

Education Master Plan: Goals, Objectives, Initiatives

Goal 1: Help students achieve their educational goals.	
Objective	Initiative
1.1: Create, delete, and/or revise programs and curriculum to help students transfer or build job-related skills.	1.1a: Develop SB 1440 programs in all relevant and appropriate areas.
	1.1b: Develop and/or strengthen articulation agreements with transfer institutions.
1.2: Develop and implement Student Success and Equity plans.	1.2a: Create a 3SP planning shell to submit to the state.
	1.2b: Determine details of 3SP plan.
	1.2c: Create an equity plan.
1.3: Continue to develop continuing ed program encompassing community education, contract education, and workforce development.	1.3a: Increase community education offerings.
	1.3b: Establish annual schedule for health care training courses.
	1.3c: Explore potential additional CE offerings with divisions/departments.
1.4: Provide essential support services for the Marina Ed Center and the Seaside Public Safety Center.	1.4a: Provide essential student services at the Marina Ed Center and PSTC.
	1.4c: Provide essential student services for online education.
1.5: Implement the online learning strategic plan that includes institutional support, protocols, and assessment.	1.5a: Implement a process for managing student enrollment requests from states where MPC is not authorized.
	1.5b: Develop and implement strategies for gathering data about online student needs, exit/drop trends, demographics, and satisfaction.
	1.5c: Develop a faculty certification program and series of workshops for effective online instruction.
	1.5d: Develop initial structure for online learning strategic plan.
	1.5e: Set strategic goals for distance education support, protocol, and assessment.
	1.5f: Present first draft of online learning strategic plan to shared governance.
1.6: Maximize systematic participation in the Instructor and Program Reflections for continuous quality improvement.	1.6a: Streamline the IR form.
	1.6b: Create ongoing opportunities to participate in the IR and PR processes.

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Objective	Initiative
1.7: Review and revise scheduling processes to meet student needs and increase class size average.	1.7a: Review data and discuss scheduling, enrollment, and fill rates at division chair meetings.
	1.7b: Develop annual schedule.
	1.7c: Create and post sequenced program courses.
	1.7d: Reallocate adjunct and other instructor salaries to maximize FTES generation.
	1.7e: Work with Student Services to obtain student need information from Ed Plans (including major information).
1.8: Meet the college’s Institution-Set Standards.	1.8a: Review methodology.
	1.8b: Report out 15-16 proposed standards.
	1.8c: Disaggregate data and discuss appropriate accountability issues.

Goal 2: Establish and maintain fiscal stability.	
Objective	Initiative
2.1: Improve institutional efficiencies.	2.1a: Participate in BPA to improve student enrollment process.
	2.1b: Reorganize Office of Academic Affairs.
	2.1c: Discuss and implement systems for easier access to data.
	2.1d: Implement appropriate administrative structure for institutional effectiveness.
2.3: Strategically improve and enhance enrollment and retention rates.	2.3a: Develop nutrition program.
	2.3b: Increase ESL program outreach efforts.
	2.3c: Increase support for basic skills and EOPS math students.
	2.3d: Increase retention in online courses.
	2.3e: Implement new online tutoring platform: World Wide Whiteboard.
	2.3f: Improve scheduling to increase FTES (see 1.7).
	2.3g: Combine basic skills English reading and writing strands.
	2.3h: Increase outreach activities and 3SP services.
2.4: Develop and implement a plan to increase the number of international students.	2.4a: Develop an outreach and recruitment plan.
	2.4b: Collaborate with CSUMB.
	2.4c: Create Director of ISP position.
	2.4d: Establish an English Language Program.
	2.4e: Create an online ISP student application.
	2.4f: Create a PERS 10 for international students.
	2.4g: Add additional PDSO, DSO.
2.5: Create opportunities to partner with public and private organizations.	2.5a: Identify potential partnerships with other educational institutions, community programs, and agencies.
	2.5b: Participate in regional meetings and memberships.
	2.5c: Collaborate with other community colleges on CTE programs.
	2.5d: Collaborate with BSI counterparts to establish regional professional development hub.
2.6: Obtain extramural funding.	2.6a: Seek grants to support student services.
	2.6b: Implement funding relevant to SB 852.

Goal 3: Review, revise, and communicate policies and procedures to support the college mission.	
Objective	Initiative
3.1: Review and revise Board policies and administrative procedures as needed.	3.1a: Review and update as required Board policies that relate to Student Services.
	3.1b: Review and update as required Board policies that relate to Academic Affairs.
	3.1c: Review and update as required Board policies that relate to Administrative Services.
3.2: Develop and distribute handbooks to clarify committee functions and shared governance processes.	3.2a: Review and revise as needed Shared Governance Handbook.
	3.2b: Development a Committee Handbook describing charges and memberships.
	3.2c: Review and revise as needed AAAG bylaws.
	3.2d: Review and revise as needed SSAG bylaws.
	3.2e: Review and revise as needed ASAG bylaws.

Goal 4: Establish and maintain effective infrastructure to promote student learning and achievement.	
Objective	Initiative
4.1: Strengthen connectivity, security, and sustainability of technology structure.	4.1a: Implement help desk software for IT/AV.
	4.1b: Create a new computer/network Acceptable Use Agreement (AUA).
	4.1c: Develop an established IT maintenance window.
	4.1d: Address IT staffing needs.
	4.1e: Implement hosted email, storage and collaboration solution.
	4.1f: Enhance network infrastructure.
	4.1g: Wi-Fi validation, plan and upgrade
	4.1h: Implement network management/monitoring software.
	4.1i: Develop disaster preparedness/recovery plan.
4.2: Implement an information management system.	4.2a: Perform a Business Performance Analysis (BPA).
	4.2b: Procure and implement Enterprise Resource Planning (ERP) software.
	4.2c: Enhance institutional reporting in concert with the new ERP system.
4.3: Develop funding and sustainability model for technology.	4.3a: Develop and update a sustainable technology refreshment strategy.
	4.3b: Develop processes for departments to partner with IT for investigation, purchase and implementation of technology.
4.4: Review and revise facilities plan.	4.4a: Determine facility needs.
	4.4b: Review and revise as needed criteria for decision-making.
	4.4c: Prioritize projects.
	4.4d: Seek out new funding sources to support facility needs.
4.5: Create and implement a human resources plan.	4.5a: Develop a staffing plan reflecting administrative, faculty, and classified needs.
	4.5b: Determine criteria for prioritizing positions.
	4.5c: Determine funding sources to support positions.
	4.5d: Review/revise criteria as needed.
4.6: Update and implement an emergency response plan.	4.6a: Create Preparedness Manual.
	4.6b: Operationalize an Emergency Communication Texting system.
	4.6c: Program all network computers to alert users regarding an emergency event.
	4.6d: Provide radio communications in each building on the Monterey, Marina, and Seaside campuses.
	4.6e: Ensure that Security, Facilities, and IT personnel have radio connectivity.
	4.6f: Establish radio repeater system at Administration, Security and Marina sites.