

OHLONE COMMUNITY COLLEGE DISTRICT
"A WORLD OF CULTURES UNITED IN LEARNING"
STRATEGIC PLAN (2005-2010)

INTRODUCTION: The Ohlone Community College District has served the communities of Fremont, Newark and Union City with accessible, affordable and high quality postsecondary education opportunities since 1967. The purpose of the 2005-2010 Strategic Plan is to define and direct the major areas of focus for the investment of our human, fiscal and physical resources. During the five years of implementation, the Strategic Plan will be annually reviewed, outcomes will be assessed, changing conditions will be analyzed, and revisions will be made as the college community strives for continuous improvement in all programs and services of the District.

PLANNING BACKGROUND: The 2005-2110 Strategic Plan sets forth the goals, objectives and strategies that the Ohlone Community College District will pursue in order to fulfill our mission. The planning process has involved all constituencies of the District. It has been a collaborative process starting with a Planning Symposium attended by all full-time faculty, staff, administrators and representatives of student government. A series of planning retreats involved the Board of Trustees, administration, leaders of the community and the newly formed College Council. The Board approved in May, 2004 a revised statement of Vision, Values and Goals. In Fall, 2004 the College Council formed Task Forces to develop measurable objectives for each goal and to set forth the key strategies and major activities of the Strategic Plan. In December, 2004 the Board approved the new Master Plan for the Newark Center for Health Sciences and Technology. In February, 2005 the Board approved an administrative reorganization designed to better align managerial assignments with District goals and priorities. The Board also approved a revised Master Site Plan for the Fremont Campus and adopted resolutions to facilitate private development and revenue generation from surplus properties.

VISION STATEMENT: *Ohlone College will be known throughout California for our inclusiveness, innovation and superior rates of student success.*

CORE VALUES

We provide life long learning opportunities for students, college personnel and the community.
We open access to higher education and actively reach out to under-served populations.
We promote diversity, inclusiveness and openness to differing viewpoints.
We maintain high standards in our constant pursuit of excellence.
We value trust, respect and integrity.
We promote team work and open communication.
We practice innovation and actively encourage risk-taking and entrepreneurship.
We demonstrate stewardship for our human, financial, physical and environmental resources.

A WORLD OF CULTURES

GOAL I

Promote appreciation for and understanding of diverse races and cultures by expanding the diversity of college personnel, international education offerings and exchanges, cross-cultural curricula, and ethnic/ cultural events.

OBJECTIVES

- (1) Expand by Fall 2006 the International Education Program including study abroad, student and faculty international exchange opportunities
- (2) Institute by Fall 2007 a World Forum series of educational symposia tied to a new Freshmen Year Experience as well as community outreach
- (3) Develop by Fall 2008 two Sister City-Sister College projects, one in the Pacific Rim and one in the American Southern Hemisphere
- (4) Increase threefold by Fall 2009 the number of campus-based cultural activities
- (5) Increase twofold by Fall 2010 the percentages of full-time college personnel from under-represented populations in the District

PLANNED ACTIVITIES

- Collaborate with other community colleges and universities to expand study abroad programs available to Ohlone College students
- Establish a sister college relationship in China in collaboration with the City of Fremont
- Establish a sister college relationship in Mexico in collaboration with the City of Fremont
- Develop short-term faculty and student exchanges with sister colleges
- Develop on-line courses for delivery to sister colleges
- Develop work-study internships in sister cities of Fremont, Newark and Union City
- Offer at least two World Forum presentations every semester
- Develop Freshmen Year Experience with international/cross-cultural emphasis
- Provide campus-based cultural activities as direct outgrowth of sister city relationships, World Forum topics, and local ethnic/cultural group affiliations
- Recruit extensively in Bay Area as well as nationally for faculty from under-represented populations. Annually review recruitment and hiring results.
- Establish full-year faculty exchanges with sister colleges

UNITED IN LEARNINGGOAL II

Develop across the curriculum the Learning College Model, utilizing methods and technologies that hold the most promise for improving student course and program completion success rates.

OBJECTIVES

- (1) Increase the number of faculty trained in active and collaborative learning methods to 75% by end of Spring 2010
- (2) Increase the number of faculty trained in technology-assisted learning to 100% by end of Spring 2010
- (3) Achieve engagement of 100% of full-time faculty in new learning methods and systems by end of Spring 2010
- (4) Achieve engagement of 15% of part-time faculty in new learning methods and systems by end of Spring 2010
- (5) Increase the accuracy of student course placements in basic skills and college-level classes to 90% by Fall 2008
- (6) Increase by 25% student satisfaction with availability of courses compared to initial baseline survey by Fall 2009

PLANNED ACTIVITIES

- Train ESL and basic skills faculty in new teaching/technology methods
- Train cadre of faculty to serve as mentors in technology assisted and active learning strategies
- Conduct faculty workshops in new teaching/learning modalities
- Select pilot projects (learning communities, cohorts, learning technology) and field test through Title III grant
- Purchase equipment through Title III grant and other resources for SMART classrooms
- Pilot test through Title III optical scanning system for student assessment and education plans
- Purchase and install new equipment and software for student demand schedule system
- Pilot test wireless classroom environments and classes where student provide their own computing devices
- Develop cadre of faculty who will teach at Newark Campus and devise new learning strategies and technology to be deployed in new facilities
- Conduct a pilot college-wide test of electronic Ed. Plans driving class schedules
- Survey students for satisfaction with course availability
- Conduct research on student course success and completion rates in ESL and basic skills
- Conduct research on student success and satisfaction with new cohorts and learning communities
- Offer additional courses in Web-based formats as well as Web-hybrid courses
- Implement at least 18 new learning communities
- Implement assessment of student learning outcomes in all courses and programs

SUPERIOR RATES OF STUDENT SUCCESS

GOAL III

Develop strategies to increase the proportion of full-time students including learning communities, cohort groups, enhanced facilities and improved course availability

OBJECTIVES

- (1) Increase the percentage of students enrolled by 6.5 credits or more in block course and/or cohort group classes to 40% by end of Spring 2010
- (2) Increase the accuracy of student course placements in basic skills and college-level classes to 90% by Fall 2008
- (3) Increase by 25% student satisfaction with availability of courses compared to initial baseline survey by Fall 2009
- (4) Increase the number of students enrolled for 6.5 credits or more who have Web-based portfolios and education plans to 100% by Fall 2008
- (5) Increase to 40% students enrolled full-time by end of Spring 2010 compared to initial baseline
- (6) Increase by 15% over initial baseline semester to semester persistence rates of ESL and basic skills students by end of Spring 2010
- (7) Increase by 7% over initial baseline semester to semester persistence rates of students taking more than 6.5 credits by end of Spring 2010

PLANNED ACTIVITIES

- Hire programmer/analyst to support Title III grant
- Train ESL and basic skills faculty in cohort group strategies
- Train all full-time faculty in cohort group learning strategies
- Train all full-time faculty in new technologies to support learning communities and cohort groups success
- Develop model for supporting full-time students at Newark campus and provide at least 4 new learning communities when campus opens
- Appoint task force for Ed Plan, assessment, counseling, registration and course schedule improvements to support full-time student success
- Design and test computerized skills assessments for accurate course placement
- Develop at least 12 new cohort learning groups on Fremont campus
- Pilot test new electronic student Ed. Plans
- Counselors and selected faculty develop collaboration project for basic skills and transfer student advisement
- Develop and pilot test Web-based student portfolios of learning
- Implement high school College Connection program for seniors to attend Ohlone College full-time
- Implement Puente Program and evaluate for success of full-time underrepresented students
- Expand University Express cohort groups, including evening and weekend cohorts
- Implement partnership with Alliant International University to bring full-time freshmen and sophomores to Ohlone College and to increase transfer rates to university
- Implement student demand scheduling program and integrate with Ed Plans
- Revise academic calendar and curriculum into compressed calendar and modular calendars
- Expand co-curricular activities aimed at full-time student participation
- Design and construct new facilities (Main Street concept) that are conducive to full-time student attendance and enhanced social/learning environment
- Facilitate faculty engagement in student mentoring (especially basic skills students) to improve retention of at-risk students

INCLUSIVENESS

GOAL IV

Provide continuous learning for all personnel associated with the District and promote an organizational structure that is adaptable, collegial and supportive of the Learning College model

OBJECTIVES

- (1) Increase to 100% the number of staff satisfactorily completing continuous quality improvement (CQI) training by Fall 2008
- (2) By Fall 2009, results of student satisfaction surveys will be fully integrated into the quality improvement training program
- (3) By Fall 2006, upgrade college technology plan for ubiquitous strategy and universal access improvements
- (4) By Fall 2009, acquire new software and equipment to transition to a user-owned/provided IT model
- (5) By Fall 2009, complete training program of staff and faculty as more self-directed and capable in IT applications/maintenance
- (6) Increase to 100% faculty using Datatel Enterprise Resource Planning System (ERP) data for course management and student retention by Fall 2008
- (7) Achieve at least a 75% administration, staff and faculty satisfaction rating for the College Council as a shared governance organization by Fall 2006

PLANNED ACTIVITIES

- Conduct baseline study of staff competencies and training needs
- Install new equipment and software in IT to support ERP goals
- Provide training to staff in continuous quality improvement and New Ways to Work
- Develop training program for faculty and managers in use of ERP for decision making
- Train faculty mentors in Release 18 Datatel to assist faculty and managers ERP use
- Evaluate CQI and ERP training delivered to faculty and managers
- Develop staff training program in support of negotiated agreement to revise job descriptions, training requirements, and cross-functional Ways to Work

GOAL V

Promote the health, environmental, cultural, and economic vitality of the communities served by the District through programs of outreach, community service, and partnership ventures.

OBJECTIVES

- (1) Increase by 10% over the initial baseline satisfaction with employers in the District with the One Stop training center by Fall 2009
- (2) Increase by 20% over the initial baseline the number of employers in the District actively collaborating with college training and community service programs
- (3) Achieve a 75% or greater satisfaction rating from constituents of Latino-based community groups served by college outreach activities as measured in surveys in January 2006 and January 2009
- (4) Achieve a 75% or greater satisfaction rating from participants in District programs offered to employers by Spring 2008

PLANNED ACTIVITIES

- Conduct a Marketing Study documenting changing needs of employers for company-based training
- Actively recruit employers to participate in contract education and to provide internships for college students
- Establish international internship opportunities in collaboration with Alliant International University
- Study ways to blend contract education with the services of the One Stop
- Explore consortial approaches to programs offered by Ohlone and other Bay Area colleges
- Implement the Puente program and evaluate after two years
- Implement the NSF Latino outreach grant and evaluate after two years
- Expand the Sustainability grant training to local firms in the Bay Area
- Develop the curriculum plan for the Newark Center to include expansion of health science and environmental training and degree programs
- Explore training programs to be delivered to international locations, focusing upon sister cities partnerships

INNOVATIONGOAL VI

Promote and maintain an accessible, clean, safe and healthy college environment through continuous engagement of students and college personnel in campus preparedness, wellness, beautification, universal design, and environmental sustainability.

OBJECTIVES

- (1) By Fall 2005 revise the Fremont Campus Master Plan to reflect an emphasis upon university transfer and campus community
- (2) By Fall 2006 implement an expanded campus wellness program
- (3) By Fall 2009 provide a college and community conference center on the Fremont campus to support conferences, cultural events and hospitality services
- (4) By Fall 2008 complete the Fremont Campus upgrade project of exterior painting, interior and exterior facilities day-light enhancement, landscaping and pedestrian circulation system improvement
- (5) By Fall 2008 achieve LEEDS certification for both the Newark Campus and the new Fremont student services buildings
- (6) By Fall 2006 submit a revised Emergency Preparedness Plan to the Board for approval
- (7) By Fall 2005 appoint a Director of Asset Management and Auxiliary Services
- (8) By Fall 2006 appoint a Coordinator of Environmental Programs and Services for the District

PLANNED ACTIVITIES

- Board approved Master Plan for Fremont campus integrated with Newark Campus plan and private development of surplus property
- Work with private developers to create a community hospitality facility on the campus frontage
- Work with private developers to discern which current auxiliary services (food service, bookstore) will remain on college main street, which will be provided on the frontage property and how their respective business plans will work
- Receive proposals from private developers, evaluate and enter into contracts with one or more firms
- Develop plans for relocation/and or updating of all athletic fields using redevelopment funds
- Develop a plan for all secondary effects construction projects and integrate with master planning as well as frontage development
- Carry out the projects of new construction and renovation of the Fremont campus
- Achieve Silver or higher LEEDs rating for the Newark campus and basic or higher for the new student center at Fremont
- With assistance from the Natural Step organization conduct a comprehensive study of how the district will become more involved in environmental education and responsibility
- Continue Earth Day beautification program each spring and expand campus recycling/reuse activities throughout the year

GOAL VII

Increase public and private funds for educational programs, equipment, and facilities through entrepreneurial activities, grants, and the college foundation

OBJECTIVES

- (1) Increase the Foundation endowment from \$650,000 to \$2 million by Fall 2009
- (2) Establish by Fall 2006 a full-time grants development position
- (3) Establish by Spring 2006 an asset management long-range plan
- (4) Increase to \$2 million annual revenue received from asset management by Fall 2008
- (5) By Fall 2009, increase funds received by the Foundation in the annual campaign by 300% over the 2005 baseline.

PLANNED ACTIVITIES

- Develop within the Foundation a Planned Giving Committee
- Increase membership in the President's Circle
- Expand board members of the Foundation to a more diverse group
- Conduct a Capital Campaign in 2006-07 for facility matching funds and building naming opportunities
- Increase donations of instructional equipment from companies through program advisory contacts and the President's Circle
- Execute lease and or purchase/lease agreements with private developers for the frontage and hillside surplus properties and integrate with master plan
- Develop one or more revenue generating partnerships on the Newark Campus
- Implement an annual campaign in Fall 2006 that is continued on an annual basis but involves multi-year contributor pledges
- Develop and carry out a major gifts cultivation/solicitation program
- Hire an administrator for asset management and auxiliary services and a grants director on self-support funding