

STRATEGIC GOALS

Goal #1: TEACHING & LEARNING

1. Utilize the available institutional research to:
 - Affirm/develop alternative methods/venues of providing instruction
 - Plan curricula for the Canyon Country site.
2. Ensure appropriate allocation and/or development of resources for the success of programs by conducting and utilizing program reviews.
3. Pursue cooperative arrangements with business and industry to provide curricula, materials, and facility support for desirable, emerging and/or high-cost occupational programs and to meet regional workforce training needs in a timely manner; e.g., nursing, homeland security, paralegal, welding, auto repair.
4. Build from and expand activities that promote effective teaching, such as Institute of Teaching and Learning, professional development Flex Activities, Mentoring new faculty and the Associates' Program.
5. Ensure the continued excellence of instruction by effectively utilizing evaluation tools, including the tenure process, permanent faculty evaluations, adjunct evaluations, and supplementary data.
6. Infuse student learning outcomes throughout the instruction, including:
 - Course outlines
 - Program planning
 - Program reviews
7. Work cooperatively and strategically with other areas of the College to coordinate and complement efforts.
 - Increase participation rates from the local high schools
 - Increase the opportunities and ease of transfer for students
 - Promote interdisciplinary educational opportunities. E.g., Educational travel seminars in which instructors teach across the curriculum
 - Enhance student retention.
 - Support enrollment management effort.
8. Continue to develop and emphasize basic skills and readiness programs and delivery methods appropriate to under-prepared students.
9. Review instructional programs for relevance and effectiveness including currency, effectiveness and demand, informed from a variety of sources such as community advisory groups, surveys and focus groups.

10. Plan for new educational programs to meet emerging careers.
11. Schedule and disseminate degree and certificate requirements in a manner that facilitates the completion of degree, transfer, major and/or industry requirements.
12. Expand the methods of instructional delivery to meet students' needs and learning styles
 - Alternative calendars
 - Hybrid delivery
 - On-line courses
 - Distance education
 - Educational travel
 - Weekend College
13. Expand access to learning resources necessary to complement and enhance scholarships.
14. Conduct timely reviews of curricula for quality, relevance, student learning outcomes, and the development of higher-order critical thinking and problem-solving skills.
15. Expand access to higher education through:
 - Canyon Country sites
 - Partnerships
 - Alternative delivery and methods
 - Weekend college
16. Use technology to enhance teaching and learning.
17. Schedule classes at times and locations to increase efficiency in course offerings.
18. Convert the CTV telecast programs from reliance on broadcast to the flexibility of DVDs.
19. Launch online AA degree program.
20. Expand training for online faculty.
21. Continue to increase success rate of online students.
22. Continue to increase retention rate of online students.
23. Develop mechanism to evaluate online courses.
24. Develop public safety program.
25. Provide access to current, academic level-appropriate library information. in a variety of formats, to support instruction in all academic programs offered at the College.

26. Provide training in a variety of formats (one-on-one, online classes, workshops, etc.), for both students and faculty, in the effective use of the Internet as a tool supporting college-level research.
27. Develop a Writing Center to provide one-on-one instructional support to students on all aspects of writing, from simple grammar to well-developed research papers.
28. Provide quick turn-around for instructional materials production.
29. Develop and implement innovative programs designed to enhance the placement of College of the Canyons students in workplace learning activities.
30. Expand customized training programs to business and industry.
31. Encourage greater integration of economic and workforce development programs with the College's occupational programs.
32. Support the integration of advanced technology in local industry, along with the development and implementation of advanced curriculum to prepare students for emerging occupations and career opportunities.
33. Implement a process for reviewing the congruence of occupational programs with the needs of businesses in the region.
34. Develop an Educational and Facilities Master Plan for the Canyon Country site.
35. Build a permanent University Center on campus to provide a comprehensive array of transfer opportunities for College of the Canyons' students.
36. Revise the District's Educational and Facilities Master Plan.

Goal #2 – STUDENT SERVICES

1. Provide for on-line Financial Aid services that allow students to complete the whole variety of financial aid requirements.
2. Expand online services to remove barriers to student's support and improve customer service.
3. Create, review, and modify academic and service policy to ensure consistent communications with students.
4. Utilize a wide variety of media to inform students, staff and community members about available student services.
5. Expand Personnel Development classes to assist students in being successful in their other college courses.

6. Develop counseling and advising strategies that inform and prepare students to be self-sufficient learners.
7. Develop accessible orientation programs that provide for full academic information, information related to academic life, and encourage campus involvement.
8. Conduct an exit survey for all students who withdraw from classes from all instructional modalities (online, telephone and in-person survey) and use results to increase student persistence.
9. Form a student success and persistence committee to analyze enrollment practices and increase student persistence.
10. Provide recognition for student achievement (graduation, transfer, scholarships, leaderships, etc.).
11. Provide priority registration for at-risk students as well as students in leadership roles.
12. Fund and administer an active college assistant program.
13. Expand the opportunities for participation in student life and campus activities.
14. Support students to be successful during their initial semester of college and beyond by providing resources, seminars and extended orientation activities
15. Develop co-curricular activities such as Service Learning, internships, volunteerism, and work study to assist students in both campus involvement and life preparation.
16. Establish an annual “college day” held at College of the Canyons for all high schools in our service area.
17. Hold an annual counselors’ day for Hart District and College of the Canyons counselors.
18. Expand collaborations with faculty to provide administrative information and improve service.
19. Improve outreach efforts in the high schools and the community at large (including the international community).
20. Establish Individual advisory board meetings with specific departments.
21. Develop resources, programs and services aimed at helping students to be successful during their initial college semester and beyond.
22. Develop and implement project-based activities with community-based partners.

23. Improve success to library resources and services through expansion of library hours and availability of an increase number of subscription online resources that are accessible off-campus.
24. Expand the on-line tutoring to assist students in all applicable subjects and courses.
25. Engage students in lifelong learning and academic empowerment and provide opportunities for personal growth and leadership development through co-curricular activities and student support programs.
26. Offer quality and efficient service and support to students, staff, and faculty through application of continuous improvement strategies, whenever appropriate, to improve customer service and internal operations.
27. Support students in a variety of programming, advocacy, technological, and socially-interactive ways beyond the classroom that enhance student success and persistence and that support the College's enrollment strategy.
28. Systematically conduct periodic assessments of the student services through non-instructional program reviews using student surveys and student learning outcomes.
29. Document new directions taken as a result of program reviews.
30. Develop a system for collecting and using student learning outcomes.
31. Embrace the development of new opportunities for collaboration and the expansion of existing partnerships among student support services and instruction, administrative departments and the community. The synergistic thinking of such collaborative teams of students, staff, faculty and community partners will generate new models and approaches for the delivery of programs and services, and will enhance participation and support of new initiatives.

Goal #3: CULTURAL DIVERSITY

1. Develop and implement the District EEO plan and the included activities designed to recruit, hire, and promote diverse employees
2. Reconvene the Faculty and Staff EEO Advisory Committee to oversee the development and annual review of the EEO plan.
3. Update all District policies to reflect EEO plan changes.
4. Create a Selection Committee Representative Committee that determines representation on hiring committees provides input on diversity training needs and receives legal updates and training from Human Resources.

5. Increase the number of Selection Committee Representatives for both faculty and classified committees.
6. Update and standardize training for Selection Committee Representatives including information about the new diversity plan.
7. Improve the diversity of college faculty and staff to more closely reflect the diversity of our student population.
8. Establish a recruitment program that will increase the number of diverse applicants for District employment.
9. Analyze past recruitment practices to identify effective practices as well as establish new recruitment sources that reach out to diverse populations.
10. Increase advertising in regional publications throughout Southern California to encourage applicants of diverse backgrounds to work for the District.
11. Continue to offer presentations for faculty and staff to increase awareness and achieve an understanding of the needs of students and employees with disabilities.
12. Increase the number of offerings of workshops and presentations of culturally diverse topics.
13. Purchase library materials, in a variety of formats, to appeal to students with diverse learning styles, ethnicities, age groups, and abilities. Additionally, the Library will develop its collection of books in languages other than English, to support the reading needs to our students, faculty, and staff.
14. Provide basic information about library collections and services in languages other than English.
15. Monitor and increase the diversity of images presented in college marketing materials and publications.

Goal #4. HUMAN RESOURCES

1. Develop online employment applications.
2. Investigate the possibility of establishing a Santa Clarita Valley employment advertising consortium including large employers within our region.
3. Analyze effective recruitment sources and revise advertisement plans accordingly.
4. Continue to effectively recruit quality candidates through a variety of communication mediums (i.e.) newspapers, publications, Web site, professional organizations and job fairs.

5. Increase the use of Web site for advertising positions as a cost effective alternative to print ads.
6. Join SoCalHERC.com consortium, which is an internet recruitment website specifically for jobs in higher education in the Southern California area.
7. Create clearly structured and well-developed staffing plan for all areas campus wide.
8. Hire the appropriate number of faculty and staff annually in order to support new and existing programs at an optimal level.
9. Streamline hiring practices to make them effective in selecting the most qualified applicants for open positions.
10. Review and revise all hiring procedures as necessary.
11. Update board policies that refer to Human Resources.
12. Continue to meet the requirements of AB 1725.
13. Communicate District policy changes to appropriate groups through workshops.
14. Provide all District hiring policies on the Intranet.
15. Perform salary, job description and benefits surveys with similar districts across the state on an annual basis to ensure that our salary structure is fair and competitive.
16. Create orientation sessions for full-time and adjunct faculty.
17. Develop a more systematic tracking method for evaluations of classified staff.
18. Give newly hired employees a campus tour, including introductions to key personnel on campus.
19. Investigate the viability of a formal mentoring program.
20. Review employee recognition and rewards programs and revise as needed.
21. Provide manager workshops on appropriate discipline, effective evaluation techniques, contract compliance, recognition and Human Resources procedures and Collective Bargaining Agreement revisions.
22. Provide timely reports and data regarding applicants and District employees.

Goal #5 INSTITUTIONAL ADVANCEMENT

1. Collect, analyze, and disseminate information that:

- a. Informs department and college-wide planning efforts
 - b. Informs the development of instructional and non-instructional programs
 - c. Informs enrollment management efforts, including marketing, instructional planning, and student retention
 - d. Supports the development of grants
 - e. Furthers the development and use of student learning outcomes
2. Conduct labor market analysis to establish programs using economic development data.
 3. Implement an Institutional Review Board to ensure high-quality research, adherence to research standards, and to support grant activities as we become more involved in both state and federal grant funding opportunities.
 4. Develop regional community college collaborations to further advocacy efforts.
 5. Develop grants that advance the College's Strategic Plan and other needs identified from planning efforts.
 6. Increase awareness of grant opportunities among faculty, staff, and administrators through regular grants briefs and presentations at department and college-wide meetings.
 7. Provide support and training for faculty, staff, and administrators on grants development.
 8. Attempt to develop relationships with regional and statewide media so that the District receives increased positive coverage.
 9. Continue to provide high quality marketing materials to support fund-raising and friend-raising efforts.
 10. Develop marketing plans and materials for the Canyon Country site.
 11. Through marketing efforts, engage residents of Santa Clarita to make College of the Canyons the college of choice for recent high school graduates and returning students.
 12. Expand endowments for instructional programs (i.e. performing arts programs).
 13. Develop a support group that raises money for the performing arts instructional program.
 14. Complete the University Center capital campaign.
 15. Engage external constituencies, such as businesses in the region with credit and contract education programs.

Goal #6 INSTITUTIONAL EFFECTIVENESS

1. Develop student learning outcomes for instructional programs and students' services at multiple levels.
2. Use student learning outcomes to inform program planning and improvement efforts.
3. Implement systems that support and document the use of outcome data in program planning and improvement efforts.
4. Assess the degree to which instructional programs, especially occupational programs are meeting regional business needs.
5. Review the instructional and noninstructional program reviews and revise as needed.
6. Complement internal College data with rich data on external factors affecting instructional and non-instructional program planning.
7. Assist all departments in completing instructional and non-instructional program reviews.
8. Provide training to faculty and staff on project monitoring to educate faculty and staff on the responsibilities of project management, especially for externally-funded projects.
9. Build leadership skills that support institutional effectiveness and encourage faculty and staff to aspire to positions of greater responsibility.
10. Update the College of the Canyons Decision Making Guide.

Goal #7 FINANCIAL STABILITY

1. Develop new processes and procedures to facilitate budget responsibility and accountability as well as improved fiscal stability for the college.
2. Develop enrollment targets and cost estimates of enrollment management activities.
3. Develop enrollment targets and cost estimates of enrollment management activities.
4. Pursue process improvement to provide great service to students and increased cash flow from enrollment fees as students are able to enroll more quickly and efficiently.
5. Maintain federally negotiated indirect cost rate and revise as necessary to reflect current direct costs for grants and contracts.
6. Participate in Community College District Collaborative to provide purchasing discounts and other savings through shared contracts.
7. Maintain a six percent fund balance.
8. Pursue public and private resources for College programs and services.
9. Develop institutional structures and processes that support the financial integrity of auxiliary efforts, such as the foundation, presenting art productions, and the University Center.

10. Implement processes and procedures to minimize unpaid enrollment fees.

Goal #8 TECHNOLOGICAL ADVANCEMENT

1. Implement wireless Internet access in all buildings on-campus.
2. Provide the connectivity to allow videoconferencing in all rooms on-campus instead of limiting that access to I-110 and the library.
3. Redesign the College's web site to be more informative, users friendly and interactive.
4. Maintain currency with operating systems (both server and workstation) and application software.
5. Work with the counseling office to deploy the ability for students to make counseling appointments online.
6. Ensure that the campus technology resources are accessible by persons with disabilities.
7. Support the effective use of technology in the classroom.
8. Continue to revise the Technology Master Plan to adequately address the technology needs of the District.
9. Prepare for opening of the Canyon Country Education Center in order to provide access at the center to all the technical resources of the District.
10. Implement additional measures to protect the campus network from security threats.
11. Continue to advocate for adequate ongoing funding to ensure the technology remains current and that our class offerings are online with industry standards.
12. Expand online services that support students, staff, faculty and administrators.
13. Increase the efficiency of use of Datatel by conducting process analyses and modifying the system as needed.
14. Maintain and enhance the campus enterprise hardware and software and maintain the data integrity of all databases.
15. Develop a staff certification process for Datatel and MIS procedures.
16. Improve system security with the latest technological advances.
17. Implement Lightweight Directory Access Protocol (LDAP) in order to synchronize login/password activity.
18. Train additional back-up staff to use the smart-mailer technology system.
19. Provide mailing / telecommunications and duplicating support for the Canyon Country site.
20. Provide faculty and staff development opportunities designed to improve technology skills.
21. Review campus compliance with ADA and Section 508.

Goal #9 PHYSICAL RESOURCES

1. Develop an Educational and Facilities Master Plan for the Canyon Country site.
2. Update the District-wide Educational and Facilities Master Plan.
3. Develop physical plan of the Valencia and Canyon Country sites within the framework of the Educational and Facilities Master Plans.
4. Pursue all additional sources of funding including public and private grants, partnerships, state contracts, etc. in-kind resource swaps and public/private partnerships.
5. Leverage local funding (e.g., Measure C resources) with state funding.

Goal #10 INNOVATION

1. Implement a program to enable businesses the opportunity to sponsor students enrollment at COC.
2. Initiate “invitational” events to showcase local accomplishments of K-12 students in music and visual arts (in the new Fine Arts complex).
3. Establish Emeritus Institute for Lifelong Learning at COC.
4. Complete the University Center campaign and break ground in 2006.
5. Develop at least three new collaborative training options with businesses, other districts, and/or community based organizations.
6. Develop “schedules within schedules” and initiate winter intersession and self-paced courses to provide as many options to access as possible.
7. Develop community arts program plan to enhance K-12 involvement in PAC and get arts out into the community.
8. Work with California Institute of the Arts (CalArts) to develop projects of mutual interest.
9. Develop and offer a Leadership Development Institute to train regional community college professionals.
10. Become a National Science Foundation national site for providing leadership in manufacturing and technology training areas.
11. Further develop the College’s role as the West Coast center for anti-terrorism training.
12. Add seven new instructional programs that meet local workforce training needs.

13. Play a key role in supporting the development of the Women's Small Business Center in the Santa Clarita Valley.
14. Work with the Chamber of Commerce to establish a community based alliance to advocate in Sacramento and at the federal level.
15. Explore opportunities to develop community based programs in the arts (dance, music, and theater).
16. Explore the development of a joint use educational center in northern Los Angeles County with neighboring community college districts (Tejon Ranch).
17. Develop a plan and timeline to activate Patrons of the Arts group for performing arts center and related departments.
18. Cultivate and develop an Advisory Board of local film professionals to enhance RTVF programs and use of COC facilities by filming organizations.
19. Add short-term training institutes in subjects where demand is evident (languages, business plan development, management institute, strategic planning, teacher preparation, welding, nanotechnology, instructional aids, and film and entertainment).
20. Refine, articulate, and market the unique ways COC can contribute to the economic development of the region.
21. Initiate a Business Partners Group composed of local CEOs.
22. Raise funds to initiate and support a President's Scholars program at College of the Canyons benefiting valedictorians from local high schools.
23. Develop a Student Ambassadors program (outreach to local community).
24. Develop a "Student Experts" program to assist community based organizations on a volunteer basis.
25. Redesign the Community Extension department so that it becomes more flexible and responsive to local needs.
26. Identify and / or develop financial support for innovative new programs.
27. Provide community leadership on developing an advanced technology business incubator designed to encourage job growth and economic development in the Santa Clarita Valley region and beyond.
28. Facilitate and support new regional initiatives in professional development as well as workforce and economic development.
29. To encourage new ideas, an electronic and in-person suggestion box will be installed.

30. Provide professional development that encourages innovation.

Goal #11 CAMPUS CLIMATE

1. Develop new awards and recognition programs for staff and students.
2. Encourage all managers to develop systems of celebration, recognition, and tradition among those they supervise.
3. Encourage civility on campus, an appreciation of others' efforts, manners, and thank you for good deed large and small.
4. Promote and recognize publicly the achievements of faculty and staff in our local community and at the statewide level.
5. Continue to support the involvement of faculty, staff, and administrators in statewide leadership roles and organizations.
6. Support, enhance and celebrate efforts to take risks and try new things.
7. Institute celebrations and recognition of departments for the ad hoc or Herculean efforts at critical junctures in their work places.
8. Provide training for college committee members so they can participate fully on district wide and operational committees as needed.
9. Enhance student orientation and buddy programs for other students.
10. Provide ongoing opportunities for staff to enhance communication skills and build cooperation across the campus.
11. Fly the "College Pride" regularly throughout the year in honor of collective or specific departmental efforts.
12. Support professional development plans of administrators, faculty and staff to the degree resources allow. Phase-in over multiple years if need be.
13. Build pride in staff by inviting them to be part of the "College Ambassadors" program and get out in the community.
14. Revamp the annual program planning process and assist and support staff in providing leadership to the development of the departments and programs in which they serve.
15. Afford faculty and staff opportunities to benefit from events held in the Vital Express Center for the Performing Arts.
16. Promote the use of the library as a gathering place for students, faculty, and staff.
17. Expand outreach activities to increase public awareness of the College library as a resource for community members.