

College of Alameda
Institutional Goals and Objectives:
2014-15

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Advance Student Access, Equity and Success

Objectives	Action Plans	Expected Outcomes
<p>Access Objectives:</p> <p>Student Success: Support Student Success Act of 2012 (SB 1456), including requiring students to complete core matriculation services; to declare a course of study early; and to provide orientation, assessment, counseling, advising and other student education planning services. Increase coordination among colleges and align course offerings to meet student needs.</p> <p>Student Access: Focus access on programs and course offerings in the essential areas of basic skills, CTE (Career Technical Education), and transfer; and stay within range of the state-funded allocation by achieving resident enrollment of 19,355 FTES (Full-Time Equivalent Students). Provide educational opportunities by increasing local student outreach, distance education, and international education.</p>	<ul style="list-style-type: none"> • Offer Student Orientation Courses to incoming students (2014-15) • Implement online orientation for distance education students • Priority registration for students who complete 200 A/B orientation courses • Implement pre-assessment workshops for ESL and targeted populations • Establish an Enrollment Management Task Force • Develop a comprehensive (short and long-term) enrollment management/development 	<ul style="list-style-type: none"> • Actual - 600 students enrolled in 200 A/B for fall 2014; 450 projected for spring 2015 • Pilot test online orientation – Spring 2014; conduct focus group • Increase by 5% the number who participate in priority registration • Increase by 5% the number of students who participate in the pre-assessment workshops • Identify primary and secondary markets of prospective students • Publish and target outreach publications to external community • Schedule coordinated visits to

	<p>plan designed to grow enrollments by 5% beginning in fall 2015.</p> <ul style="list-style-type: none"> • Improve persistence, retention, and completion of target groups (African American & Latino males) by 5% 	<p>schools and business leaders to establish or strengthen partnerships</p> <ul style="list-style-type: none"> • Strengthen, align and coordinate services – increase the number of accelerated & contextualized courses; establishing an FYE program; close monitoring of target students = 75% of all new students will have a comprehensive SEP completed after one year.
<p>Equity Objectives:</p> <p>Target populations most at-risk and underserved.</p> <p>Student Equity: Implement colleges’ student equity plans and improve completion rates and fall-to-fall persistence among major ethnic groups by 2014-15.</p>	<ul style="list-style-type: none"> • Implement the Alameda Promise, Brotherhood, Open Gate and Pathway to Law School that focuses on underserved and those most at-risk • Conduct outreach to target underserved populations • Establish Veterans Resource Center – as the “site” to support enrolled veteran students • Implement “Early Support 	<ul style="list-style-type: none"> • Increase by 75% the number of students who complete their educational plan by end of their first year • Increase by 5% - African American and Latino males enrolling fall 2014 in CTE and Transfer pathways; increase the # of SEPs, & course completion • Center will be completed spring 2015 • Early detention and response

	Project” (ESP) retention system	to support “Undeclared” students.
<p>Success Objectives:</p> <p>Student Success: Continue to implement institutional, instructional, assessment, and student support to improve the successful progress of students through basic skills/foundation course sequences by 2014-2015. Implement new assessment methods to maximize the number of students who can skip basic skills and go directly to college-level courses.</p>	<ul style="list-style-type: none"> • Identify underserved students and provide comprehensive and integrated support services • Facilitate degree and/or certificate completion – transfer and/or work force Increase the number of support interventions as students matriculate • Refine “Block Scheduling” • Increase number of AS transferrable courses (3) 	<ul style="list-style-type: none"> • Administer “College Student Inventory” to identify most at-risk students; • Increase the number opportunities for students to be engaged in internships • Expedite time to completion by scheduling courses in multiple offerings – online, weekend, late start • Facilitate transfer to UC and CSU in specific majors.
<p>A.5 Quality Support Services:</p> <p>Quality Student Support Services: Help ensure that students remain enrolled and succeed by improving the enrollment and financial aid processes in ways</p>	<ul style="list-style-type: none"> • Assess all student support areas and make changes to ensure quality service • Implement a series of “customer service/ team building” workshops for staff and faculty • Continue staff recognition 	<ul style="list-style-type: none"> • Conduct focus groups, student surveys – use data to improve delivery of services • All staff, managers and key faculty leaders will attend 2 customer service/team building workshops • Staff recognition and awards

<p>that produce measurable and desired outcomes.</p> <p>B. Engage Community Partners</p> <p>Partnerships: Align and strengthen external partnerships (i.e., community, business, and K-12) to improve student learning, transfer, career readiness, and job placement.</p>	<p>program for classified staff</p> <ul style="list-style-type: none"> • Provide accurate, timely and student-centered services • Establish MOUs with local high schools and community partners to promote collaborative strategies to improve access, success and equity. • Expand business and industry partnerships that facilitate job readiness and high placement of COA students • Raise awareness of CTE programs • Develop faculty-to-faculty and faculty-to-industry dialogues to align knowledge, skills and abilities of students with industry needs; create career bridge programs • Implement CTE grants CPT, 	<p>honoring staff for exemplary customer service</p> <ul style="list-style-type: none"> • Develop customer service request form • Assess and modify business practices • Increase in the number of underrepresented students who participate in concurrent enrollment • On-site financial aid workshops at target high schools; Saturday Academy for academic preparation and cultural enrichment; teaching symposiums • Implement on-site courses for community partners (CTE/Concurrent enrollment) • Target Internship Program Established resulting in 100 students selected. • Career Fair – Target 1000 participants with 30 business and industry representatives
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	<p>TAA and WIB to secure partnerships with trade and logistics industry</p> <ul style="list-style-type: none"> • Begin planning of a Center for Entrepreneurship to develop entrepreneurs and entrepreneurial opportunities for students 	<ul style="list-style-type: none"> • Hire a Career Advisor to outreach to local schools and industries • Leverage PASS funding to develop new CPs and AA degree; secure corporate, foundation and government support • Steering Committee will design the Center, identify resources; enroll students and faculty • Link Industry Sector Navigator-will coordinate regional trade and logistics workforce efforts to promote job placement
<p>C. Build Programs of Distinction:</p> <p>Uniquely Designed Programs: Continue to support programs and services that are exemplary, innovative designs to substantially improve student</p>	<ul style="list-style-type: none"> • Use APUs and Program Reviews to guide the planning and implementation new programs, or to enhance existing programs 	<ul style="list-style-type: none"> • Enroll 30 students in Aviation program – review long-term efficacy of program • Program Reviews Completed 100% SLOs completed by spring 2015

<p>success.</p>	<ul style="list-style-type: none"> • Create opportunities to showcase academic and support service programs • Focus on basic skills completion • Strengthen and promote transfer opportunities • Increase advising and counseling support 	<ul style="list-style-type: none"> • Open House - Veterans Center (sp. 2015) • Auto Body program will meet or exceed industry standards • Improve basic skills completion by 5% for all target groups • Increase the number of students who transfer to a 4-year college or university by 5% • 75% of students who participated in mandatory orientation will have completed an SEP by the end of their second semester • Online orientation and online counseling implemented for distance education students (fall 2014)
<p>D. Create a Culture of innovation and Collaboration</p> <p>D. 1 Service Leadership</p> <p>D. 2 Shared governance</p>	<p>Service leadership:</p> <ul style="list-style-type: none"> • Establish new norms for customer service • Develop professional development programs 	<ul style="list-style-type: none"> • Assess service quality • Mission and vision statement for customer service • Customer Service training • Awards and recognition

<p>D. 3-4 Institutional Effectiveness and Completion of program Reviews</p>	<ul style="list-style-type: none">• Re-align all standing committees – streamline the process through consolidation of committees and refinement of functions• Assign the Institutional Effectiveness Committee as the primary entity to support the accreditation (self-evaluation) and overall institutional effectiveness efforts	<ul style="list-style-type: none">• President’s Cabinet to identify issues, guide institutional policy, assess progress and make recommendations to the President• Deans Council established to coordinate completion of Program Reviews• Program Review data use to create institutional priorities
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<p>D. 5 Expand Use of Educational Technology</p>	<ul style="list-style-type: none"> • Assess and leverage technology needs 	<ul style="list-style-type: none"> • Expand online orientation and online counseling beyond distance education students • Develop a technology deployment plan for the planned move into modular units. • Upgrade of technology infrastructure • Improve computer refresh deployment process
<p>E. Develop and Manage Resources to Advance our Mission</p> <p>E. 1 FTES Target 19,355</p>	<ul style="list-style-type: none"> • Through the Council of Deans, leverage resources to maximize success by aligning and coordinating the delivery of student services and instruction. • Strengthen student life and activities 	<ul style="list-style-type: none"> • Expand online orientation and counseling • Re-focus Learning Communities to strengthen course completion in math and English • Increase the number of student clubs and organizations by 10

<p>E. 2 Budget Support for Student Success</p>	<p>Continue to review all fiscal operations including Associated Students and make changes where necessary make budget and finance information transparent and accessible to internal stakeholders.</p> <ul style="list-style-type: none">• Create a balanced budget and ensure that expenditures for all cost centers stay within the established budget.	<ul style="list-style-type: none">• Implement a full-service food service• Upgrade/enhancements to the Student Center• Increase student participation in student governance• Offer leadership development opportunities• Conduct student focus groups to ascertain student needs and satisfaction <ul style="list-style-type: none">• Bring into compliance with standards all aspects in the finance and budgeting area.
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<p>E. 3 Fiscal Oversight</p>	<ul style="list-style-type: none">• Implement budget controls to ensure compliance and cost mitigation • Develop a facilities management plan	<ul style="list-style-type: none">• Implementing fiscal control (policies and procedures) for use of ASCOA funds• Provided assistance to faculty, staff and students on managing budget expenditures.• Provided finance town hall meetings for faculty, staff and students to meet with college and district staff regarding budget issues.• Work with the campus Facilities Committee to align plan with Educational Master Plan• Steering Committee to guide the implementation of construction of Buildings C&D
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E.4 Support Quality Instruction	<ul style="list-style-type: none">• Provide support to faculty and staff to improve instruction, implement new pedagogical strategies that improve student success.	<ul style="list-style-type: none">• Professional Development workshops for faculty on course contextualization• Leverage Smart Classroom technology• Provide support for innovative curriculum and pedagogy• Provide technological resources to support instruction
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