

## **STRATEGIC PLAN WITH IMPLEMENTATION SCHEDULES**

### **STRATEGIC PRIORITY 5:**

To increase the quality and accessibility of student development services to positively impact student outcomes related to student learning, retention, course completion, graduation, and job placement.

# STRATEGIC PLAN IMPLEMENTATION SCHEDULE

**Strategic Objective 5.1:** Expand, improve and promote greater access to financial aid resources for all credit and noncredit students, including Pell grants, college work-study, childcare, books, computers and other tools useful in the educational process, and scholarships.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Expand, improve and promote greater access to financial aid resources for all credit and noncredit students, including Pell grants, college work-study, childcare, books, computers and other tools useful in the educational process, and scholarships.	1. Redesign the new student identification and intake process to feature financial aid more prominently.	Fall 2003	Vice Chancellor Student Development Vice Chancellor Academic Affairs	N	All students receive access to financial aid information and its potential impact.
	2. Market the impact of financial aid through student testimonials.	Spring 2004	Dean Outreach & Recruitment Dean Financial Aid	N	Full financial need of all applicants is addressed through the financial aid package.
	3. Identify noncredit programs that qualify or could qualify for financial aid.	Fall 2005	Dean Educational Technology Office Dean College Development	L/M	
	4. Implement increase in noncredit hours for targeted programs	Spring 2006	Dean Research, Planning & Grants	N	Scholarships are increasingly viewed as a viable component of the financial aid package.
	5. Redesign the financial aid application process to maximize opportunity for assistance.	Fall 2004	In collaboration, as appropriate, with: Shared Governance System Department Chairs	N	
	6. Increase the feasibility of responding to the full financial needs of the applicants.	Spring 2005		M	
	7. Promote the availability of	Fall 2004		M	

	scholarships in tandem with the availability of other forms of financial assistance.				
	8. Collaborate with the Foundation on the development of additional scholarship opportunities.	Spring 2005			L
	9. Develop and implement information system with transfer institutions to determine level of academic achievement.	Fall 2005			L

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**Strategic Objective 5.2:** Provide a fair and equitable wage for on-campus student employment opportunities by developing and implementing a three-year schedule to achieve a greater level of compensation for students.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Provide a fair and equitable wage for on-campus student employment opportunities by developing and implementing a three-year schedule to achieve a greater level of compensation for students.	1. Complete a study of the feasibility and impact of increasing the wages associated with on-campus student employment opportunities	Fall 2004	Vice Chancellor Student Development Vice Chancellor Finance & Administration	N	Impact study completed with recommendations regarding implementation.
	2. Provide relevant data to facilitate study completion.	Fall 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Plan developed using the recommendations from the impact study for successive implementation.
	3. Develop recommendations relative to the implementation of the results of the study.	Fall 2006		H	Implementation of the wage increased plan is initiated.
	4. Create a plan to raise wages in accordance with the findings of the aforementioned study				
	5. Develop strategies to implement the recommendations of the impact study.				
	6. Create an implementation plan to increase wages over a reasonable time period.				
	7. Align the plan with				

	<p>appropriate funding sources.</p> <p>8. Develop implementation procedures to ensure fulfillment of the plan.</p> <p>9. Implement the plan to increase wages for on-campus student employment opportunities.</p>				
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**Strategic Objective 5.3:** Expand the success of the College transfer function.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Identify and assist transfer-ready students to transfer to baccalaureate institutions.	<ol style="list-style-type: none"> <li>1. Design a transfer-ready student identification strategy.</li> <li>2. Develop technological tools.</li> <li>3. Develop communications and support system.</li> <li>4. Implement the enhanced transfer system.</li> </ol>	Spring 2004	Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	M	Transfer-ready students are identified and supported, increasing transfer success.
b. Provide additional support for students in meeting transfer goals, targeting underrepresented students.	<ol style="list-style-type: none"> <li>1. Identify target students upon entry.</li> <li>2. Contact all interested students within their first year.</li> <li>3. Provide collaborative counseling support to improve transfer success.</li> </ol>	Fall 2004	Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Students interested in transfer are identified and counseled early, resulting in more timely and successful transfer.
c. Identify and collaborate with institutions that successfully work with community college transfer students.	<ol style="list-style-type: none"> <li>1. Conduct a study of transfer student success in key fields at major transfer institutions.</li> <li>2. Identify the top ten transfer institutions by success rates.</li> <li>3. Collaborate with targeted institutions to increase student access and expand articulation agreements.</li> </ol>	Spring 2004	Dean Student Support Services Dean Research, Planning & Grants  In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Transfer pathways to collaborating institutions accelerate and expand.

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**Strategic Objective 5.4:** Strengthen the student orientation program.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Offer credit and noncredit student orientations that inform current students about College programs.	<ol style="list-style-type: none"> <li>1. Redesign the orientation programs, involving students in the process.</li> <li>2. Develop multilingual presentations of the new orientation programs.</li> <li>3. Involve student mentors in the delivery and follow-up to orientation programs.</li> <li>4. Explore awarding credit for participation in orientation.</li> <li>5. Develop multiple delivery systems, e.g., online and video, for orientation services.</li> </ol>	Fall 2004	<p>Vice Chancellor Student Development Dean Matriculation &amp; Assessment</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	M	Student orientations for credit and noncredit students effectively inform their respective clientele of College programs.
b. Develop additional student information for student orientation initiatives, student clubs, and student access to textbooks.	<ol style="list-style-type: none"> <li>1. Identify essential orientation information.</li> <li>2. Incorporate said information in to the orientation programs.</li> </ol>	Spring 2005	<p>Vice Chancellor Student Development Dean Student Services Dean Student Activities</p> <p>In collaboration, as appropriate, with: Shared Governance System Department Chairs</p>	M	Information on clubs, textbook loans, and other relevant information is incorporated into the orientation program.
c. Improve user friendliness of the schedule.	<ol style="list-style-type: none"> <li>1. Involve students in the review of the schedule format.</li> </ol>	Fall 2003 and ongoing	<p>Vice Chancellor Student Development Vice Chancellor Academic</p>	L	Improvements in the schedule format are identified and

	<p>2. Develop recommendations to improve user friendliness.</p> <p>3. Implement improvements.</p>		<p>Affairs  Dean Instructional Support  Dean Public Information</p> <p>In collaboration, as appropriate, with:  Shared Governance System  Department Chairs</p>		<p>promoted.</p>
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**Strategic Objective 5.5:** Expand College retention programs for underserved and underrepresented students of color.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Expand activities of the Latino Services Network.	<ol style="list-style-type: none"> <li>1. Increase outreach to students interested in LSN programs and services.</li> <li>2. Expand collaborative programming with academic departments.</li> <li>3. Increase collaborative transfer counseling.</li> <li>4. Expand scholarship opportunities.</li> </ol>	Spring 2004	Vice Chancellor Student Development Vice Chancellor Academic Affairs Dean Outreach & Recruitment Director Latino Services Network  In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Increased access, achievement, and graduation among LSN participants.
b. Expand African American Achievement and Retention Programs.	<ol style="list-style-type: none"> <li>1. Increase outreach to local high schools and CBO's.</li> <li>2. Expand collaborative programming with academic departments.</li> <li>3. Increase collaborative transfer counseling.</li> <li>4. Expand scholarship opportunities.</li> </ol>	Spring 2004	Vice Chancellor Student Development Vice Chancellor Academic Affairs Dean Outreach & Recruitment Dean African American Scholastic Programs  In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Increased access, achievement, and graduation among AASP participants
c. Assess needs and feasibility of establishing retention programs for other underserved	<ol style="list-style-type: none"> <li>1. Prepare a needs assessment to Identify a viable target population.</li> </ol>	Fall 2004	Dean Student Support Services  In collaboration, as	L	Assessment of needs and feasibility completed with recommendations

populations, e.g., Filipino, Asian/Pacific Island, and Native American Students.	<p>2. Develop conceptual frame-work for the proposed program using best practices.</p> <p>3. Conduct a feasibility study to ascertain the potential of said targeted retention program.</p>		appropriate, with: Shared Governance System Department Chairs	regarding future development.
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**Strategic Objective 5.6:** Promote lifelong learning development, including skill upgrades and career ladders guidance.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Provide examples of career pathways that students can pursue with assistance from counseling services. e.g., workforce, associate degree, and transfer,	<ol style="list-style-type: none"> <li>1 Identify high demand fields open to the development of critical pathways.</li> <li>2. Develop pathways in multiple high demand fields.</li> <li>3. Promote the identified career pathways with teaching and counseling faculty associated with students enrolled in or interested in each field.</li> </ol>	Fall 2005	Assoc Vice Chancellor Workforce Development Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	L	Sample career pathways identified for high demand fields incorporating workforce development, associate degree and transfer programs

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**Strategic Objective 5.7:** Utilize technology to strengthen the delivery of student services.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Implement a degree audit system for use by faculty, staff, and students.	<ol style="list-style-type: none"> <li>1. Identify appropriate degree audit software.</li> <li>2. Install degree audit software with City College curriculum.</li> <li>3. Train counseling and teaching faculty in the use of degree audit.</li> <li>4. Implement degree audit system for 24/7 access by faculty, staff, and students.</li> </ol>	Fall 2004 – Fall 2005	Vice Chancellor of Student Development Vice Chancellor Academic Affairs Director ITS Dean Admissions & Records Dean Curriculum  In collaboration, as appropriate, with: Shared Governance System Department Chairs	M-H	Student, faculty and staff can conduct personalized degree audits on command.
b. Implement a computer-based system for educational planning.	<ol style="list-style-type: none"> <li>1. Identify appropriate software for ed planning linked with academic review and degree audit.</li> <li>2. Install ed planning software.</li> <li>3. Train counseling faculty in the use of the ed planning system.</li> <li>4. Implement ed planning system with 24/7 access by students.</li> </ol>	Spring 2004 Fall 2004	Vice Chancellor Student Development Director ITS Dean Matriculation Dean Student Support Services  In collaboration, as appropriate, with: Shared Governance System Department Chairs	M-H	Electronic educational plans are developed for all entering students, maintained by the students and their counselors, reviewed to support progress to degree, and linked with degree audit.

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c. Implement computerized assessment and placement testing.	<ol style="list-style-type: none"> <li>1. Create computerized assessment capacity for the basic skills.</li> <li>2. Expand computerized assessment to include college readiness and career interests.</li> <li>3. Provide access to computerized assessment from various campus locations</li> </ol>	Fall 2006	Dean Matriculation  In collaboration, as appropriate, with: Shared Governance System Department Chairs	H	Computerized assessment testing is operational throughout the District.
d. Implement a student monitoring system to ensure student success.	<ol style="list-style-type: none"> <li>1. Develop an electronic early alert system.</li> <li>2. Develop an electronic academic review system focusing on course completion.</li> <li>3. Develop an electronic achievement review system focusing on program completion.</li> </ol>	Fall 2008	Dean Matriculation  In collaboration, as appropriate, with: Shared Governance System Department Chairs	H	Tri-level student monitoring system is developed and operational throughout the District.
e. Implement on-line delivery of student orientations where appropriate.	<ol style="list-style-type: none"> <li>1. Assess the initial on-line orientation program.</li> <li>2. Develop improvements to the initial on-line orientation.</li> <li>3. Assess the impact and effectiveness of the revised on-line orientation.</li> </ol>	Fall 2004	Dean Matriculation  In collaboration, as appropriate, with: Shared Governance System Department Chairs	M	On-line orientation improved and implemented for access 24/7.

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**Strategic Objective 5.8:** Assure the delivery of a full range of student support and counseling services at all campuses.

<b>Activities</b>	<b>Actions</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Resources</b>	<b>Outcomes</b>
a. Promote communication and knowledge about student development services among college faculty and staff.	1. Conduct regular updates for faculty and staff on improvements in student development.	Spring 2004	Vice Chancellor of Student Development	N	Communications and knowledge of programs and services is universal.
	2. Develop Web-based communications networks to keep all divisional faculty and staff informed of changes in academic programs and student services.	Fall 2005	In collaboration, as appropriate, with: Shared Governance System Department Chairs	H	
b. Strengthen relationships at the campuses by cross-training student services faculty and staff to provide services for both credit and non-credit students.	1. Initiate dialogue on the role of the campus counselor.	Spring 2004	Vice Chancellor Student Development Dean Student Support Services	M	Relationships at the campuses improved through dialogue, essential improvements, and training.
	2. Develop improvements in the campus counseling context.				
	3. Provide training and cross-training for all participating faculty and staff.				
c. Expand essential services to students beyond the College's normal operating hours.	1. Address needs of evening and weekend students.	Spring 2008	Vice Chancellor Academic Affairs Vice Chancellor Student Development Dean Library & Learning Resources	H	Increased access provided from all campuses on-site as feasible and in the virtual environment.
	2. Expand Library/Learning Resource Center and Learning Assistance Center hours.				
	3. Expand Student Union hrs.				

	4. Address student access to Health Services outside the Ocean campus.		Shared Governance System Department Chairs		
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