

Goal 1. Student Completion/Success

To provide educational and student services programs that help students meet their unique academic goals; minimize logistical and financial barriers to success; and highlight inclusivity, diversity and equity.

Strategic Initiatives to Accomplish Goal 1

Initiatives may be added or revised as conditions change and their completion is contingent upon availability of resources.

1. Develop academic pathways and provide integrated support services that begin in high school, transition to college and complete with a degree and/or transfer.
2. Improve completion by developing and implementing a comprehensive college-wide approach to enrollment management, student retention, and course scheduling.
3. Develop and implement a 2-pronged Promise Program to address 'scholarship and academic support' in addition to 'personal student financial support' to minimize the barriers caused by enrollment fees, cost of textbooks, parking fees, transportation, child care, food and housing insecurity.
4. Expand and extend bridge programs to students' beyond their first year of study (second and third years)

Goal 2. Community Connections

To build and strengthen collaborative relationships and partnerships that support the needs of, reflect and enrich our diverse and vibrant local community.

Strategic Initiatives to Accomplish Goal 2

Initiatives may be added or revised as conditions change and their completion is contingent upon availability of resources.

1. Collaborate with Pre-K to Adult School partners (including, but not limited to, Redwood City 2020 and ACCEL) to promote relationships, seamless transitions, and alignment of pathways.
2. Develop and support student internships, service learning opportunities, mentorships to improve connection of students to local organizations and businesses.
3. Attract the community to the campus through high profile signature events.
4. Create a Cañada College alumni organization to promote success stories, to engage successful community members, and to explore development opportunities.

5. Establish structures and resources to initiate and build relationships with local businesses and industries for partnership development.
6. Expand and enhance marketing of transfer and career advancement opportunities.
7. Enhance and invest in 2+2 relationships with 4-year universities.

Goal 3. Organizational Development
To invest institutional resources on the structures, processes and practices that focus on a diverse student and staff population, promote excellence, equity, inclusion and transformative learning.

Strategic Initiatives to Accomplish Goal 3

Initiatives may be added or revised as conditions change and their completion is contingent upon availability of resources.

1. Implement the Professional Learning Plan and establish a robust college-wide professional learning program that engages campus constituents while creating opportunities for innovative practices that support student success and promote equity.
2. Implement Guided Pathways-like design principles to help address equity gaps.
 - a) Explore models of guided pathways that fit college
 - b) Provide professional development
 - c) Create support structures including personnel
3. Create robust processes and support for developing new academic programs/curricula including innovations that address geographic and logistic barriers.
4. Identify and implement enrollment strategies to meet institutional and student success outcomes.
5. Promote a campus culture that fosters a climate of inclusivity.
6. Revise the college's component of the Facilities Master Plan to identify and address space and facilities needs that arise out of implementing this 2017-2022 EMP.

? How do we address the need to ensure we are as Hispanic servicing institution and not merely Hispanic-enrolling?