**Education Master Plan: Goals, Objectives, Initiatives**

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| **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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| **Goal 1: Help students achieve their educational goals.**  |
| **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. |

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| **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.  |

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| **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. |
| 3.3e: Review and revise as needed ASAG bylaws.  |

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| **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.  |