of the Strategic Plan 2017-2021

In the spring of 2017, President Dr. Lori Bennett charged members of the College Council with leading the Strategic Planning process. College Council is the highest college governing body, and includes a representative group of students, faculty, classified professionals, and administrators.

The strategic planning process was initiated during the college strategic planning retreat, held on February 24, during which the concept of a strategic plan was discussed and participants engaged in initial brainstorming regarding the kinds of actions which could be included in a strategic plan. The project timeline was then developed.

On March 14, a College Council workgroup met and developed an initial draft of objectives to be achieved and action steps to be taken.

On March 21, the workgroup met again to review and refine the objectives and action steps.

Following that meeting, the committee employed three methods to solicit feedback and comment.

- A survey was sent to the entire college community
- A campus town hall meeting was held on March 24, during which members of the college community presented their feedback and ideas
- A community town hall meeting was held on March 30, during which community members provided feedback on the draft strategic plan action steps.

Throughout the process, College Council workgroup members also drafted measurable outcomes, and identified champions, timelines, and integrated planning activities.

On April 18, the College Council workgroup met again to review the most current detailed draft of the Strategic Plan and to review feedback from the survey, town hall, and community forum. By the end of that meeting, the

College Council workgroup completed a revised draft of the Strategic Plan to be presented to the full College Council on April 21.

The process continued with a first and second reading by the Academic Senate, Classified Senate, and Associated Student Government. College Council held a special meeting on May 12, 2017 to conduct its second reading of the Strategic Plan. At that meeting, College Council approved the final draft and forwarded the document to the president, with a recommendation to submit the Strategic Plan to the Board of Trustees at the June, 2017 Board meeting.

Dr. Bennett submitted the Clovis Community College Strategic Plan 2017-2021 to the State Center Community College District's Board of Trustees for approval. The Board of Trustees approved the plan on xx, 2017.

The Strategic Plan

1.0 ACCESS: Expand opportunities and remove access barriers

1.1 Build and sustain transfer and Career Technical Education (CTE) pathways that support seamless transition from K-12 to Clovis Community College (CCC)

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
1.1.1	Develop and expand CTE program offerings that align with local high schools and adult education CTE curriculum	1. Pathways developed with local high schools and adult education centers 2. Curriculum completed/courses scheduled 3. Students enrolled	VP Instruction & STS CTE Dean & faculty	Year 1-2	Aligns with BSI Grant Goal C and supports CTE Plan
1.1.2	Expand transfer degree offerings and explore/develop Meta Majors to provide more choices for high school students who plan to attend CCC prior to a 4-yr university	1. Increased number of associate degrees for transfer (ADTs). 2. Increased transfer rates.	Deans of Instruction, Department Chairs Discipline Faculty	Year 1-4	Aligns with Student Equity Plan Goal A and T-V Obj 4
1.1.3	Expand transfer and CTE dual enrollment pathways that align with local high schools	1. Increased number of Dual Enrollment courses offered. 2. Increased percentage of high school students enrolled.	VP Instruction & STS Deans of Instruction Department Chairs Discipline Faculty Counseling Dept	Year 1-2	Aligns with Student Equity Plan Goal A and supports CTE Plan

1.0 ACCESS: Expand opportunities and remove access barriers

1.2 Expand flexible learning options to support student equity and adult learners, including Dual Enrollment, Distance Education, and Non-credit opportunities

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
1.2.1	Partner with adult education centers, and alternative high schools to establish new pathways which may include dual enrollment	1. Pathways developed with local adult education centers and alternative high schools 2. Expanded offerings at Herndon campus	VP Instruction & STS Deans of Instruction (Hum/Soc Sci Lead) Dir of Herndon Campus	Year 2-3	Aligns with Student Equity Plan Goal A
1.2.2	Increase distance education, evening, and Saturday course and program offerings	1. Increased percentage of online course offerings 2. Increased enrollment in Saturday and evening courses.	VP Instruction & STS Deans Dir of SSE&O	Year 1-3	Aligns with Student Equity Plan Goal A and BSI Goal A and supports CTE Plan
1.2.3	Increase noncredit programs/courses	1. Noncredit course offerings	VP Instruction & STS Deans of Instruction Dean of Students Dept Chairs Discipline Faculty	Year 1-3	Aligns with BSI Obj A

1.3 Expand class offerings to support continuing student enrollment growth

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
1.3.1	Through deliberate discussion and evaluation, increase General Education (GE) offerings to support increasing transfer eligible students	1. Course offerings aligned with student demand (SEPs)	VP Instruction & STS Deans Council Counseling Dept	Year 1-4	Aligns with Student Equity Plan D
1.3.2	Explore and implement one-year scheduling based on Student Educational Plans (SEPs)	1. Program and course enrollment data analyzed. 2. One-year schedule aligned with SEPs implemented.	VP Instruction & STS Deans Dept Chairs Counselors	Year 1-4	Aligns with Student Equity Plan D and T-V Obj 4

1.0 ACCESS: Expand opportunities and remove access barriers

1.4 Provide targeted, effective outreach activities to historically underserved populations

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
1.4.1	Create targeted on-campus events for high school seniors and adult education students for historically underserved populations	1. Increased participation of high school students. 2. Increased enrollment rate from targeted schools. 3. Number of events held.	Dir of SSE&O	Year 1-3	Aligns with Student Equity Plan Goal A
1.4.2	Develop outreach events and materials for middle school students	1. Materials developed and distributed. 2. Middle school outreach events held.	Dir of SSE&O Dir of Mktg &Comm	Year 1-3	Aligns with Student Equity Plan Goal A

1.5 Develop targeted marketing and communication to increase community awareness of Clovis Community College and support specific college goals

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
1.5.1	Develop Communications plan to maximize marketing effectiveness	1. Communication and Outreach plans developed. 2. Outreach and community events documented. 3. Targeted marketing materials developed.	Dir of Mktg &Comm Dir of SSE&O	Year 1-4	Aligns with Student Equity Plan Goal A
1.5.2	Participate in district-wide marketing to promote awareness of CCC and CTE programs	1. Increased student enrollment in CTE and non-CTE programs.	Dir of Mktg &Comm	Year 1-4	

1.6 Participate in the Central Valley Promise to support access for all students

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
1.6.1	Participate in district-wide Central Valley Promise	1. Number of promise applications documented.	Dean of Students Dir of SSE&O	Year 1-4	Aligns with Student Equity Plan Goal A

2.0 TEACHING & LEARNING: Promote excellence and opportunities

2.1 Maintain focus on providing a quality education

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
2.1.1	Create an environment of evidence where Student Learning Outcome (SLO) data is used to improve teaching and learning	<ol style="list-style-type: none"> 1. Results of SLO analysis documented and communicated. 2. Increased course success rates 	SLO Coordinator Department Chairs Discipline Faculty	Year 1-4	Aligns with Student Equity Plan Goal B, BSI Goal D
2.1.2	Provide professional development to support improved teaching pedagogy, advancements in student learning from cognitive science, student equity, and college-wide initiatives	<ol style="list-style-type: none"> 1. Faculty workshops held. 	VPISS Flex Coordinator	Year 1-3	Aligns with Student Equity Plan Goal B and SSSP #7

2.2 Promote an inclusive teaching and learning environment

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
2.2.1	Increase faculty understanding of teaching methodologies which create an environment that engages all students	<ol style="list-style-type: none"> 1. Professional development training offered. 2. Department discussions documented. 	Flex Coordinator Department Chairs	Year 1-2	Aligns with BSI Goal B
2.2.2	Increase faculty application of pedagogy and instructional strategies to engage all students	<ol style="list-style-type: none"> 1. Increased course success rates. 	Student Success Committee Department Chairs	Year 2-4	Aligns with BSI Goal B
2.2.3	Provide adequate access to student support programs	<ol style="list-style-type: none"> 1. Increased course success rates. 	Dean of Students Program Coordinators	Year 1-4	Aligns with BSI Goal B

2.0 TEACHING & LEARNING: Promote excellence and opportunities

2.3 Increase student completion rates for degrees and certificates

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
2.3.1	Implement the Student Equity Plan	1. Increased degree and certificates awarded to student groups targeted in the student equity plan.	VPISS Director of SSE&O Student Success Committee Deans of Instruction	Year 1-4	Aligns with BSI Goal A and Student Equity Plan Goal D
2.3.2	Analyze course completion rates, identify barriers to success that students experience, and implement changes to promote student equity and completion	1. Barriers identified for student course and program completion. 2. Course completion rates increased as defined in the Student Equity Plan.	VPISS Office of Institutional Research Student Success Committee Deans Department Chairs Discipline Faculty	Year 1-4	Aligns with BSI Goals A, D and Student Equity Plan Goal D
2.3.3	Improve effectiveness of the Early Alert program	1. Increased number of early alert notices sent per semester.	Dean of Students Deans of Instruction Counseling Department	Year 1-2	Aligns with T-V Obj 1

2.4 Continue to explore and support innovative ideas and projects

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
2.4.1	Continue to seek funding and grants which support innovative and creative ideas	1. Funding sources identified. 2. New grants/funding received.	VPISS Deans	Year 2-4	

2.0 TEACHING & LEARNING: Promote excellence and opportunities

2.5 Expand and enhance Career Technical Education programs

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
2.5.1	Implement CTE plan/Develop new CTE programs	1. Curriculum written and approved 2. New courses/degrees/certificates offered. 3. Number of CTE degrees/certificates awarded.	VP Instruction & Student Services CTE Dean CTE Faculty	Year 1-4	Aligns with Student Equity Plan Goal A and D and CTE Plan
2.5.2	Provide CTE support services	Targeted counseling and Career Center support provided.	Dean of Students Counseling Department	Year 1-4	Aligns with Student Equity Plan Goal D and SSSP #1-4 and supports CTE Plan
2.5.3	Expand Internship opportunities and apprenticeship programs	Increased number of students participating in internships and apprenticeship programs.	CTE Dean and CTE Faculty	Year 2-4	Aligns with CTE Plan

2.6 Expand Options to support college-readiness for all students

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
2.6.1	Continue to engage incoming students in "college-readiness" activities (i.e. Crush Days, FYE, Bootcamps, Math Blast)	1. Increased number of students participating. 2. Outreach efforts at high schools and middle schools documented.	Director of SSE&O Dean of Students Counseling Department Basic Skills Coordinator	Year 1-4	Aligns with BSSOT Grant Obj 7, Student Equity Plan Goals B,C and D, BSI Goal C
2.6.2	Develop alternative avenues to college readiness such as non-credit basic skills courses	1. Pathway from adult education to CCC defined. 2. New courses developed.	VPISS Deans of Instruction Basic Skills Coordinator English Department Math Department	Year 1-3	Aligns with Student Equity Plan Goal C, BSI Goals A-C

3.0 SUPPORTING STUDENT SUCCESS: Provide comprehensive services while promoting equity

3.1 Continue integration of student services and instruction

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
3.1.1	Expand collaboration between Instructional and Student Services faculty for programs such as First Year Experience (FYE), Dual Enrollment, pathway/cohort planning, and Early Alert	<ol style="list-style-type: none"> 1. Integrated training sessions provided. 2. Program planning documents include collaborative goals and action items. 	VP Instructor & Student Services Deans/Director Counseling	Year 1-4	Aligns with Student Equity Plan Goals B, C, D, E and BSSOT #5, 7

3.2 Develop support programs to promote student retention

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
3.2.1	Research and implement best practices and programs in support of student retention	<ol style="list-style-type: none"> 1. Best practices presented during flex activities and department meetings 2. Increased course retention rates. 3. Decreased number of students on academic probation. 	Dean of Students Dir of SSE&O Student Services Dept Chairs Program Faculty/Staff	Year 1-3	Aligns with BSSOT #5, 7 and BSI Goals A, B, D
3.2.2	Determine student needs and challenges related to student retention	<ol style="list-style-type: none"> 1. Student focus groups held. 2. Student services reviewed/revised to reflect student input. 	Dean of Students Director SSE&O Office of Institutional Research	Year 1-4	Aligns with BSSOT #5, 7 and BSI Goals A, B, D

3.0 SUPPORTING STUDENT SUCCESS: Provide comprehensive services while promoting equity

3.3 Utilize technology to expand and enhance student services

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
3.3.1	Implement an online Student Educational Planning (SEP) tool	Online SEP developed.	Dean of Students Dean of Technology Counseling Department	Year 1	Aligns with SSSP #1 and Student Equity Plan Goal F
3.3.2	Improve online student support services.	1. Current online counseling system improved. 2. Increased student satisfaction and usage tracked 3. Increase online library resources	Dean of Students Program Dept Chairs/Coordinators Instructional Designer Office of Institutional Research Counseling	Year 1-3	Aligns with SSSP #2, 4, 6
3.3.3	Enhance student services and technology support for students with disabilities	1. Research technology options available to enhance support for DSPS students 2. Use of DSPS services monitored.	DSPS Coordinator	Year 1-4	Aligns with SSSP #6 and Student Equity Plan Goal #2

3.4 Expand student services, such as tutoring, library, honors program, and athletics

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
3.4.1	Expand student services such as tutoring, library, career, veterans, honors, counseling and transfer services to meet student needs based on available resources	1. Student need data analyzed and documented in program plans 2. Student success rates in courses with embedded tutors analyzed. 3. Professional development training provided to support growing DSPS program 4. Explore expansion of honors program	VPISS Deans/Director Dept Chairs Program Leaders Counseling	Year 2-4	Aligns with SSSP #2, 3, 4 and Student Equity Plan Goal #2 and T-V Obj 1, 6

3.0 SUPPORTING STUDENT SUCCESS: Provide comprehensive services while promoting equity

3.4.2	Provide counseling support for new programs (examples: CTE, Dual Enrollment, Pathways, Athletics)	1. Student need data analyzed 2. Counseling organizational structure assessed 3. Counseling support included in new program planning	Dean of Students Counseling Department Dept Chairs Discipline Faculty	Year 2-4	Aligns with SSSP #2, 3, 4 and Student Equity Plan Goal #2 and T-V Obj 1, 6 and supports CTE Plan
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3.5 Expand college activities to support student engagement and inclusion

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
3.5.1	Expand multi-cultural programming, including annual speaker series and other student engagement activities	1. Multi-cultural programming included in college planning documents 2. Number of events held.	Dir of SSE&O College Center Assistant Associated Student Government	Year 1-4	Aligns with Student Equity Plan Goals B, C, D
3.5.2	Expand student clubs and activities	1. Number of clubs and student events documented. 2. Increased number of students participating	College Center Assistant Associated Student Government	Year 1-3	Aligns with Student Equity Plan Goals B, C, D
3.5.3	Expand athletic program	1. Develop plan for program expansion. 2. Additional team(s) added	Dean of Instruction Athletic Director	Year 1-3	Aligns with Student Equity Plan Goals B, C, D
3.5.4	Expand performing arts activities	1. Develop plan for program expansion; 2. Increased number of students involved in performing arts	Dean of Instruction Dept Chair Discipline Faculty	Year 3-4	Aligns with Student Equity Plan Goals B, C, D

3.6 Develop an International Students program

	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
3.6.1	Explore best practices for developing international student program	Information collected and presented	VPISS	Year 3-4	Aligns with Student Equity Plan Goal 1

4.0 COMMUNITY & PARTNERSHIPS: Strengthen and develop external relationships					
4.1 Enhance Community Relations to Support the Central Valley					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
4.1.1	Strengthen partnerships with K-12	1. Host annual counseling meeting 2. Expand relationships with middle schools 3. Develop pathways from high schools to CCC 4. Align curriculum	President VPISS Deans/Director Counselors Outreach Staff Discipline Faculty	Year 1-2	Aligns with BSI Goal C and Student Equity Plan Goals A, D, E, F
4.1.2	Establish Reg-to-Go with local employers	Reg-to-Go stats from events (registrations, enrollments)	Director of SSEO	Year 2-3	Aligns with Student Equity Plan Goal F
4.1.3	Develop and strengthen partnerships with local business, educational, civic, and community organizations	1. Expand relationships with 4-year universities, such as Fresno State, UC Merced, and San Joaquin Law School, CHSU 2. Participation in local organizations/events, such as Clovis Chamber of Commerce 3. Partner with Clovis Veterans Memorial District to develop pathway for veterans 4. Partner with City of Clovis to connect with local business and city opportunities.	President Dir of Mktg & Comm Deans/Director Counselors Outreach Staff Discipline Faculty	Year 1-4	Aligns with Student Equity Plan Goal B, D and BSI Goal A and support CTE Plan
4.2 Align new Career Technical Education programs with local employer needs					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
4.2.1	Expand and improve CTE advisory boards.	1. Increased attendance at advisory meetings 2. Increased connection between advisory board input and curriculum development	CTE Dean & CTE Faculty	Year 1-3	Aligns with Student Equity Plan Goals A, B, and D; and support CTE Plan
4.2.2	Expand Contract Education programs.	Minimum of two contract training courses offered each year.	VPISS CTE Dean	Year 1-4	Supports CTE Plan

4.0 COMMUNITY & PARTNERSHIPS: Strengthen and develop external relationships					
4.3 Increase student internships opportunities with local businesses					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
4.3.1	Partner with local business/government to create internships	1. Number of internships available; 2. Number of students participating in internships	CTE Dean CTE Faculty Career Trans Ctr Coord	Year 2-4	Aligns with Student Equity Plan Goals A, B, and D; and support CTE Plan
4.3.2	Explore options for providing a pre-internship class to assist students in professional success skills	1. Employers surveyed. 2. Explore credit vs non-credit options	VPISS CTE Dean CTE Faculty	Year 2-4	Aligns with Student Equity Plan Goals A, B, and D; and support CTE Plan
4.4 Support and participate in community events					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
4.4.1	Strengthen Clovis Community College (CCC) participation at regional and local community events	CCC represented at a variety of local events	President Dir of Mtg & Comm Dir of SSE&O	Year 1-4	Aligns with Student Equity Plan Goal A, BSI Goal C

5.0 RESOURCES AND FACILITIES: Expand and enhance the capacity of the college					
5.1 Plan and build new college facilities supported by the Measure C Bond, including space for new CTE programs, additional classrooms and science labs, and expanded student services					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.1.1	Hire architects and design buildings	Contracts signed with vendors & Board approval of design	President Vice President of Administrative Services	Year 2-3	
5.1.2	Determine instructional and student services facilities needs	Space needs analyzed - in AC1, AC2, and new building(s)	Facilities Committee	Year 2	
5.1.3	Ground Breaking for new facilities	Construction in progress	Facilities Committee	Year 4	

5.0 RESOURCES AND FACILITIES: Expand and enhance the capacity of the college

5.2	Plan and develop soccer fields as outlined in the District Facilities Master Plan				
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.2.1	Build up reserve in Capital Projects to fund construction of soccer fields	Have 40% of total cost saved in Capital Projects fund	Vice President of Administrative Services	Year 1-4	

5.3	Provide adequate staffing to support new facilities and increased student enrollment				
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.3.1	Conduct analysis of staffing required to support expanded programs and facilities	Analysis completed; recommendation presented	Vice President of Administrative Services	Year 3	

5.4	Utilize technology to improve college processes and support student learning				
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.4.1	Deploy an online collaborative space for staff communication and documentation	Usage documented	Dean of Technology	Year 1	
5.4.2	Provide training and support to ensure ongoing compliance with accessibility guidelines	1. Trainings held 2. All webpages verified for compliance	Dean of Students	Year 1-4	
5.4.3	Implement online workflow system to streamline forms and approvals	System implemented	Dean of Technology	Year 3	

5.0 RESOURCES AND FACILITIES: Expand and enhance the capacity of the college

5.5 Maintain the beautiful college grounds as the college expands					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.5.1	Include grounds design in planning for new buildings	Included in architectural design	Vice President of Administrative Services	Year 3	

5.6 Support professional development for all employees					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.6.1	Provide professional development opportunities for faculty, staff, and administrators related to college goals	1. College-level professional development plan developed. 2. Participation in district, college, and other opportunities documented for all employee groups.	President All managers and supervisors	Year 1-4	

5.7 Maintain stable fiscal base and sound fiscal practices					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.7.1	Generate and maintain on-going 3% fund balance	3% fund balance accrued	Vice President of Administrative Services	Year 3	
5.7.2	Include capital fund projects in annual program and fiscal planning	Funding documented in capital projects	Vice President of Administrative Services	Year 1-4	

5.0 RESOURCES AND FACILITIES: Expand and enhance the capacity of the college

5.8	Generate revenue to support the goals of the college				
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
5.8.1	Participate in district-wide effort to build community financial support for Central Valley Promise	All qualified students registered	President	Year 1-4	
5.8.2	Raise funds for Clovis Community College Scholarships	College Scholarship established with qualifying match	President	Year 1-4	

6.0 INSTITUTIONAL EFFECTIVENESS: Strive for excellence in planning, governance, and communication

6.1	Use data to support dialogue and decision-making				
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plan
6.1.1	Expand internal and external data available in easy to use and understand format	1. Institutional Research data accessible on website 2. Tableau tables/chart developed and posted 3. Annual Institutional Effectiveness Report completed	Office of Institutional Research	Year 1-2	Aligns with SSSP #5 and BSI Goals A, B, D
6.1.2	Participate in development of district-wide data warehouse	1. Data warehouse developed; 2. Consistent college data reports generated	Director of Research	Year 1-2	Aligns with SSSP #5 and BSI Goals A, B, D
6.1.3	Provide college-wide professional development support for data analysis	1. Training sessions provided 2. Data analysis to support college planning	Office of Institutional Research	Year 1-4	Aligns with SSSP #5 and BSI Goal A

6.0 INSTITUTIONAL EFFECTIVENESS: Strive for excellence in planning, governance, and communication

6.2 Continue to monitor and adjust college planning process to support college growth					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
6.2.1	Develop 7-year planning calendar	Planning calendar developed	President Office of Institutional Research	Year 1	Supports all college planning
6.2.2	Clarify the flow of communication for college decision-making.	Completed revision of Integrated Planning governance handbook;	President VPISS & VPAS Academic & Classified Senates Assoc Student Govt	Year 1	Supports all college planning
6.2.3	Evaluate and update the college planning processes	Review process and cycle established	VPISS Academic Senate	Year 1-2	Supports college planning and assessment

6.3 Develop new tools and processes to ensure effective, inclusive communication within the college and with community partners					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
6.3.1	Improve internal and external communication structure	1. Improved system of posting information on website 2. Monthly newsletter implemented 3. College Town halls held once a semester 4. Integrated Planning Handbook completed	President VPISS & VPAS Dir of Mktg & Comm College Council Committee Co-chairs	Year 1-3	Supports all college planning
6.3.2	Expand and improve data sharing processes with our educational partners	Data sharing partnerships developed and implemented	VPISS Dean of Technology Dir of Research	Year 1-4	Aligns with SSSP #5 and BSI Goals A and D

6.0 INSTITUTIONAL EFFECTIVENESS: Strive for excellence in planning, governance, and communication

6.4 Continue to foster the long-standing culture of collegiality, collaboration, and innovation					
	Action Step	Measurable outcome	Champions	Completion Date	Integrated Plans
6.4.1	Provide intentional opportunities to promote collaboration and collegiality	Fall 2017 college-wide retreat held	President	Year 1-4	Supports college planning
6.4.2	Celebrate Successes	Employee satisfaction and morale monitored and documented	President Managers Classified Senate	Year 1-4	Celebrates college success!