

STRATEGIC PLAN

College of the Canyons 2008 & Beyond

GOALS

College of the Canyons is unique among California community colleges. We are a “can do, will do” operation. We dare to dream and work to turn dreams into reality. We are able to do what we do because of the resources we have in our people, our finances, our integrated planning processes, and the quality of the geographic area in which we are located. Our rapid growth is reflective of this dynamic and ever-changing community.

As we plan, dream, and build, we are always cognizant of the needs of the communities we serve. What I believe distinguishes us from others is our willingness to seek out partners to enhance the impact of what we do. We are risk-takers and we strive to establish links with entities in the business and industrial community. We are flexible and innovative in developing unique partnerships with community entities and governmental agencies that are not generally associated with community colleges, such as the Department of Commerce, the City of Santa Clarita, the County of Los Angeles, the Department of Labor, and the Employment Training Panel.

These partnerships lead to an increase in the number of students, which translates into more funding. These new revenues are reinvested into cutting-edge and emerging innovative activities. We plan. We hire the best. We create operational teams. And, we turn plans into reality. We actively seek to increase revenue so that we can hire the best people and help them grow, support the development of programs that meet workforce training needs, build the best educational spaces possible, and continue to meet our community's needs while working to pave the way to the future. Our goal at College of the Canyons is to create the best college to serve student and community needs, both now and in the future to stay ahead of the curve and be ready when opportunities present themselves.

We are constantly in a growth cycle. Why? We believe that a college is a living and growing entity. We say “yes” rather than “no” because our desire is to be the best we can be. In a climate characterized by creativity, flexibility, common sense, and tenacity, we are proactive, not reactive and most of the time, we are in the lead on issues at the local and state levels. As we create new programs that meet the needs of businesses and community members and the College receives additional state apportionment revenue, we serve more students. Since 1988/89, we have realized the following increases:

- The number of full-time faculty has increased from 60 to 197;
- The number of class sections offered each term has increased from 430 to 1,752;
- The college's annual budget has increased from \$8 million to \$210 million;
- The number of certificate programs and disciplines/majors has increased from 54 to 112;
- The number of students has increased from 4,823 to 21,300; and
- The college's physical space has increased from 200,000 square feet to 655,073.

This cycle of growth creates opportunities for the College to continue to meet the community's needs and play an integral role in the economic development and overall health of our community.

Because we strive to be flexible, current and relevant, we have earned the community's respect and support as evidenced by the passage of two capital outlay bonds in five years and hundreds of partnerships that have produced incredible outcomes. We continue to deliver on our promises as the bond funds were leveraged to secure millions of dollars in state revenue. That additional funding enabled us to add instructional facilities and establish a second campus, giving us the space to serve an ever-increasing number of students who are turning to us for education and training, and to enhance our partnership potential.

With a strong, coherent vision of what we want to achieve, we will continue to be the college of choice for local students, international students, returning students, workers needing retraining, businesses who need highly skilled technical workers in emerging and ever-changing fields, and anyone who can benefit from our curriculum. Our service community knows we are leaders, not followers.

They know that College of the Canyons is a well-planned, interlocking entity that brings together the best employees, multiple and varied partners from business and industry, fine educational spaces in two pleasant campuses, and an optimistic attitude about what can be done for our students when we work together.

The community's trust and confidence in the College is supported by our commitment to hold ourselves accountable and to measure our effectiveness. How do we measure success? At College of the Canyons success has multiple measures. We celebrate success every time we:

- Send students on to fulfill their ambitions, armed with marketable skills and the ability to think critically about the world,
- Offer new programs and services that respond to our businesses' and community's needs,
- Use innovative instructional delivery methods to bring college courses to students who would not otherwise be able to benefit from the college experience,
- Find new solutions to old problems, use time-honored solutions for new challenges, and seize every opportunity, or
- Raise the bar another notch.

To achieve these successes, all of us at College of the Canyons commit to developing our abilities to communicate, solve problems, think critically and analytically, to view change and challenges as opportunities to create, to open doors, to develop our vision of what we hope to be and become the best we are capable of being.

Our success is built on 20 years of integrating planning systems into the core of our culture. The Strategic Plan is an integral part of our planning process. The Strategic Plan has been developed drawing heavily from departmental planning. It also draws from a variety of data, including data on external factors – such as the economy, the community of Santa Clarita, and the community college system—and internal factors, including data on teaching and learning, student services, human resources, partnerships, and financial characteristics of the College.

The results of the most recent strategic planning process include the Strategic Goals and planning agendas for the period 2009 to 2011. These goals and planning agendas will serve to drive the College's practices, budget priorities, and progress for the next three years.

To ensure that we continue to respond to emerging needs, the goals and planning agendas will also continue to evolve, adding and modifying goals through electronic annual updates. Reflecting the College, the



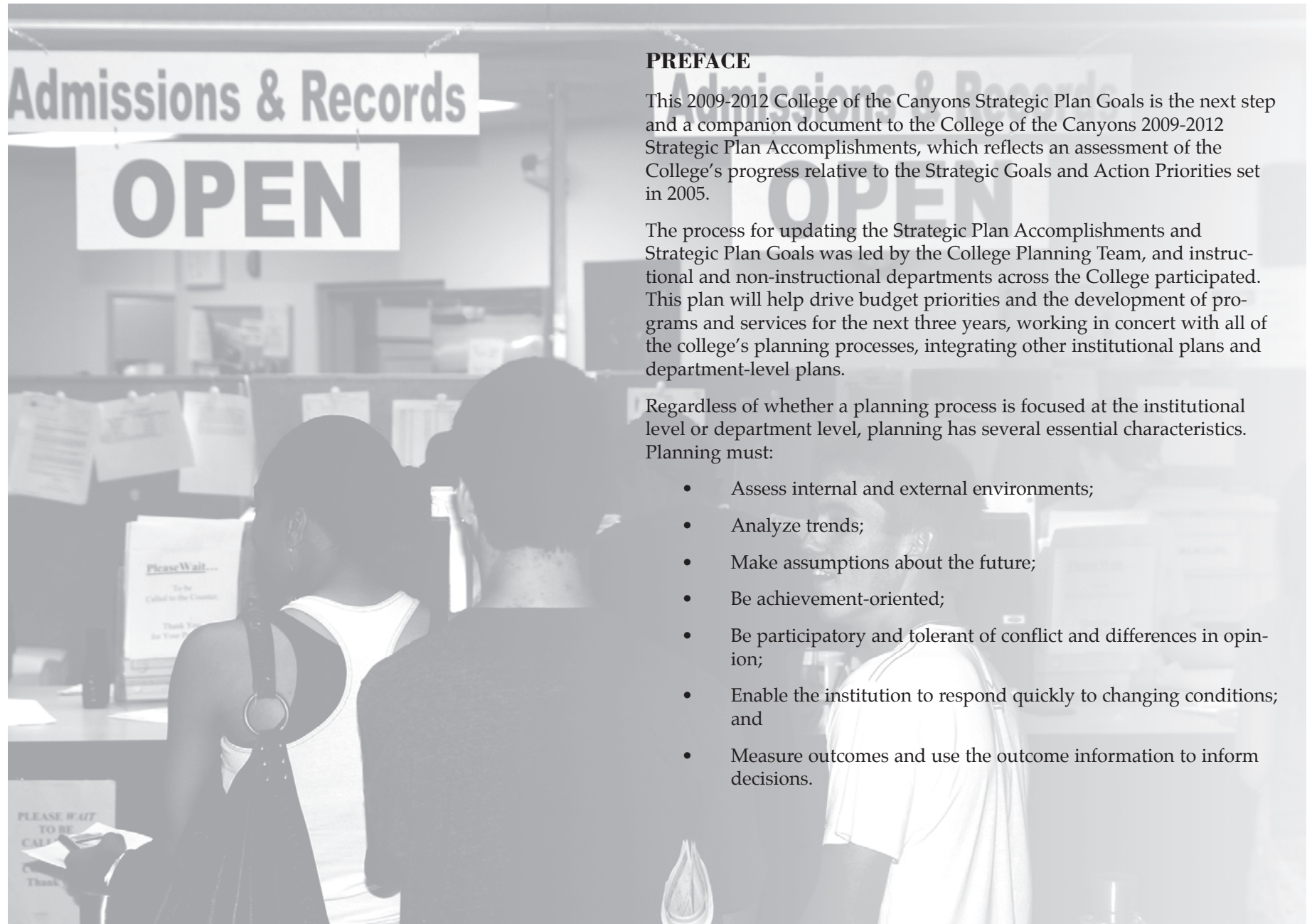
Strategic Plan is living, dynamic, and responsive to the needs of our community. We continue to view this document as a mirror of an institution that successfully and continually evolves and changes; encouraged by an atmosphere of innovation, flexibility and cooperation. We put action behind the statement:

If you can imagine it, you can believe it.

If you can dream it, you can do it.

By being flexible in our planning and staying responsive to the needs of our community, we pledge to continue to turn dreams into reality and open new doors to opportunities that will forever change the lives of our students and the entities in the community we serve.

Dr. Dianne G. Van Hook, Chancellor



PREFACE

This 2009-2012 College of the Canyons Strategic Plan Goals is the next step and a companion document to the College of the Canyons 2009-2012 Strategic Plan Accomplishments, which reflects an assessment of the College's progress relative to the Strategic Goals and Action Priorities set in 2005.

The process for updating the Strategic Plan Accomplishments and Strategic Plan Goals was led by the College Planning Team, and instructional and non-instructional departments across the College participated. This plan will help drive budget priorities and the development of programs and services for the next three years, working in concert with all of the college's planning processes, integrating other institutional plans and department-level plans.

Regardless of whether a planning process is focused at the institutional level or department level, planning has several essential characteristics. Planning must:

- Assess internal and external environments;
- Analyze trends;
- Make assumptions about the future;
- Be achievement-oriented;
- Be participatory and tolerant of conflict and differences in opinion;
- Enable the institution to respond quickly to changing conditions; and
- Measure outcomes and use the outcome information to inform decisions.

Why Plan?

At College of the Canyons, we plan for the following reasons:

- Planning with a knowledge base and a coherent set of tools enables us to analyze complex situations in a context that is meaningful and useful, as well as develop a clear plan to move ahead.
- Planning is a way to stretch people’s thinking and explore our future in ways that would not occur if defined processes were not in place.
- Planning enables us to identify – in advance – challenges that may be problematic and to explore solutions to minimize risks and maximize opportunities.
- Planning is a way to organize data and information into useful and understandable forms.
- Planning is a way to define and encourage interrelationships among people and resources that exist – as well as those that should, but don’t.
- Planning is a dynamic process that permits members of the college community, both internal and external stakeholders, to discuss, explore solutions and make continual adjustments in response to ever-changing environments.

Planning must avoid many pitfalls that become an obstacle to driving the college forward. Planning is not:

- A blueprint to follow rigidly;
- A set of platitudes;
- A personal vision;
- An explanation of departmental plans;
- An analysis of conditions and trends; or
- An elimination of risks.

Planning at College of the Canyons

Our planning process is driven by the College’s statements of mission, values, and philosophy. As we engage in the systematic process, we:

- ✓ Reflect on research and external information, such as outcomes information, self-studies, research reports, program review data, enrollment patterns, and workforce trends;
- ✓ Consider the implications of state policies and funding opportunities;
- ✓ Assess changes in the community that impact the College’s programs and services and opportunities for partnerships;
- ✓ Identify potential resource development opportunities;
- ✓ Evaluate our results; and
- ✓ Adjust and realign as necessitated by emerging information, trends, and opportunities that present themselves.

Departments play a central role in planning, driving college-wide planning and budget development, program development, and other services. At the same time, departmental plans are influenced by college-wide plans, reflecting institutional foci and priorities. Every academic department completes a program review annually. Non-instructional programs complete program reviews at least once every three years.

The College has several college-wide planning processes, which have produced numerous plans, including the Strategic Plan, Education and Facilities Master Plan, Technology Master Plan, Staffing Diversity Plans, Five-Year Construction Plan, Enrollment Management Strategies, individual facilities plans, and Marketing Plans. Operational planning is driven by the College’s Strategic Plan, which is revised every three years. The Strategic Plan includes Strategic Goals, and is used by all College divisions, departments, and work units to develop strategic objectives (action statements) that determine short-term directions and future plans of the district.

- **Vision**

College of the Canyons is dedicated to enhancing our reputation as a leading two-year college, recognized locally, regionally, and statewide for technical advancement, institutional effectiveness, student support, model academic and professional programs, excellence in teaching and learning, and the sense of community that we provide to our students and staff.



- **Mission**

College of the Canyons is a learning-centered community college that provides academic education and workforce training at the lower-division level, to all capable of profiting from instruction.

The faculty and staff promote substantive personal growth and intellectual progress of learners, by combining time-proven concepts with the latest technological advances.

- **Philosophy**

We believe in:

Teaching and Learning

We honor and reward high performance in teaching and learning.

Respect for All People

We foster a campus climate characterized by civility, collegiality, and tolerance. We encourage honesty, integrity, and social responsibility.

Partnership with the Community

We create lasting relationships: providing the foundation of success for chosen current and future partnerships with local schools, colleges and universities, businesses, government, and social agencies.

These partnerships advance the educational, intellectual, artistic, civic, cultural, and economic aspirations of our surrounding community.

Excellence

We set the highest standards for ourselves and support the professional development of faculty, staff, and administrators.

Creativity and Innovation

We provide an environment conducive to innovation and creativity. We encourage members of the College community to embrace changes that will enhance the College's mission.

Strategic Plan

The Strategic Plan is both driven by and sets the tone for internal and external data collection, the establishment of action priorities, the development and revision of the Facilities Master Plan, the budget development process, the establishment of partnership priorities, the support of related human resources, the execution of fund-raising plans, and the expansion and implementation of new curriculum and student support services.

- **Strategic Goals**

The College District’s strategic goals that have been identified for 2008 to 2011 are:

Teaching and Learning

College of the Canyons will provide a positive environment and necessary resources to support excellent teaching and student learning.

Student Support

College of the Canyons will provide student support services to facilitate student success and maximize student opportunity.

Cultural Diversity

College of the Canyons will promote diversity of the community, students, and staff.

Human Resources

College of the Canyons will select and develop high-quality staff.

Institutional Advancement

College of the Canyons will generate support, resources, networks and information to enhance the college’s success.

Institutional Effectiveness

College of the Canyons will use outcomes data on progress being made towards college goals—including student learning outcomes, administrative unit outcomes, and other accountability measures—on a regular basis to inform planning and decisions.

Financial Stability

College of the Canyons will provide and develop financial resources to maintain and improve programs and services consistent with institutional commitments (mission, goals, and objectives).

Technological Advancement

College of the Canyons will utilize state-of-the-art technologies to enhance programs, services and operations.

Physical Resources

College of the Canyons will provide facilities that are clean, efficient, safe, and aesthetically pleasing to support College programs and services.

Innovation

College of the Canyons will dare to dream and make it happen!

Campus Climate

College of the Canyons will enhance and support a sense of community and cooperation on campus.

Leadership

College of the Canyons will assert its leadership to increase educational, economic, and cultural opportunities for the community including businesses, industry, arts groups, and community-based organizations in the region.

- **Action Priorities**

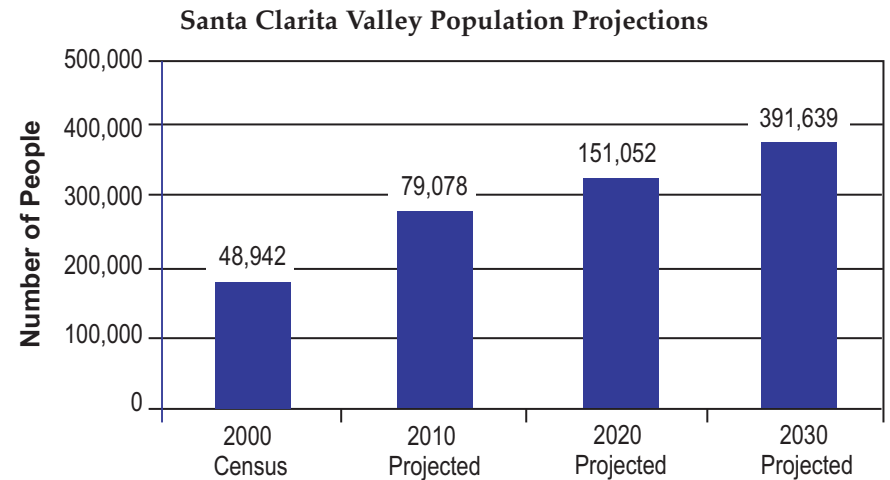
Each strategic goal is supported by a set of annual/biannual “action priorities.” These action priorities are the result of the identification of specific objectives of the departments, committees, task forces, associations, teams, work units and individuals who make up our work force. These are coordinated through the comprehensive planning processes that are part of our day-to-day way of doing business. The following sections of this document contain the detailed listing of action priorities that were developed compiling input from the academic and non-instructional departments on campus.

College of the Canyons will remain committed to planning, as it fuels the college’s engine as we drive forward to meet the needs of our students, our businesses, and our community.

EXTERNAL FACTORS

The Economy

- Unemployment has increased from 4.7 percent in August 2007 to 6.1 percent in August 2008 nationally. In California, unemployment has increased from 5.5 percent in August 2007 to 7.7 percent in August 2008. As of August 2008, there were 1,417,000 people unemployed, an increase of 413,000 people over last year. (source EDD) Higher unemployment increases the number of people needing training and retraining. Unemployment is expected to increase to over 10 percent in California.
- In Los Angeles County, unemployment has increased to 8.2 percent in August 2008. However, several jobs are expected to increase over the next ten years. Jobs expected to grow the most include: Network Systems and Data Communications Analysts, Makeup Artists (Theatrical and Performance), Skin Care Specialists, Veterinary Technologists and Technicians, Dental Assistants, Medical Assistants, Veterinarians, Pharmacy Technicians, Anthropology / Archeology Teachers, and Physical Therapists Assistants. (source EDD) New programs are already in planning for many of these occupations. However, other programs may need to be considered.
- While the weakening dollar is helping the trade deficit, the trade deficit is still \$59.1 billion as of August 2008. (Source: Bureau of Economic Analysis). International trade is very important to California’s economy.
- Energy prices have risen sharply over the past three years, but have recently dropped off. For example, crude oil prices increased to \$147 per barrel on July 7, 2008, but have dropped to \$49.68 a barrel as of November 21, 2008. Gasoline prices have also begun to ease, dropping from over \$4.58 per gallon in California in June 2008, to \$2.37 per gallon on November 17, 2008 in California. The price of fuel is likely to impact demand in online courses and transportation from various zip codes to the two campuses.



Santa Clarita

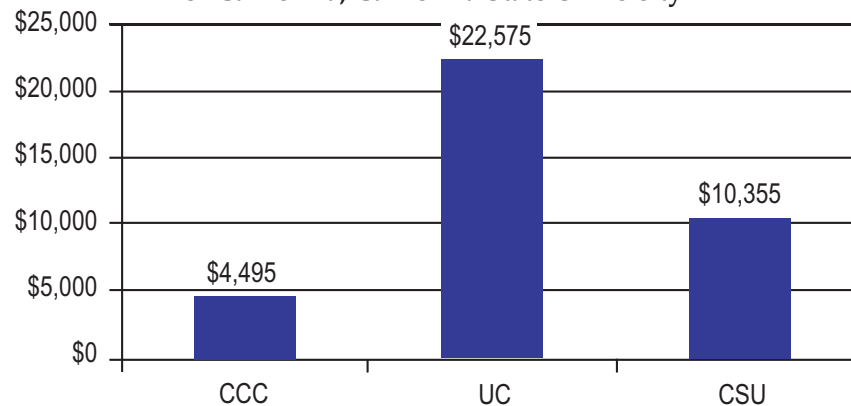
- Population projections for the Santa Clarita Valley indicate an increase from 213,178 in 2000 to 243,104 in 2010, and 313,290 in 2020.
- The real estate market has slowed substantially and prices have adjusted significantly. However, they are still more than double the cost in 2000.
- Although real estate has slowed and will remain slow over the near term, over the longer term construction in Santa Clarita is expected to be strong, with more than 27,032 housing units planned and approved. Of these homes, 20,885 are planned for Newhall Ranch, a new community west of the freeway. Total construction time is expected to be 25 to 30 years.
- Unemployment rates in Santa Clarita remain relatively low compared to the state or national unemployment rates, at 4.9 percent. (source EDD) However, this is a modest increase from February of 2005 when unemployment was 3.7 percent. Given the unemployment projections, the unemployment rate should increase in 2009, then decrease in 2010.
- The number of jobs in Santa Clarita increased by 950 in 2008. In 2009, the number of jobs in Santa Clarita is expected to decline by about 950 jobs. Beginning in 2010, jobs growth is expected to improve with more than 2,000 jobs being created annually.

- The largest employment sectors in the Santa Clarita Valley are: 10,634 manufacturing jobs; 11,736 retail trade jobs; 9,254 administrative support jobs; 8,864 lodging and food service jobs; 8,859 local government jobs; 7,093 construction jobs; 6,459 healthcare and social assistance jobs; and 4,914 professional, scientific, and technical jobs.
- A large percentage of residents commute outside of the SCV. However, the percentage is declining.
- Santa Clarita has historically been one of the safest cities in the country.

The Future of Community Colleges

- Enrollments at California Community Colleges (2.6 million enrollments in 2006/07) dwarfs the enrollment of the California State University (CSU) system (480,240 enrollments in 2006/07) and the University of California (UC) system (214,2989 enrollments in 2006/07). In the current year, enrollment is up 10 percent at community colleges statewide.

Revenue Per FTES, Canyon Country Campus, University of California, California State University



- California community colleges receive substantially lower revenue per student than UC and CSU.
- California community colleges trained 70 percent of nurses and 80 percent of first-responders (firefighters, law enforcement, and EMTs) in California.



- Community colleges have an opportunity for growth in the senior market. The retirement of baby boomers and the steadily increasing life expectancy will result in a significant increase in the size of the retirement-age population.
- Community colleges serve half of the undergraduates nationwide, but remain under-funded compared to their four-year counterparts.
- Budget cutbacks are likely to impact access for many students. These cutbacks come at a time when there is an increased demand for community college programs, which are known for their flexibility and ability to meet the needs of the community and businesses.
- UC and CSU caps on enrollment will have a substantial impact on access to both systems.

- The California Community College system developed a strategic plan to improve student access and success. The plan reviews challenges and opportunities and identifies strategic goals and strategies. These new goals and strategies will influence policies, priorities, and budgets system wide. A list of California Community College strategic goals and strategies is listed in the following table.

California Community College Strategic Goals & Strategies

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| <p>A. College Awareness and Access
Increase awareness of college as a viable option and enhance access to higher education for growing populations.</p> <p>A1. Early Awareness of College as a Viable Option
A2. Removing Barriers to Access and Student Success
A3. Innovative Programs and Outreach for Growing Populations
A4. Multiple Delivery Methods
A5. Institutional Capacity for Diversity</p> <p>B. Student Success and Readiness
Promote college readiness and provide the programs and services to enable all students to achieve their educational and career goals.</p> <p>B1. Skills as the Foundation for Student Success
B2. Assessment and Placement
B3. Articulation with K-12
B4. Intersegmental Transfer
B5. Teaching and Learning Effectiveness
B6. Degrees and Certificates
B7. Innovative Practices in Workforce Education</p> <p>C. Partnerships for Economic and Workforce Development
Strengthen the Colleges' capacity to respond to current and emerging labor market needs and to prepare students to compete in a global economy.</p> <p>C1. Coordination of Statewide Workforce Programs and Policies
C2. Career Pathways
C3. Curriculum and Program Development and Approval Process Improvements</p> | <p>C4. Regional Collaboration Through Multi-Agency Networks
C5. Defining and Addressing Long-Range Economics and Workforce Trends
C6. Funding and Pay Equity</p> <p>D. System Effectiveness
Improve system effectiveness through communication and coordination, regulatory reform, and performance measurement.</p> <p>D1. Accountability Research for the Community Colleges
D2. Comprehensive Measure of Success
D3. Analytical Capacity for Measuring Success
D4. System Office Roles and Functions
D5. Agreement on System-Wide Priorities
D6. Selective Regulatory Reform
D7. Resource Sharing
D8. Leadership and Professional Development
D9. External Relations
D10. Coalition for Higher Education</p> <p>E. Resource Development
Provide enhanced resources and allocation methods to ensure high quality education for all.</p> <p>E1. Alignment of Budget Priorities with System Strategic Plan
E2. Resource Diversification
E3. Funding for Increased Access and Student Success
E4. Resource Optimization
E5. Fee Policy Review
E6. Equity in District Funding</p> |
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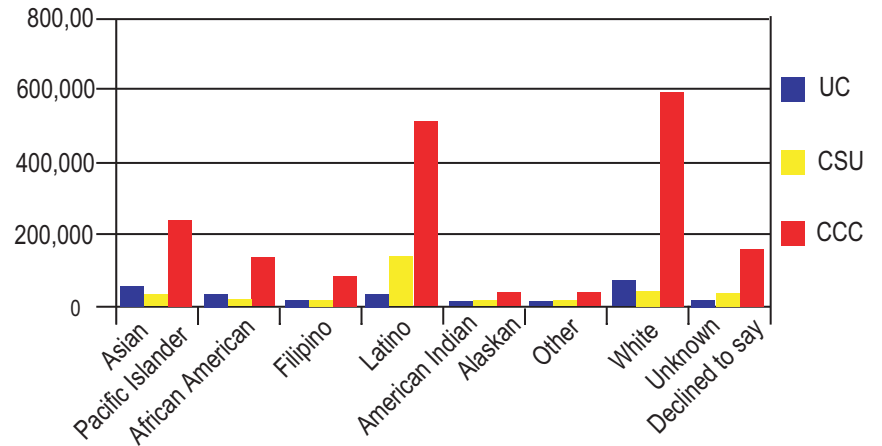
INTERNAL FACTORS

Teaching and Learning

- As the student population grows and evolves, increasing to over 29,000 by 2016, the number of courses, programs, and services will need to expand and adapt to meet student needs within a context of limited tight fiscal and physical resources.
- Curriculum will need to be examined critically in light of needed skills, employment trends, and changing transfer requirements.
- As the ethnic, cultural, socioeconomic, and age diversity of the campus increases, teaching methods and delivery systems should be examined to determine their effectiveness.
- COC will need to implement Student Learning Outcomes assessment for all courses, programs, and the institution and will need to use assessment data to improve instruction.



Undergraduate Enrollment by Ethnicity
Fall 2007

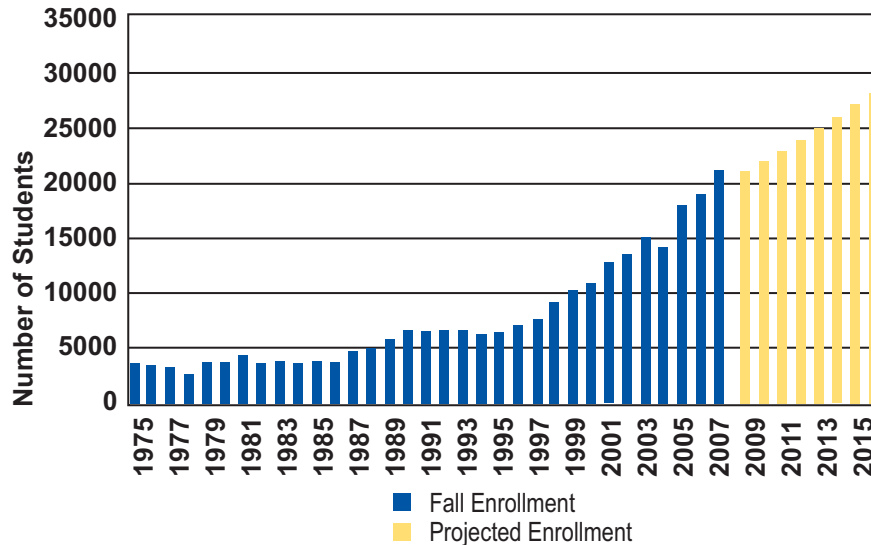


- Barriers to students transferring to CSU and UC continue (transfer requirements for UC and CSU schools, enrollment caps, changing eligibility requirements, fee increase, etc). Our goal must be to remove these barriers as much as possible.
- The majority of incoming students need basic skills classes. The college may need to provide more or different instructional strategies to enable these students to be successful.
- Data on enrollments, staffing, student success, and satisfaction with services are increasingly available to inform specific departments' academic and non-instructional program reviews. Online planning will help save staff time by automating some processes that are currently manual.
- Given the challenging state budget years, an important strategy for meeting FTES funded capacity is to improve the college's efficiency.
- New facilities including the Dr. Dianne G. Van Hook University Center, Canyon Country campus, career and technical education building at CCC, and PE expansion, library expansion, Mentry Hall expansion, and other new buildings on the two campuses will create additional capacity to update and expand instructional programs.

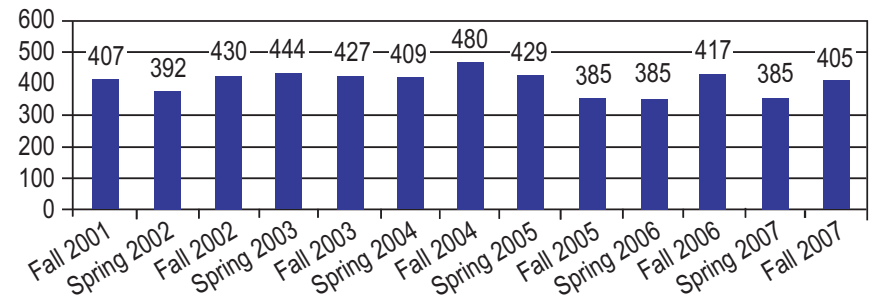
Student Services

- As the number of students attending COC increases, the college will need to address increases in staffing, efficiency of service, and advances in technology that impact service delivery.
- The large number of students (4,298 in Fall 2007) undecided on an educational goal will create additional needs for student services.
- The number of students receiving Board of Governor’s Waivers has nearly tripled from 1,391 in 1996/97 to 3,589 in 2006/07.
- The percentage of Latino students increased more than any other group and is currently 27 percent.
- In a recent survey, many students expressed interest in services for re-entry students. The increasing unemployment rate will likely increase the need for these services.
- Changing students demographics and increased diversity of students’ backgrounds will impact student services.

ENROLLMENT



Load (WSCH/FTEF)



Human Resources

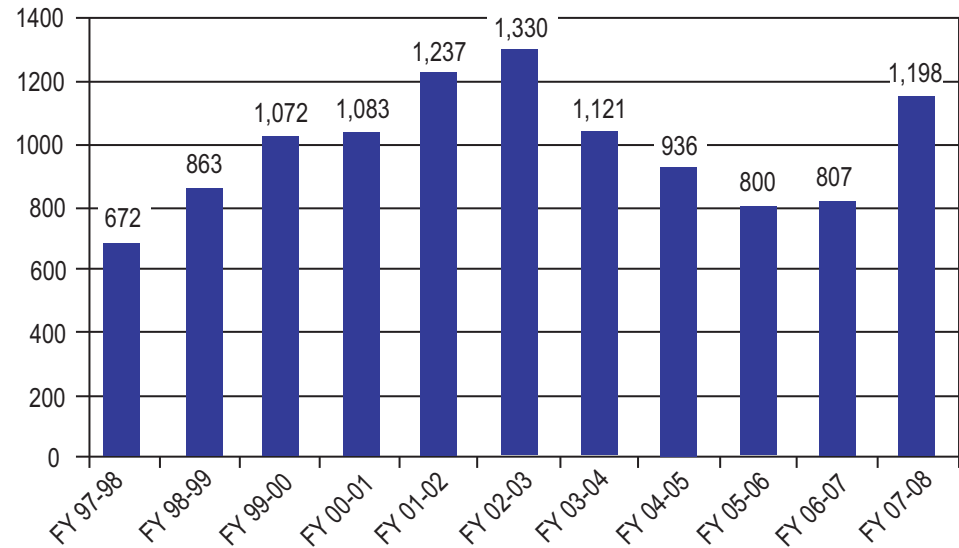
- The number of faculty and staff who will be needed to meet the increase in the number of students will place significant demands on staff.
- Progress has been made in the diversity of faculty, staff, and administrators at the College. Continued focus and effort should be directed towards this goal to provide the best learning and work environment possible at our college.
- The workplace will continue to evolve as changes are realized in technology and as legislative mandates and resources evolve.



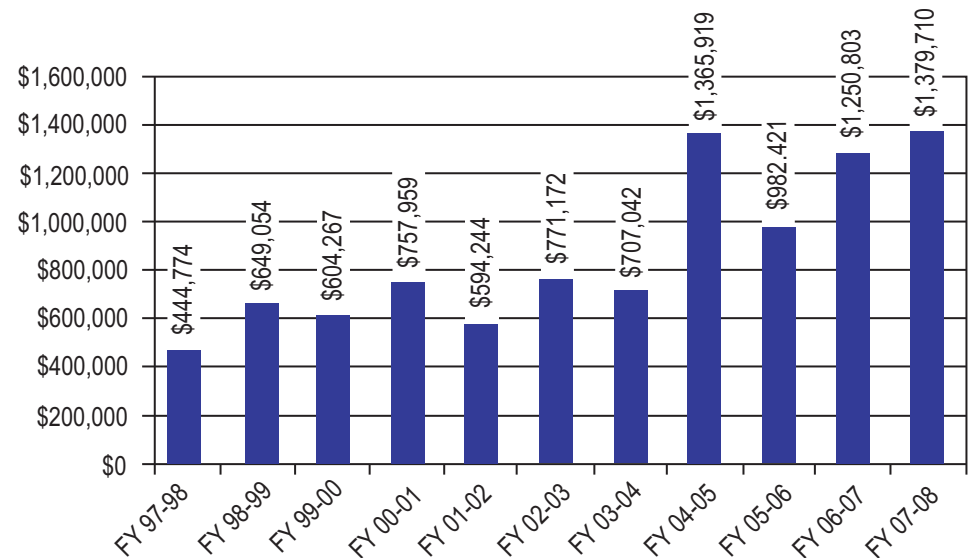
Partnerships

- Staff members are hired in part because of their capacity to develop partnerships between the College and entities in the community.
- The number of concurrently enrolled students has increased to 1,295 in fall 2007 from 1,103 in fall 2006 and is expected to continue to increase, but at a moderate rate as a result of recent policy changes for concurrently enrolled students.
- The demand for higher education and advanced training in the Santa Clarita Valley will continue as the population grows. To provide the needed access to higher education, the college needs to continue to develop additional articulation agreements with four-year institutions and partnerships for advanced degree programs offered through the Dr. Dianne G. Van Hook University Center.
- Although the unemployment rate in Santa Clarita is relatively low at 4.9 percent, there is a continuing need for workforce training. With the rising cost of traditional training programs, the Employee Training Institute will continue to offer local businesses a cost-effective means of providing customized training.
- The Center for Applied Competitive Technologies and Employee Training Institute will continue to provide workforce development and technical assistance to manufacturing enterprises in the region and customized training to companies within the district, respectively.
- The Small Business Development Center and Business Incubator will continue to provide additional services to businesses in Santa Clarita.

**Economic Development Employees Served
(Does not include SBDC)**

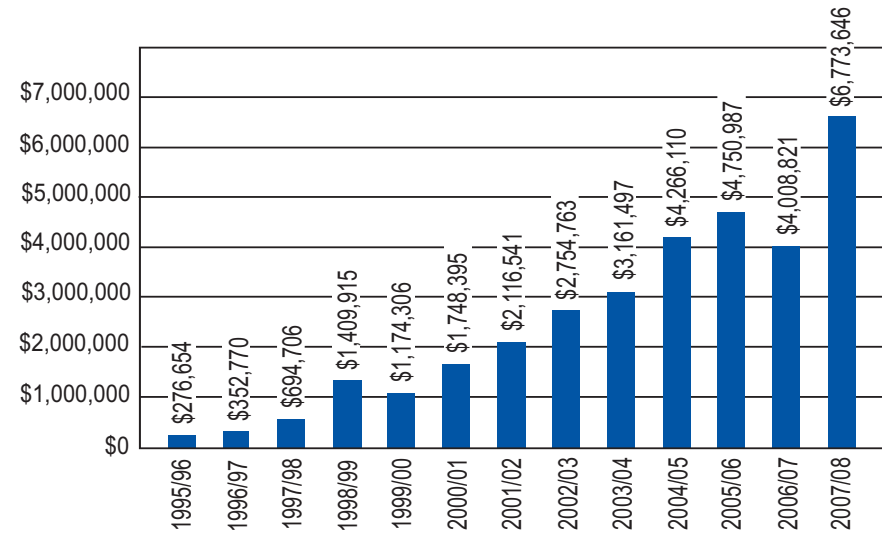


**Contract Education & Grant Revenue
Economic Development/CACT/Employee Training Institute**





College of the Canyons Grant Revenue



Financial

- The College’s revenue from state sources will likely be more constrained in the next couple of years due to a sluggish economy, large state deficit, and increased costs associated with energy.
- The College’s revenue will continue to increase as the number of students served increases.
- To augment the resources available to the College for development of instructional programs and support services, the College will continue to pursue grant revenue from state, federal government, and private foundations.
- Additional resources are also expected from gifts to the COC Foundation and Economic Development.
- Enrollment management efforts will continue to examine enrollment patterns, section offerings, and demand to maximize realized growth and efficiency.

Goal #1: TEACHING & LEARNING

College of the Canyons will provide a positive environment and necessary resources to support excellent teaching and student success.

1. Develop new or expanded certificates of specialization, certificates of achievement, and degree programs to meet emerging workforce needs and/or support student transfer.
2. Continue to develop and emphasize basic skills and readiness programs and delivery methods appropriate to under-prepared students.
3. Develop additional classes that meet student needs and interests, including IGETC and CSUGE requirements.
4. Develop new course formats that meet student needs, including accelerated formats.
5. Expand the field studies program.
6. Develop special topics courses or noncredit courses to meet business needs in the community.
7. Continue planning for additional programs/courses that can be offered given the availability of new facilities and pending secondary effects remodeling of existing facilities.
8. Develop additional articulation agreements with universities.
9. Develop courses for non-majors in all relevant disciplines.
10. Merge programs to enhance functioning, effectiveness, and efficiency.
11. Use input from advisory committees as well as other data to improve instructional programs and ensure that courses meet industry standards.
12. Actively promote the development of online degree and certificate programs.
13. Use data to understand student needs, expand and modify programs and services, support enrollment management goals, and increase students retention, success, and transfer.



14. Develop a library of SLO-oriented PowerPoint slides for instructional use by on-ground and online instructors.
15. Create new community education courses that are connected to and feed into instructional programs.
16. Develop University Center programs connected to College of the Canyons instructional programs.
17. Develop Administration of Justice courses that are approved by Peace Officers Standards and Training (POST).
18. Continue the development of curriculum in environmental sciences to support a possible interdisciplinary Environmental Studies/Sustainability program with a curriculum emphasis at the Canyon Country campus.
19. Ensure that all courses are reviewed and revised as needed.
20. Develop remediation and retention courses that are discipline specific.
21. Broaden offerings needed by diverse populations, including high school graduates, employees needing continuing education, and other people that need retraining due to shrinking labor forces within an industry.
22. Apply for and receive American Bar Association (ABA) approval for the Paralegal program.
23. Develop new courses and delivery modes to meet the needs of new populations: credit/noncredit (non-degree), short-term and extension-based curriculum for re-training of industry professionals.
24. Improve the connections, including curricula alignment and expectation levels, between high school programs and College of the Canyons programs.
25. Secure National Automotive Technician Education Foundation (NATEF) certification for the Automotive Technology program.
26. Promote the development of interdisciplinary programs and collaborations.
27. Participate in Skills USA events to promote student recognition and achievement.
28. Evaluate the feasibility of short-term training programs targeting the unemployed and under-employed and implement as appropriate.
29. Revise certificates and degrees to align with the state Child Development Permit Matrix.
30. Develop a policy and procedure for program elimination.
31. Continue to develop noncredit basic skills programs to meet needs of both credit and noncredit students.
32. Continue to build on the foundation for Student Learning Outcomes while developing a detailed plan for how to achieve proficiency by 2012, as well as find ways to include more adjunct faculty in the process.
33. Ensure that future revisions of the annual academic program review template include a description of the progress to be used by departments in attaining their goals since the last review.
34. Determine the effectiveness of the delivery systems and modes of instruction and make changes as appropriate as more course and program SLOs are assessed and evaluated.
35. Complete an analysis of the structure of the noncredit curriculum and develop methods for standardized evaluation of students.
36. Plan for the establishment of a visualization/simulation/3D animation incubator and support the development of associated curriculum.
37. Expand courses in the Early Childhood Education (ECE) Department to align with the 24-unit statewide ECE articulation transfer project.
38. Continue to provide a quality licensed and accredited laboratory infant/toddler and preschool setting for ECE student teachers.
39. Open the ECE lab preschool program on the Canyon Country Campus.



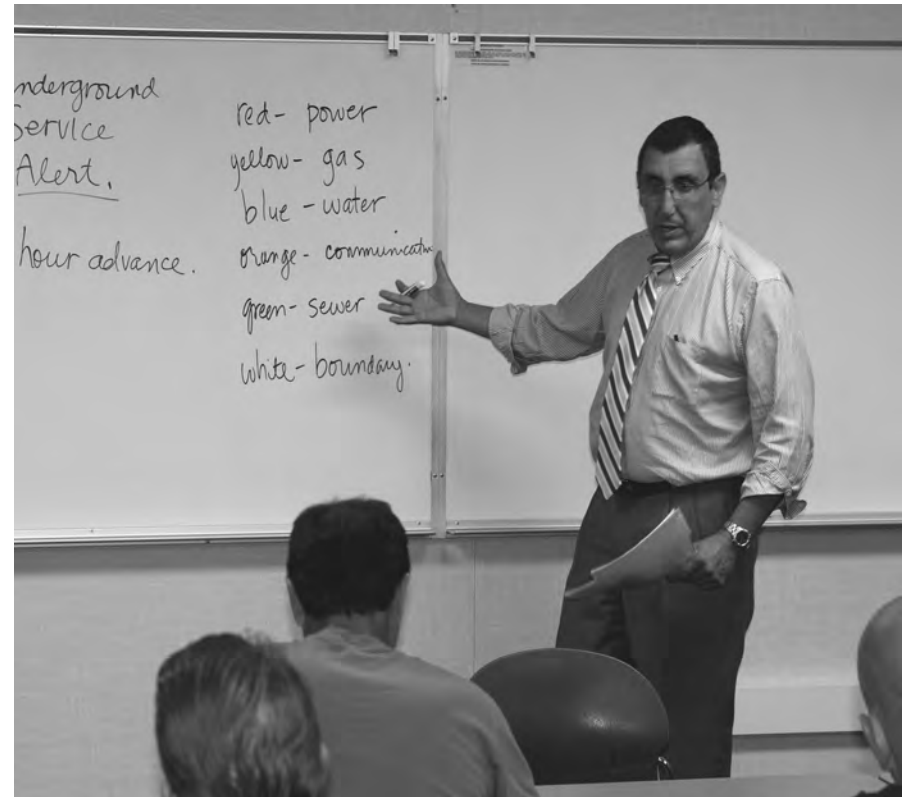
40. Participate in the California ECE Mentor Teacher Program and the Child Development Training consortium (ECE tuition reimbursement program).
41. Submit our college to become a site for a Child Development Permit Verification of Completion Authorization Program with the California Commission on Teacher Credentialing.
42. Promote interdisciplinary educational opportunities through educational travel.
43. Analyze data relevant to improving instructional offerings (including time courses are offered, including day/evening, weekend, online, and location), practices and student access to educational opportunities.
44. Optimize classroom use to improve access and success.
45. Monitor the offerings of educational travel, PACE and other accelerated and hybrid delivery formats in response to community needs and student demand.
46. Increase the class size in targeted courses.
47. Design and implement a curriculum rotation plan for consistent and predictable offering of courses to ensure each is offered regularly in as many day, late afternoon and evening sections and formats (early, late-start, hybrid and/or online) as warranted by enrollment; and, adding additional on-ground, online and laboratory sections each semester as warranted by enrollment.
48. Expand marketing for low enrolled classes as determined by strategies identified in departmental program review.
49. Expand cooperative marketing of multiple programs in related disciplines at the college.
50. Develop additional marketing materials for instructional programs, including new educational and training programs.
51. Develop and implement additional enrollment management strategies to serve as many students as possible with the highest quality possible.
52. Enhance student persistence, retention, and achievement of stated educational goals within courses.
53. Continue recruiting, hiring and training qualified, additional adjunct faculty in sufficient numbers to permit flexible scheduling of sections on both long- and short-term notice.
54. Add fulltime faculty members with the particular skills to meet program needs.
55. Create orientations for coaches which will help them use better strategies for orienting/mentoring student athletes.
56. Train faculty in the latest instructional methodology by encouraging and supporting their attendance at workshops and conferences.
57. Expand Professional Development programs, as well as faculty mentoring, to faculty teaching at the Canyon Country Campus.
58. Support instructional excellence and innovation by providing instructional design training, consultation, and support.

59. Expand training for faculty to teach online and in emerging delivery formats.
60. Develop and offer regular training for faculty in Podcasting and production of Open Educational Resources.
61. Continue and expand mentoring programs for new faculty.
62. Develop and distribute an annual online faculty survey to improve the online program.
63. Expand access to higher education opportunities through partnerships.
64. Develop additional institutes for junior high school and high school students to increase their awareness of College of the Canyons instructional programs.
65. Implement LEAP projects, including the 15 Student Success Points, Developing a Learning Community Model, and the GO program.
66. Expand Economic Development programs at the Canyon Country Campus to serve business and industry on the eastern side of the Santa Clarita Valley.
67. Develop an annual inter-disciplinary collaborative arts project showcasing a sampling of the College of the Canyons fine and performing arts instructional departments.
68. Develop a speaker's bureau course to promote programs and the college to high schools.
69. Involve faculty in student outreach activities.
70. Pursue cooperative arrangements to serve businesses in the Canyon Country area to provide curricula, facilities, expertise and resources in support of career and technical education programs.
 - Build internships into every career and tech education program offered at the Canyon Country campus
 - Expand Job and Career Fairs and related services
 - Build connections with the SCV WorkSource Center
71. Increase synergy and communication among Economic Development Division units, other instructional programs, the college, and the community.
72. Develop a community arts program to enhance the Fine and Performing Arts Division's involvement with the community and local school districts.
73. Establish College of the Canyons, in partnership with Los Angeles County Fire Department, as an accredited Regional Fire Academy.
74. Develop new clinical sites for relevant disciplines.
75. Expand partnerships with art students at CalArts.
76. Expand the number of internship opportunities.
77. Expand recruiting and matriculation efforts through orientations with high school and college counseling programs.



78. Create work-study programs to include internships, part-time employment, and valuable work experience.
79. Develop a “mini-academy” for public safety personnel.
80. Develop a Communication for Youth Institute designed to provide public speaking courses to junior high and high school students.
81. Function as a community resource offering appropriate technological support to the local community and industry through continuing education courses, workshops, and student internships.
82. Expand and develop college festivals, such as the New Works Festival, the One-Act Festival, and the High School Theatre Festival.
83. Develop collaborations with community organizations and businesses, including those in Radio, Television and Film, Computer Networking, and Sign Language.
84. Develop and participate in appropriate training consortia.
85. Establish speaker’s bureaus in areas such as Communications and Social Sciences.
86. Increase opportunities for transfer and ease of transfer for students.
87. Develop strategies through the Basic Skills Initiative to improve student success.
88. Provide additional information and support to online students to improve their success.
89. Enhance department and division websites to improve student access and success.
90. Expand the use of technology in teaching.
91. Research and implement new pedagogical uses of technology and supplemental instruction to improve teaching and learning.
92. Continue to provide instruction that enables students to acquire the critical thinking and reasoning skills necessary to succeed in their chosen fields of study.
93. Expand the mathematics Computer-Assisted Learning (mCAL) Program.
94. Promote the instructional use of real-time web-conferencing and collaboration as a means to support effective and regular student-instructor contact.
95. Investigate the instructional uses of virtual reality worlds.
96. Develop interdisciplinary cohort programs.
97. Create an online version of the College of the Canyons newspaper, the Canyon Call.
98. Work toward establishment of a writing center.
99. Continue to produce the Student Photo Calendar and full color photography magazine highlighting student work.
100. Continue to infuse instrumentation and advanced equipment into the laboratory curricula.
101. Collaborate in new media production opportunities with associated media arts disciplines to raise visibility and to highlight the program’s diversity to new populations in the arts and general studies.
102. Increase student performance opportunities in areas such as Dance, Music, and Theater.
103. Develop an ethics institute to address moral/business issues faced by students with a focus on those issues faced by young adults.
104. Explore offering all-school events at which important philosophical-social-ethical issues will be discussed.
105. Encourage students to use technology in ways that are ethically responsible and to be aware of their responsibility for continuing self-education in a rapidly changing and diverse field.
106. Rebuild the Model United Nations club.

107. Make program SLOs available to current, future and prospective students via the college catalog, as well as the college's website, beginning with the publication of the 2009-10 Catalog Addendum in Summer 2009.
109. Strive to win the Western State Conference (WSC) Supremacy award.
110. Provide instructional materials and faculty advisement, which will enable working students to apply the theory, skills and knowledge acquired in their academic coursework at their workplace while adhering to generally accepted business principles, standards and work ethics.
111. Link information related to academic integrity through various online portals most often visited by students and include this information in print materials such as the Student Handbook and Academic Planner, the College Catalog and Schedule of Classes.
112. Replace worn and damaged instructional materials.
113. Increase library holdings.
114. Acquire additional audiovisual equipment and materials to support teaching and learning.
115. Implement new technologies in the library for delivering services to traditional and non-traditional students.
116. Continue to develop the Digital Storefront system to expedite and ease the printing of instructional materials for the classroom.
117. Improve timeliness and efficiency in the development and delivery of quality instructional materials.
118. Expand tutorial services at both Valencia and Canyon Country campuses and the Zone in response to student needs and increased enrollment.
119. Expand access to learning and teaching resources at the Canyon Country Campus, including the Library, TLC, Reprographics, video-conferencing or other technologies for conducting meetings, Flex sessions, and professional development activities.



120. Work collaboratively across departments to ensure a smooth opening and operation of services in new or remodeled facilities.
121. Establish a functioning multimedia language lab to complement classroom instruction.
122. Work cooperatively and strategically with other areas of the College to coordinate and complement efforts at the Canyon Country Campus to support student success.



Goal #2: STUDENT SUPPORT

College of the Canyons will provide student support services to facilitate student success and maximize student opportunity.

1. Expand administrative online services--including those identified by the Stepping Up Our Commitment to Online Student Learning, Support LEAP program, an online application in Spanish, and an interactive student education plan--to enhance access, streamline operations, and improve student service.
2. Create and update relevant Board Policies as needed.
3. Utilize a variety of media to inform students, staff and community members about available student services.
4. Continue to develop relevant curriculum in the student services division to support student success.
5. Develop counseling and advising strategies that inform and prepare students to be self-sufficient learners.
6. Provide recognition for student achievement (graduation, transfer, scholarships, leaderships, etc.).
7. Continue to fund and expand the district's college assistant program.
8. Expand the opportunities for participation in student life and campus activities.
9. Develop resources, seminars and first year experience activities to assist students to be successful during their initial semester of college and beyond.
10. Develop co-curricular activities such as service learning, internships, and volunteerism, to assist students in involvement, career, and life preparation.
11. Provide a full range of support services that meet the needs of students preparing to enter the workforce or who are already working.
12. Expand collaborations with faculty to provide administrative information and improve service.
13. Continue outreach efforts in the high schools and the community at large, including the international community.
14. Expand on-line tutoring and web-based tutorials to assist students in applicable subjects and courses.
15. Extend counseling outreach and support to basic skills students in specific key courses.
16. Expand the counseling Web site to include career-related information with appropriate links.
17. Institute an online degree-audit program and an online student educational plan, as well as document image 2.5 million historical records to better manage records and increase document security.
18. Add ways in which we can 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.

19. Conduct periodic assessments of the student services through non-instructional program reviews.
20. Continue to develop a system for collecting and using student learning outcomes and document new directions taken as a result of program reviews.
21. Provide accessible health, nutrition, and mental health services to promote student success and persistence.
22. Engage in campus preparedness activities to minimize the impact of crises such as natural disasters, bioterrorism, pandemic influenza and campus violence.
23. Continue to utilize the most modern technology possible, including assistive technology to provide for access and the success of our students.
24. Expand internet-based resources to help students explore career opportunities, improve workplace skills, and explore the world of work.
25. Provide greater access to information for potential students (and their parents) about the programs and services at the district.
26. Develop a Communication and Leadership course as part of the College Ambassadors Program.
27. Provide greater access to information for potential students (and their parents) about the programs and services at the Canyon Country campus.
 - Expand the Spring Open House for Golden Valley and Canyon High School juniors and seniors;
 - Implement parent orientations and workshops for incoming first year students from Golden Valley and Canyon High School;
 - Offer financial aid workshops in January for parents of Golden Valley and Canyon High School seniors; and,
 - Implement a Summer Bridge Program at the Canyon Country Campus for first time college students.
28. Expand the implementation of co-curricular activities at the Canyon Country Campus.
 - Clubs;
 - Service groups; and,
 - Community agency partnerships.
29. Increase student success and retention through innovative new programs and services such as the Re-Entry Program.
30. Expand access to learning resources necessary to complement and enhance scholarship.
31. Respond to feedback garnered from the annual online student survey.
- 32.. Promote collaboration between distance learning and the Associated Student Government and Student Development.
33. Develop and implement a staffing plan appropriate to support rapid growth in the distance learning student population.
34. Increase distance learning students' access to counseling services and the accuracy and uniformity of information disseminated to students.
35. Expand subject tutoring and the workshop program into areas that are emerging.
36. Improve registration and matriculation processes for the noncredit program.
37. Continue to provide on-campus early care and education for the children of students while they attend classes in Valencia enabling them to complete their education and career goals.
38. Open the Center for ECE on the Canyon Country campus to provide early care and education preschool services for the children of students on the Canyon Country campus.

Goal #3: CULTURAL DIVERSITY

College of the Canyons will promote cultural diversity of the community, students, and staff.

1. Project the rich cultural diversity of College of the Canyons faculty, staff and students through publication of events and appropriate inclusion in news releases and feature articles distributed to all media throughout the district's boundaries.
2. Provide a welcoming environment for diverse populations by using and monitoring the use of photographs, videos and other materials showcasing diverse cultures in college print publications and electronic materials.
3. Coordinate diversity activities being pursued by various groups on campus.
4. Develop and expand the array of promotional offerings through the Santa Clarita Performing Arts Center (PAC) Box Office that will appeal to a diverse audience and increase the number of audience members.
5. Increase the number of offerings of workshops and presentations of culturally diverse topics at the PAC.
6. Continue to focus resources on a recruitment program that will increase the number of diverse applicants for district employment.
7. Re-establish the Faculty and Staff Diversity Advisory Committee (now known as the EEO Advisory Committee) as an active voice in the planning of diversity program activities.
8. Continue to review best practices of successful diversity programs statewide.
9. Develop a diversity appreciation program that increases awareness and celebrates diversity on our campus and in our community. This would focus on professional development offerings each semester, if possible with a community partner (i.e. the Hart District, the city or other local colleges).
10. Strive to improve diversity in all employee groups.
11. Revise our District Equal Employment Opportunity (EEO) Plans to be in compliance with the Statewide model EEO Plan issued by the state system Chancellor's Office. This process will provide an opportunity to utilize the Faculty and Staff Diversity Advisory Committee to assist us in this effort.
12. Update all district policies to reflect EEO plan changes.
13. Revamp hiring committee and Selection Committee Representative training to include specific information about the EEO plan, equal employment opportunity, diversity, cultural proficiency and avoiding unconscious bias.
14. Track applicant data in compliance with the EEO Plan and for periodic reporting.
15. Evaluate the effectiveness of our recruitment efforts in attracting highly qualified diverse candidates for open positions for all employee groups and make adjustments where necessary, removing barriers in hiring processes for underrepresented groups.
16. Create focus groups for particular ethnic groups to determine what strategies will be successful in recruiting more applicants from these groups and how to help them be successful at each stage of the application process.
17. Review the policies and procedures governing minimum qualifications for classified employees. Ensure that the criteria established as the minimum qualifications for a position are fair and equitable to all applicants and are based on bona-fide occupational qualifications (BFOQ's).
18. Maintain currency of Selection Committee Representatives, through frequent updates on legal issues and timely training.
19. Continue to offer presentations for faculty and staff to increase awareness and achieve an understanding of the needs of students and employees with disabilities.
20. Increase the number of offerings of workshops and presentations of culturally diverse topics.
21. Provide cultural awareness/sensitivity training to all employees.



Goal #4: HUMAN RESOURCES

College of the Canyons will select and develop high-quality staff.

1. Provide workshops and training opportunities that meet the identified professional growth needs as determined by each employee group.
2. Identify learning outcomes for each workshop and activity, and ensure that these learning outcomes are met.
3. Provide a wider variety of workshops for classified staff in areas such as technology, communication skills, customer service, diversity, etc.
4. Provide a Management Training Certificate Program for managers.
5. Expand professional development opportunities for noncredit faculty.
6. Organize a faculty retreat every other year.
7. Continue to provide Basic Skills/Student Success workshops and symposiums as part of each FLEX program for faculty.

8. Continue to evaluate training needs of faculty, classified staff and administrators and provide training opportunities to meet those needs; this includes both short-term workshops and longer-term learning communities.
9. Implement the WeConnect and Synergy LEAP programs to enhance faculty professional development.
10. Create an organizational structure that supports flexibility and streamlines communication at the Canyon Country campus.
11. Expand the professional development opportunities for faculty and staff at the Canyon Country campus.
10. Enhance information sharing with faculty and staff at the Canyon Country campus.
11. Create a Faculty Orientation Program at the Canyon Country campus.
12. Create and implement unique Canyon Country campus employee celebrations and traditions designed to enhance teamwork at the campus.
13. Continue to recruit quality candidates through a variety of cost-effective communication mediums (i.e.) newspapers, publications, Website, professional organizations and job fairs.
14. Analyze effectiveness of recruitment sources on an annual basis and revise advertisement plans accordingly.
15. Work with the Public Information Office to include branding of the district as a high-quality employer in other district advertising.
16. Analyze current classification structure for classified represented and confidential positions and make recommendations as appropriate.
17. Perform salary, job description and benefits surveys with similar districts across the state on a regular basis to ensure that our salary structure is competitive.
18. Update our various employee handbooks.



19. Review the Full-time Faculty Mentoring Program and make changes to enhance its effectiveness.
20. Review the current district equivalency policy to ensure it achieves the goals of maintaining academic excellence, ensuring we are able to hire sufficient numbers of qualified adjunct faculty in key departments, and does not have a disparate impact on historically under-represented groups.
21. Continue to ensure the evaluations of all staff are being completed in a timely manner and are in compliance with the associated bargaining agreements and district policy.
22. Underscore the importance of evaluating SLO effectiveness and include this criterion on the boilerplate language of faculty job descriptions.
23. Develop and maintain Standard Operating Procedures (SOPs) for each position and function within the Office of Human Resources.
24. Streamline information management processes to provide accurate and timely human resource related reports.
25. Provide timely reports and data regarding applicants and district employees automating the reporting process wherever possible.
26. Revise all remaining miscellaneous human resources related board policies and where necessary establish clear written procedures.
27. Communicate district policy changes to appropriate groups through email, memos and/or workshops as appropriate.
28. Develop a district board policy on professional ethics for all employees.
29. Review our adjunct and adult hourly recruitment and hiring processes to ensure highly qualified and diverse applicant pools.
30. Working within the established staffing processes, create a clearly structured and well developed staffing plan tied to program reviews for all areas campus-wide.
31. Hire the appropriate number of faculty and staff annually in order to support new and existing programs at an optimal level while adhering to the district budget.
32. Provide all district hiring policies on the intranet.
33. Revamp our Human Resources Website to market the college as a highly desirable employer.
34. Provide manager workshops on appropriate discipline, effective evaluation techniques, contract compliance, recognition and human resources procedures and collective bargaining revisions.
35. Initiate a document imaging project for archived personnel files.
36. Ensure a delivery of a timely and relevant Employee Safety Training Program.
37. Align the full-time faculty evaluation cycle so it is in compliance with AB1725 requirements.
38. Continue recruiting faculty who are capable of superior basic skills instruction.
39. Review the new trustee orientation process (including the student trustee orientation) with the goal of improving and updating it so that when there are new trustees the process is the best it can be.
40. Review the self-evaluation process by the Board with a goal to improving it and ensuring it addresses current issues that boards of trustees are facing throughout the state.

Goal #5: INSTITUTIONAL ADVANCEMENT

College of the Canyons will generate support, resources, networks, and information to enhance the college's success.

1. Increase and maintain a steady flow of information to Santa Clarita Valley residents, striving to provide a balance of information that reflects the broadest possible range of programs, events and issues.
2. Keep the district's image and brand in the public's awareness as the local provider of high quality higher education.
3. Ensure the continued and consistent development of stories that accurately reflect the broad range of programs, activities, qualifications and experience of faculty and staff, development of facilities, and other information important to college stakeholders.
4. Create digital messaging for the roadside electronic marquees.
5. Expand online resources in support of planning.
6. Improve the integration of college-wide and departmental planning efforts.
7. Improve the quality of labor market analyses to establish programs by augmenting the use of existing labor market surveys with other sources of labor market data.
8. Increase collaborations with community organizations that enhance our revenue base.
9. Revise the grants development process to ensure an effective transition from the development stage to the implementation stage.
10. Develop grants that advance the college's Strategic Plan and other needs identified from planning efforts.
11. Increase grants revenue.
12. Expand relationships with private foundations and increase donations.
13. Uphold the highest level of customer service and provide the most accurate information to our patrons (PAC).
14. Remain current with the ongoing changes of the entertainment industry including the most recent industry technology along with flexible service options.
15. Sustain and support the continued increase in number of season subscribers to the Performing Arts Center.
16. Enhance support generated by the COC Foundation for the funding priorities of the college by increasing the level of contributions to at least \$3 million annually by 2011.
 - ✓ Pursue capital fundraising for the University Center and the Canyon Country campus;
 - ✓ Design and launch a Legacy Giving Program;
 - ✓ Build a pool of qualified major gift prospective donors;
 - ✓ Develop and launch a new strategic plan for the President's Circle, including the President's Business Partners; and,
 - ✓ Create a Resource Committee.
17. Develop opportunities for Foundation board members to maximize the impact of their time, energy, and commitment to help the Foundation provide greater opportunities to raise funds for student enrollment.



- ✓ Reinforce the efforts of program support organizations, e.g. Cougar Club, Library Associates, Patrons of the Performing Arts, etc.;
 - ✓ Launch a “Board Tours” program; and,
 - ✓ Major gift training for board members.
18. Develop opportunities to strengthen the Foundation’s operational excellence including using donor/prospect research, “Moves Management,” and “Raising More Money” models.
 19. Develop a plan to cultivate and engage new donors and current donors by matching their interests with the opportunities the Foundation has for funding student success and innovation.
 - ✓ Osher Scholarship Endowment initiative;
 - ✓ Publish list of donor recognition opportunities;
 - ✓ Legacy Giving; and,
 - ✓ Reach out to older alumni and retired faculty.
 20. Continue to create awareness among our stakeholders and potential donors about how they can invest in student access and success at the college.
 - ✓ Build a new communications and marketing plan;
 - ✓ Develop a formal “Case for Giving” (Case Statement); and,
 - ✓ Web design and other publications.
 22. Develop ongoing marketing plans and materials that support enrollment management goals and build awareness for the Canyon Country site.
 23. Collaborate with the COC Foundation to develop a support group that advances the development of facilities, instructional programs and students at the Canyon Country campus.
 24. Create a business support network to further partnerships with the business community in Canyon Country.
 25. Utilize institutional data to identify and respond to community needs and interests for the Canyon Country campus.



26. Utilize labor market data and analysis to establish unique programs at the Canyon Country campus.
27. Collaborate with employers to support internships and job placement for graduates of career and technical education programs offered at the Canyon Country campus.
28. Create common interests with local organizations and maximize the use of the Canyon Country facility.
29. Build relationships with local elementary and middle schools and youth-related organizations such as the Boys and Girls Club.
30. Further develop the Welding Technology road show trailer to accommodate high-tech welding processes.
31. Foster economic development and economic vitality in the eastern portion of the Santa Clarita Valley.
 - ✓ Build relationships with community and business organizations in the Canyon Country area through campus tours,

- awareness events, and the launch of new initiatives focused on responding to business needs;
 - √ Offer Small Business Development Center services at the Canyon Country campus and expand the number of Canyon Country businesses receiving services at this campus;
 - √ Strengthen ties with industry sectors represented in the Applied Technology Education Center building through advisory committees, open houses, and campus tours, resulting in increased business support through guest lecturers, field trips and internship opportunities;
 - √ Expand the Canyon Country Campus Job and Career Fair by targeting Canyon Country businesses workforce and hiring needs;
 - √ Identify additional degree and program offerings that reflect emerging workforce preparation needs in the eastern end of the Santa Clarita Valley. Work with the Instruction Office and the division deans to offer such programs;
 - √ Collaborate with the City of Santa Clarita on economic development initiatives in the Canyon Country and surrounding areas to support business growth and community development;
 - √ Identify partnership opportunities with local developers, both commercial and residential, to advance the campus mission.
 - √ Support business development and opportunities for students through workforce training, internships, and targeted job placement; and,
 - √ Expand noncredit offerings which support business needs for a qualified workforce.
32. Expand the Employee Training Institute's (ETI) services to local businesses.
 33. Ensure ETI offers training relevant to local businesses.
 34. Deliver high quality training to businesses.
 35. Better utilize COC resources to support and develop the local workforce.
 38. Meet Small Business Administration goals for the small business Development Center (SBDC), including clients counseled, business start-ups, investment dollars, and training events attendees.
 39. Increase awareness of SBDC activities and services.
 40. Collaborate with the Advanced Technology Incubator (i3).
 41. Complement internal college data with rich external factors affecting instructional and non-instructional program planning for the PAC.
 42. Expand the visibility of the PAC through new networks, festivals and promotional opportunities.
 43. Generate support, resources, networks and information to enhance the college's success and to create more opportunities for students to attend college via the COC Foundation.
 44. Develop a plan to brand and market the district as one district delivering instruction at three campuses: Valencia campus, Canyon Country campus, and Online.
 45. Improve and broaden the reach of marketing events in the Santa Clarita Performing Arts Center and brand the Center as an identifiable, preferable, regional destination.
 46. Develop relationships with regional, statewide, national and "new" media to extend the reach of the college's positive attributes and successes.
 47. Provide the personnel, budget, and support to help the Switchboard/Mailroom, Public Information Office, Graphics, and Reprographics Departments meet significantly increased demands for high-quality promotional products and services.
 48. Implement additional strategies to increase the faculty and staff members' awareness of the wealth of data that currently exists and how to use the data to improve programs and services.
 49. Pursue outside funding in support of technology related initiatives.

Goal #6: INSTITUTIONAL EFFECTIVENESS

College of the Canyons will use outcomes data on progress being made towards college goals-- including student learning outcomes, administrative unit outcomes, and other accountability measures-- on a regular basis to inform planning and decisions.

1. Complete the district Communications, Marketing and External Relations Non-Instructional Program Review and institute improvements in department processes that improve efficiency and effectiveness.
2. Integrate student learning outcomes with planning at the department, course and program levels consistent with the proficiency level identified by WASC/ACCJC.
3. Use institutional learning outcomes to inform planning and improvement efforts at the department, program, and institutional level consistent with the proficiency level identified by Western Association of Schools and Colleges (WASC)/ Accrediting Commission for Community and Junior Colleges (ACCJC).
4. Monitor and adjust as necessary and appropriate the development and evaluation of course-level SLOs.
5. Integrate administrative unit outcomes (AUO) with existing planning processes.
6. Conduct analyses to support access and success efforts.
7. Conduct analyses to support enrollment management efforts.
8. Identify ways to integrate student learning outcomes and institutional learning outcomes with other accountability systems.
9. Continue to develop, assess, and improve tutoring services through student learning outcomes.
10. Build Canyon Country campus leadership skills that support institutional effectiveness and encourage faculty and staff to aspire to positions of greater responsibility.
11. Assess the degree to which instructional programs offered at the Canyon Country campus, especially occupational programs offered in the new Career and Technical Education Center, are meeting regional business needs.
12. Continue comprehensive SLO assessments of all courses offered in the Welding Technology program.
13. Modify course curricula as needed in response to SLO assessments.
14. Analyze relevant data to optimize resources for instructional programs and student support services, leading to student attraction, retention, and student success at the Canyon Country campus.
15. Clearly state objectives related to student learning outcomes (SLOs) at the institutional level.



Goal #7: FINANCIAL STABILITY

College of the Canyons will provide and develop financial resources to maintain and improve programs and services consistent with institutional commitments (mission, goals, and objectives).

1. Maintain the integrity of the district’s accounting systems by accurately recording revenues, expenses, assets, and liabilities in addition to completing all required financial reporting and providing a satisfactory level of service to the campus and community.
2. Provide regular fiscal monitoring to ensure fiscal stability, including: five-year budget projections, cash flow analysis, variance analysis, institutionalization of grants analysis, breakeven analysis on self-supporting programs and enrollment management growth and efficiency analysis.
3. Integrate electronic department budget requests with annual program reviews to facilitate a smoother submission process to ensure that budget requests are aligned with institutional planning documents.
4. In conjunction with long-term planning and development of new programs or partnerships, provide cost/benefit analyses and business plans to prioritize funding based on available resources.
5. Analyze Enterprise Funds on a regular basis to ensure self-supporting status as required by the Budget and Accounting Manual (BAM).
6. Continue to secure funding from nontraditional sources for capital improvements and other facility-related projects such as public/private partnerships, and through grants and donations/contributions from public and private sources.
7. Collaborate with other entities to identify purchasing contracts and/or develop purchasing consortiums that result in economies of scale.
8. Advocate on a state level for funding for growth districts.
9. Develop institutional structures and processes that support the financial integrity of the Performing Arts Center.



10. Pursue outside funding in support of technology related initiatives for Distance Learning, PACE, Educational Travel, etc.
11. Implement additional recovery proceedings for past due student accounts and other types of accounts receivable to maximize district revenues by improving the functionality of the DREG program and other mechanisms for minimizing unpaid student accounts.
12. Improve the functionality of the deregistration program to minimize student account receivables.
13. Maintain federally negotiated indirect cost rate and revise as necessary to reflect current direct costs for grants and contracts.



Goal #8: TECHNOLOGICAL ADVANCEMENT

College of the Canyons will utilize state-of-the-art technologies to enhance programs.

1. Acquire emergency radios with sufficient capabilities to meet the needs of a major emergency response structure. Train designated staff to a comfortable competence level in the use of radio/communication technology.
2. Update the college's decades-old telephone answering system using current technology improvements to improve customer service and speed processing of calls and providing information to callers.
3. Expand online services.
4. Expand wireless coverage at the Valencia campus.
5. Implement a portal for the college's Website.
6. Use Datatel to improve department efficiency/operations.
7. Expand multimedia availability in classrooms.
8. Use new formats to deliver instructional content and information.
9. Integrate the email and voicemail systems.
10. Upgrade the network infrastructure and servers.
11. Evaluate an upgrade to the Datatel database, including the possible use of Oracle or SQL.
12. Improve the quality of data.
13. Create more technology resources for faculty, including new Datatel screens.
14. Improve student and faculty access to information resources and computer technology.
15. Provide the connectivity to allow high quality videoconferencing or Web based communications between the Canyon Country campus and the Valencia campus.
16. Update and maintain the Canyon Country campus Website so that it is more informative, user friendly and interactive.
17. Expand mailing / telecommunications and duplicating support for the Canyon Country campus.
18. Continue to provide faculty and staff development opportunities designed to improve technology skills at the Canyon Country campus.
19. Coordinate a systematic review of the district's course management system.
20. Implement new technology as it becomes available to deliver success to students.
21. Update our current Web page to make it easier to obtain information in regards to payments, refunds, collections and 1098T tax forms.

22. Cultivate additional distance-learning-based-courses for the Welding Technology Program.
23. Provide students and staff with available technical support.
24. Evaluate the feasibility and best method of offering a 24/7 student technical support helpdesk.
25. Provide training to faculty and staff on the use of technology, including accessibility/Section 508 compliance of distance learning.
26. Keep technology current, including both hardware and software for students and staff.
27. Improve overall computer security, network security and overall network availability.
28. Evaluate migrating Datatel to SQL or Oracle.
29. Evaluate and utilize co-location facilities and off-site tape storage to enhance our disaster recovery efforts. In addition, server virtualization will be tested and, if successful, will provide for faster recovery from hardware failure and more flexibility.
30. Expand current support for distance learning programs. Additional options for expanding support for students will be reviewed and implemented.
31. Investigate and deploy a plan to create additional opportunities for students to receive as-needed training on technology topics important to their academic success.
32. Identify and implement strategies for improving email management.



Goal #9: PHYSICAL RESOURCES

College of the Canyons will provide facilities that are clean, efficient, safe and aesthetically pleasing to support College programs and services.

1. Continue to develop the Canyon Country campus as outlined in the Education and Facilities Master Plan.
2. Design the first permanent building at the Canyon Country campus.
3. Continue to enhance the physical landscaping and appearance of both campuses.
4. Complete various modernization projects:
 - First floor, Bonelli, Tech Support, A/V, Reprographics, and Graphics;
 - Third floor, Bonelli, new flooring, painting and ceiling tiles/lighting lenses;
 - PE West Lobby, new flooring, painting and ceiling tiles/lighting lenses; and,
 - Towsley, remodel manufacturing technology area for new welding grant program.
5. Complete building expansion projects:
 - Fine Arts (Mentry) Design/Build; and,
 - Library expansion.
6. Complete new construction projects and buildings per the Education and Facilities Master Plan:
 - Applied Technology Education building at the Canyon Country campus; and,
 - Administration/Student Services building at the Valencia campus.
7. Complete scheduled maintenance projects:
 - Outside lighting upgrade;
 - Replace main electrical switches that feed the north end of the Valencia campus; and,
 - Remove and replace raised and broken concrete throughout the Valencia campus.
8. Continue to pursue energy savings projects, including:
 - Photovoltaic at both campuses;
 - Lighting fixture upgrades; and,
 - Re-roofing with environmentally friendly materials.
9. Continue to implement sustainability measures on all new projects.
10. Expand our student gathering spaces on both campuses. (e.g. Boykin/Aliso, Central Commons, North Amphitheater, etc.)
11. Complete projects in progress:
 - Dr. Dianne G. Van Hook, University Center;
 - Cafeteria remodel; and,
 - Culinary Arts teaching kitchen.
12. Continue to secure funding from nontraditional sources for capital improvements and other facility-related projects such as public/private partnerships, and through grants and donations/contributions from public and private sources.
13. Develop and maintain the safest chemical storage and most efficient chemical supply operation in the community college system.
14. Expand current facilities to accommodate larger classes.
15. Use data to help plan the facility expansion and updating of services at the Valencia and Canyon Country campuses.

Goal #10: INNOVATION**College of the Canyons will dare to dream and make it happen!**

1. Link instructional programs in Fine and Performing Arts to the amphitheater at the Canyon Country campus.
2. Build relationships with businesses on the eastern side of the Santa Clarita Valley to support student scholars at the Canyon Country campus.
3. Add new instructional programs at the Canyon Country campus that meet local workforce training needs.
4. Refine, articulate, and market the unique ways the Canyon Country campus can contribute to the economic development of the region.
5. Identify and/or develop financial support for innovative new programs at the Canyon Country campus.
6. Provide input to projects of interest to the community such as major new development projects, business attraction/retention projects, and the development of a Canyon Country community center.
7. Expand the relationship with the Santa Clarita Valley Chamber of Commerce on behalf of the Canyon Country campus.
8. Enhance the capacity of the Canyon Country campus as a venue for hiking clubs, artist associations, mountain bikers, photographers, stargazing, and astronomy groups.
9. Provide meeting space for non-profits groups on the eastern side of the Santa Clarita Valley.
10. Create a network of community members who can speak about the Canyon Country campus with business groups and community organizations.
11. Promote faculty production and use of Open Educational Resources implementing district repository of Open Educational Resources.
12. Expand faculty support options via on-demand training and distance learning Website.
13. Integrate use of Solid Works 3D into design of student projects in metal fabrication course sections.
14. Assist with the implementation of the Advanced Technology Incubator (i3).
15. Assist local manufacturers to fill the void of entry level employees throughout the district.
16. Expand opportunities for K12 students to gain hands on technical experiences so they may better assess their post high school careers.
17. Assist manufacturers throughout the region to be more competitive through pilot programs and collaborations with both ETI and credit programs.
18. Assist College of the Canyons faculty in areas of expertise, manufacturing, fabrication, 3D technologies.
19. Support regional economic development by assisting early stage technology companies in the Santa Clarita Valley and surrounding region.
20. Reach new audiences through new programming and partnerships in the PAC.
21. Provide outstanding customer service in the PAC.
22. Increase access to bachelor's, masters, and doctoral degree programs and advanced training in the Santa Clarita Valley.
23. Continue to develop new noncredit programs and partnerships to meet community needs.
24. Expand Community Education career development programming in response to labor market needs.
25. Expose junior high and high school student to Career Technical Education career options (noncredit and Community Education).
26. Support new ideas and help turn them into reality.
27. Establish ourselves as the community college leaders in Homeland Security for public safety personnel.
28. Implement the LEAP project: Integrating Enrollment Management into Everyone's Priorities and onto All Desks.

Goal #11: CAMPUS CLIMATE

College of the Canyons will enhance and support a sense of community and cooperation on campus.

1. Foster a sense of community among MESA students, faculty, alumni and staff.
2. Develop additional awards and recognition programs for staff and students at the Canyon Country campus.
3. Support, enhance and celebrate efforts to take risks and try new things.



4. Support professional development plans of Canyon Country campus faculty and staff to the degree resources allow.
5. Promote the use of the gathering places for students, faculty, and staff at the Canyon Country campus including the library, student lounge, Market Place Café, and the amphitheater.
6. Use Annual Student Survey for the Canyon Country campus to identify student satisfaction levels. Create and implement action priorities based on survey data.
7. Develop student recognition programs.
8. Cultivate greater student participation in CWEE.
9. Develop a greater practice of celebration, recognition, and tradition among faculty and staff within the Welding Technology program.
10. Promote participation in all groups in the decision-making process and encourage the development of ideas and open communication within the college community.
11. Provide a number of quality service programs through campus safety that will improve the level of customer service, safety and support to our students and staff.
12. Foster a culture of student success in the noncredit program through providing formal and informal recognition of student achievement.
13. Expand activities for student groups, including a reexamination of ways to increase membership, student involvement and retention.
14. Further develop learning communities to further cross-departmental efforts such as the LEAP program.



Goal #12: LEADERSHIP

College of the Canyons will assert its leadership to increase educational, economic, and cultural opportunities for the community including businesses, industry, arts groups, and community-based organizations in the region.

1. Provide the coordination and leadership that leads to the formation of an economic development initiative/ coordinated body in the Santa Clarita Valley.
2. Work to collaborate with other nonprofit organizations in the Santa Clarita Valley to coordinate/ consolidate/ collaborate on funding new initiatives (multi-organizational efforts and shared input/ shared benefit).
3. Continue to be active in and provide leadership toward the development of the "Arts" (commitment to and participation in) in the Santa Clarita Valley.
4. Work to develop an arts education collaborative and comprehensive effort throughout the elementary school districts in the Santa Clarita Valley.
5. Expand advocacy efforts on behalf of funding for higher education at the community college level in partnership with business partners in the Santa Clarita Valley and at the statewide level.
6. Develop an action plan and subsequent services/ programs to assist local businesses to redefine/ restructure themselves in light of the economic times.
7. Develop a policy platform to be advocated at the legislative/ system-level in Sacramento on behalf of California community colleges relative to structure, funding, and functioning.
8. Continue to provide leadership to policy formation (funding formulas) at the state level.
9. Work to get a bond measure placed on the statewide ballot by 2010 to fund community college construction and participate in providing public information about this bond.

10. Provide leadership to continue to develop a commitment to career/technical education in the Santa Clarita Valley on the part of local leaders, businesses, the school districts, parents and the community.
11. Work with community organizations to develop programs and services to assist, develop, serve, and maximize the potential and quality of living of the ever increasing number of older adults in the Santa Clarita Valley.
12. Continue to energize and provide vision to multi-agency coordination and cooperation in the Santa Clarita Valley as topics/opportunities/possibilities emerge.
13. Develop and secure additional bachelor's and master's degree options in the University Center to meet the needs of the Santa Clarita Valley residents, agencies, and businesses.
14. Develop and implement a model of interagency cooperation and delivery of service to meet the needs of the re-entry students (of all ages) in the Santa Clarita Valley.
15. Continue to develop creative collaborative initiatives to address the nursing shortage in the state and our region.
16. Expand our leadership in the area of nano- and biotechnology which will result in the coordinated/articulated bachelor's degree options and workforce training certificates in advanced and emerging technology fields.
17. Serve as a model college to the other colleges and agencies to promote the development of integrated planning, data, decision-making, and outcome-based strategic planning.
18. Provide leadership to the development of multi-agency grant proposal development and program implementation.
19. Refine leadership training, models, and programs, and disseminate them to colleges within the state and nation, and assess the impact of these initiatives.
20. Develop a dissemination and marketing plan to promote the Dr. Dianne G. Van Hook University Center concept as a strategy to promote seamless transfer for community college students nationwide.



21. Work with statewide, local, and federal legislators to promote systematic change that will enhance opportunities for community colleges and their students and enhance our standing in the larger context.
22. Provide leadership to eliminate redundancy and maximize cooperation between organizations in the community whose purposes/functions overlap.
23. Continue to streamline construction approval processes for community college construction.
24. Provide leadership (when the timing is urgent) to the initiative to reform community college structure, functions and funding through the statewide initiative process.
25. Continue to provide leadership at the state level through involvement of College of the Canyons staff on state and regional boards and in leadership partnerships and professional organizations at the state, national and local levels.
26. Provide leadership to the establishment and building of a Fire Academy.



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