

## 2010-15 Strategic Plan

### Goals and Objectives: Updated February 26, 2013

**GOAL 1: Through innovative programs and services, improve student learning and achievement.**

1. By 2013, have in place an ongoing system will for identifying and assessing student learning outcomes at the program and course levels, which includes faculty dialogue and appropriate improvement plans
2. By spring 2013, increase the college average course retention to a rate at or above the statewide average.
3. By fall 2014, increase the success in basic skills courses to a rate at or above the statewide average.
4. By fall 2014, increase the improvement in ESL courses to a rate at or above the statewide average.
5. By spring 2013, increase to 600 the number of students transferring to UC and CSU.
6. By spring 2013, increase to 500 the number of students receiving associate degrees.
7. By spring 2013, increase to 300 the number of students receiving certificates of achievement and accomplishment.
8. By 2015, increase the number of students taking 12.0 units or more per semester to a rate of 30% compared to headcount enrollment.
9. By 2011, achieve 100% completion of professional development in online instructional methods and online course management for faculty who teach fully online or hybrid courses.
10. By 2015, expand the appropriate Student Services available to evening students, part time students, students on the Newark Campus, and students taking courses online.
11. By 2012, implement systems that enable all students to declare an academic goal and are provided with an electronic degree audit, which informs progress towards that goal
12. By 2012, establish mutual agreements with local school districts to redefine expectations of partnership in light of reduced staffing and budget support while maintaining clear pathways for students.

**GOAL 2: Support the economic vitality of the community through educational programs and services that respond to identified employment needs.**

1. By 2011, produce a local strategic plan for Career Technical Education to include an inventory and assessment of our current programs, environmental scan data, a SWOT analysis, and a five-year set of goals, objectives and actions plans.
2. Within the context of the CTE Strategic Plan, by 2012, identify needs of local employers and create responses through our existing programs, contract education, and new program development.
3. By 2013 create a curriculum which enhances the availability of programs that focus on emerging industries including green technologies and those identified by the Alameda County Workforce Investment Board and Department of Labor's high growth, high demand job training initiative.
4. By 2013 provide opportunities across the curriculum for students to acquire key skill sets and concepts that will help them succeed in the workplace.

**GOAL 3: Promote continuous, needs-based, learning and professional development opportunities for all district personnel**

1. By 2011, establish an IT training program for staff and full and part time faculty, enabling them to be more self-directed and capable in IT applications/maintenance.
2. By 2014, establish an application/selection process for interested faculty and staff to have access to leadership development program.
3. By 2012, establish a process whereby all classified staff may access professional development identified in the professional development plan.
4. By 2015, provide district-wide customer service training for all employees.

**GOAL 4: Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.**

1. Annually sustain the fiscal health of the district
2. By 2014, increase to 50% the number of faculty and staff who report understanding that budget priorities are established through systematic planning.
3. By 2015, increase non-apportionment income by \$2.5M from baseline of \$2.5 million in 2011.
4. By 2010, define categories of technology-enabled classrooms to establish and maintain minimum technology levels within each category.
5. By 2010, define appropriate life cycles, fund, and implement a systematic updating of technology to support college-wide effectiveness.

6. By 2011, create organizational structures and procedures to continually improve efficiency and effectiveness of services to students through technology.
7. By 2015, upgrade the Fremont campus, including functionality, sustainability, safety, accessibility, and aesthetics.
8. By 2015, maximize the use of campus property and develop the Mission Boulevard frontage property as an income source
9. By 2015, achieve long-term campus maintenance and capital improvements necessary to increase effectiveness of learning and support services for facilities improvement, while promoting sustainability.

**GOAL 5: Lead and educate the community in environmental sustainability.**

1. By 2013 employ sustainability principles in all college facilities and operations using the California Community College Sustainability Plan Guidebook (July 2012) as a guideline.
2. By 2015 educate students, staff and community about the value of sustainability using the framework of the CA Smart initiative as a model and having 75% of the Ohlone employees annually sign the college's green pledge.
3. By 2012 support innovation in sustainability and environmental friendliness by providing professional developmental and fiscal resources through the Ohlone Foundation Sustainability Endowment.
4. By 2011 model environmental sustainability in all college policies, procedures, and practices through adherence to board policy 6650 and Board Regulation 9.2.3.3 Environmentally Preferred Purchasing Procedures.

**GOAL 6: Enhance college-wide interaction with, and acceptance of, diverse peoples, cultures, arts, and perspectives.**

1. By 2015, increase the number of course offerings which meet the General Education Plan A Intercultural/International Studies requirement.
2. By 2015, increase the number of opportunities for cultural enrichment and study abroad for faculty, staff, and students from 1-2 programs per year to 3-4 programs per year.
- 3: By 2015, increase the number of extracurricular opportunities – e.g. events, programs and/or clubs – for learning about cultures other than one's own, for faculty, staff and students from 6-7 opportunities per year to 9-12 opportunities per year.

**GOAL 7: Increase access to higher education of under-served and under-represented demographic groups in the District and local communities.**

1. By 2013, increase the enrollment of under-represented groups to approximate the demographic percentages of the district population.
2. Annually increase retention and success rates of traditionally under-represented demographic groups to approximate statewide levels.
3. By June 2015, implement and EEO Plan that will ensure employment opportunity access for under-represented demographic groups and will attract and retain quality employees with diverse characteristics.

**GOAL 8: Engage all members of the college community in active, continual institutional improvement.**

1. By 2011, create benchmarks for learning, achievement, and institutional practices.
2. By 2012, develop and implement strategies to optimize communication processes for all shared governance committees.
3. By 2011, pursue potential areas for partnership and collaboration with the community.
4. By 2012, revise and update the Research and Planning website so data is more accessible to the community for planning and decision-making.
5. By 2013, integrate specific area plans into the strategic plan.
6. By 2015, structure processes that promote informed college-wide discussion leading to integrated, evidence-based decisions