



# Cañada College

**2012-2017**

## Strategic Plan

**Progress Report  
for 2014-2015**



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**Strategic Plan Adopted by Planning and Budgeting Council**

**May 15, 2013**

## Campus-Wide Strategic Plan At-A-Glance

### 2012-2013: SLOs, Sustainability, and Completion

#### Year 1 Objectives (Progress Report 2014-15)

| Plan   | Student Learning  | Sustainability   | Completion  |
|--|---|--|---|
| <b>Educational Master Plan</b>                           | 1.1 Assess SLOs, PLOs, ILOs; discuss and make needed changes <b>(100%)</b>  | 4.1 Create Sustainability and social justice interest groups <b>(100%)</b><br>4.3 Integrate sustainability into Curriculum <b>(25%)</b><br>4.4 Improve awareness on campus <b>(100%)</b> | 2.3 Improve orientation <b>(100%)</b><br>2.9 Increase degrees and certificates through use of DegreeWorks <b>(100%)</b><br>2.12 Monitor student success through review of benchmark and goal data <b>(100%)</b> |
| <b>Distance Education Plan</b>                           | 4. Increase student awareness, retention and success <b>(100%)</b>  |  | 1. Broaden DE course Offerings <b>(100%)</b><br>3.3 Routinely assess performance of on-line students <b>(100%)</b>  |
| <b>Student Equity Plan</b>                               |   |  | • Revise Student Equity Plan <b>(100%)</b>  |
| <b>Technology Plan</b>                                   | 1. Provide staff development on technology <b>(100%)</b><br>2. Evaluate and upgrade infrastructure <b>(100%)</b>                        |  |   |
| <b>Basic Skills Plan</b>                                 | • Initiate use of e-portfolios for student work <b>(100%)</b>   |  |   |
| <b>Sustainability Plan</b>                               |   | • Develop a sustainability plan. <b>(100%)</b>   |   |
| <b>Facilities Master Plan Priorities<br/>(page 2.17)</b> | • Integrate facilities with programming<br>• Assess needs for science, allied health and workforce development<br>• <b>(??%)</b>        | • Integrate sustainable design practices into new construction<br>• Incorporate site- relevant technologies<br>• <b>(??%)</b>  |   |
| <b>District Strategic Plan</b>                           | 1.2a Examine specific needs of student & college service areas<br>4.3 Allocate capital improvement to respond to student learning needs | 3.1e Examine and expand green course and program offerings<br>4.3c incorporate consideration for the environment into construction and building maintenance                              | 2.4b Identify ways to increase degree attainment<br>2.4c Identify strategies to address decreasing trends in transfer to CSU  |

## Campus-Wide Strategic Plan At-A-Glance

### 2013-2014: Pathways, Community, and Completion

#### Year 2 Objectives (Progress Report 2014-15)

| Plan   | Pathways  | Community   | Completion  |
|--|---|---|---|
| <b>Educational Master Plan</b>                       | 1.2 Assess and implement flexible scheduling <b>(100%)</b><br>1.3 Create and implement professional development plan <b>(100%)</b><br>2.1 Promote higher education pathways for middle school and high school students <b>(100%)</b><br>2.2 Improve assessment and placement process <b>(100%)</b><br>2.4 Identify clear pathways for basic skills, career- tech, gen ed & majors & honors <b>(75%)</b><br>2.5 Implement financial literacy and FAFSA campaigns <b>(100%)</b> | 3.1 Establish campus community outreach advisory committee <b>(100%)</b><br>3.2 Create President's Circle <b>(100%)</b><br>4.2 Expand international program <b>(100%)</b> | 2.6 Establish intentional counseling process to increase completion <b>(100%)</b><br>2.11 Enhance transfer services and outreach <b>(100%)</b><br>2.12 Review benchmark and goal data <b>(100%)</b> |
| <b>Distance Education Plan</b>                       |   |   | 2. Develop community of DE faculty <b>(75%)</b><br>4. Increase student awareness, retention and success <b>(100%)</b>   |
| <b>Student Equity Plan</b>                           | 1.2a Establish an Access/Success Equity Task Force to identify the barriers of access and success for black students. <b>(100%)</b>   | 1. 1 Maintain HSI status by continuing outreach efforts that support access for Hispanic students. <b>(100%)</b>  | 4.1 Increase the completion rates of Hispanic, male, black and Filipino students. <b>(100%)</b>   |
| <b>Technology Plan</b>                               | 2. Evaluate and upgrade Infrastructure <b>(100%)</b>  |   | 6. Assure adaptive and assistive technology is available <b>(100%)</b>  |
| <b>Basic Skills Plan</b>                             | <ul style="list-style-type: none"> <li>Identify improved pathways such as acceleration, Jams <b>(100%)</b></li> </ul>   |   | <ul style="list-style-type: none"> <li>Direct students to math &amp; English during first semester <b>(100%)</b></li> </ul>   |
| <b>Facilities Master Plan Priorities (page 2.17)</b> | <ul style="list-style-type: none"> <li>Increase college ability to support key transfer programs in kinesiology/dance</li> <li>Renovate facilities to support performing and creative arts</li> <li>(??%)</li> </ul>  |   |   |
| <b>District Strategic Plan</b>                       | 1.1b Strengthen College Connection<br>2.2b Build K-16 partnerships<br>2.3a Streamline processes for seamless access <b>(100%)</b>   | 3.1a Assess workforce development needs<br>3.1c Strengthen offerings to prepare students for contemporary workforce <b>(100%)</b>   | 1.2b Develop diversity framework to support access and success <b>(100%)</b>  |

## Campus-Wide Strategic Plan At-A-Glance

### 2014-2015: Student Engagement, Mentorships/Internships, and Completion

#### Year 3 Objectives (Progress Report 2014-15)

| Plan   | Student Engagement   | Mentorships/Internships   | Completion   |
|--|--|---|--|
| <b>Educational Master Plan</b>                       | 1.4 Create and implement student engagement plan. <b>(100%)</b><br>2.7 Implement BSI effective practices <b>(75%)</b>  | 2.8 Create opportunities for faculty-student and student-student mentoring <b>(100%)</b><br>2.10 Expand Career Center Activities <b>(75%)</b><br>3.3 Integrate service learning and internships into curriculum <b>(25%)</b><br>3.4 Enhance off-site learning opportunities <b>(100%)</b> | 2.12 Review benchmark and goal data <b>(100%)</b>  |
| <b>Distance Education Plan</b>                       |  |   | 3.3 Routinely assess performance of on-line students <b>(100%)</b>                             |
| <b>Student Equity Plan</b>                           | 5.1 Basic Skills: Increase the completion rates of black students; Consider UMOJA program. <b>(100%)</b>   |   | 4.1 Increase the completion rates of Hispanic, male, black and Filipino students <b>(100%)</b> |
| <b>Technology Plan</b>                               | <ul style="list-style-type: none"> <li>Evaluate and upgrade infrastructure <b>(100%)</b></li> </ul>  |   |  |
| <b>Basic Skills Plan</b>                             |  | 5.1 Look into the possibility of learning communities for black students. <b>(100%)</b>   |  |
| <b>Facilities Master Plan Priorities (page 2.17)</b> | <ul style="list-style-type: none"> <li>Develop campus facilities to promote sense of college</li> <li>Celebrate the experience of college life and create more collegial campus</li> <li><b>(??%)</b></li> </ul> | <ul style="list-style-type: none"> <li>Create spaces to facilitate informal interaction between students, faculty and staff <b>(??%)</b></li> </ul>   |  |
| <b>District Strategic Plan</b>                       | 2.2e Develop & maintain vibrant student life programs <b>(100%)</b>  | 3.1b Identify emerging workforce development opportunities to respond to changing needs <b>(100%)</b>   | 2.4a Review current articulation agreements to increase transfer <b>(100%)</b>                 |

## Campus-Wide Strategic Plan At-A-Glance

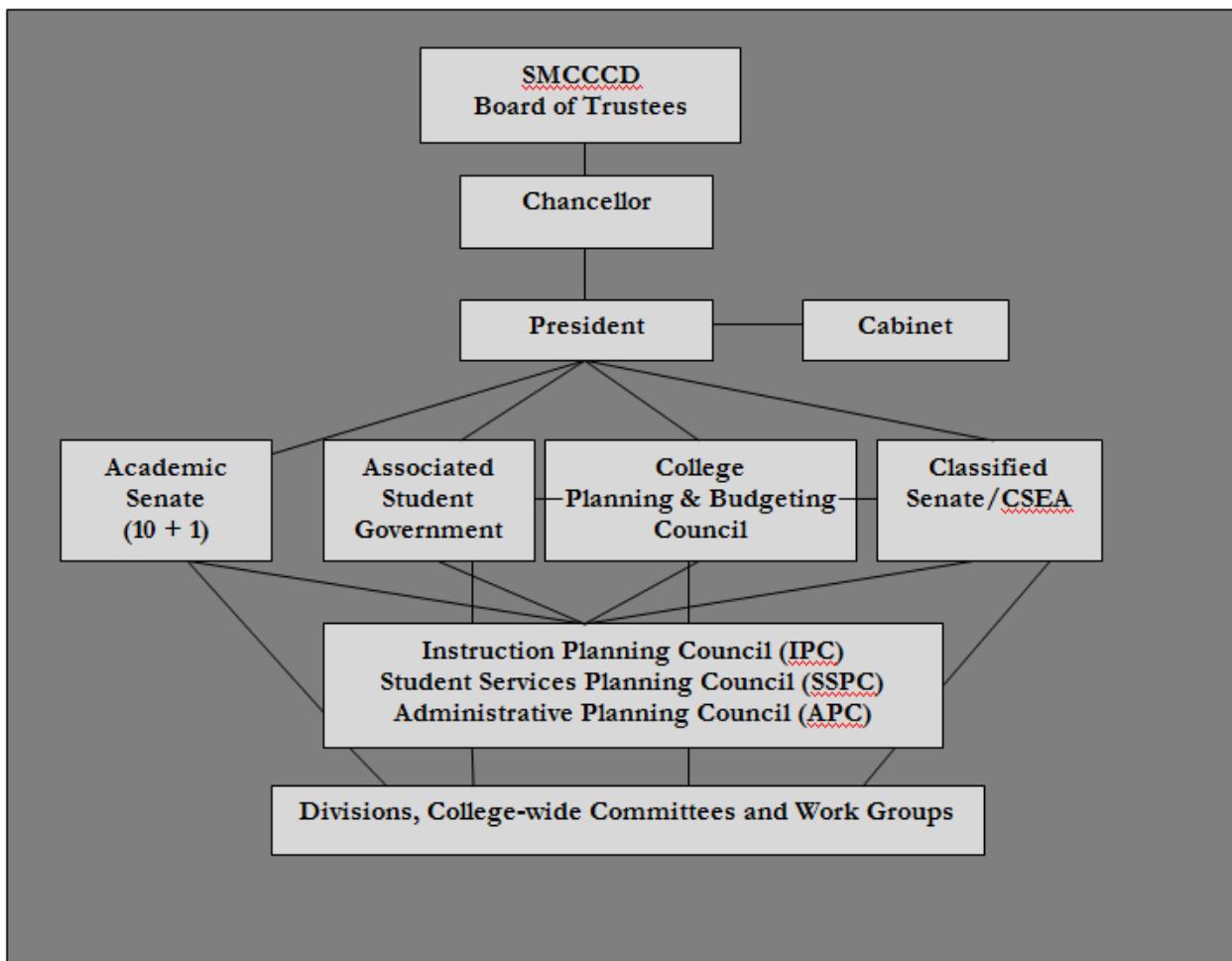
### 2015-16: Evaluation of All Plans

#### Year 4

Using the participatory governance groups and campus committees, evaluate how well we have achieved the objectives outlined in the various plans. The key questions for evaluation include:

1. What was the outcome of the objective?
2. What worked with the project?
3. What could have been done differently?

The key Participatory Governance Groups at the College:



## Campus-Wide Strategic Plan At-A-Glance

### 2016-17: New Educational Master Plan

#### Year 5

A new 2017-22 Educational Master Plan will be developed during the 2016-17 academic year. The following outlines the steps and the general timeline for the development.

| Step | When        | Step                   | Description  |
|------|-------------|------------------------|--|
| 1    | Fall 2016   | Establish Process      | PBC reviews and approved the Educational Master Planning Timeline and Steering Committee. Steering Committee is a subcommittee of PBC to include the President, VPI, VPSS, Academic Senate President, Classified Senate President, Co-Chair IPC, Co-Chair SSPC |
| 2    | Fall 2016   | Background Information | Environmental scanning information and college   |
| 3    | Fall 2016   | Gather Input           | Conduct a "Week of Listening" for the campus community to provide input on the Educational Master  |
| 4    | Spring 2017 | Retreat                | The Educational Master Plan Steering Committee will meet to review all of the input and develop draft information.   |
| 5    | Spring 2017 | Circulate Drafts       | The drafts developed by the Steering Committee will be circulated throughout campus.   |
| 6    | Summer 2017 | Draft the Final EMP    | The final Educational Master Plan will be drafted for  |
| 7    | Fall 2017   | Review Final Document  | Circulate the final draft document on campus and obtain feedback.  |

## Evaluation of Progress

In order to make certain we are on track to complete the initiatives each year, reviews will be conducted by the Planning and Budgeting Council and other groups on a regular basis. The following is a timeline for these tasks:

| Plan  | Date to Evaluate Progress | Responsible Group         |
|---|---------------------------|---------------------------|
| 2012-17 Cañada College Educational Master Plan        | September                 | PBC; Academic Senate      |
| 2012-17 Cañada College Strategic Plan                 | September                 | PBC; Academic Senate      |
| San Mateo 2011 Facilities Master Plan: Cañada College | October                   | District; PBC             |
| San Mateo County Community College District           | October                   | District; PBC             |
| Cañada College Distance Education Strategic Plan      | November                  | Distance Ed Committee ;   |
| Cañada College Technology Plan                        | February                  | Technology Committee; PBC |
| Cañada College Sustainability Plan                    | March                     | Sustainability Committee; |
| Cañada College Basic Skills Plan                      | April                     | Basic Skills Committee;   |
| Cañada College Student Equity Plan                    | May                       | Student Equity Committee; |

## Progress Report 2013-2014

### Strategic Plan Details Information on Annual Initiatives and Accomplishments

The detailed goals, objectives, and accomplishments from the various plans that relate to our annual initiatives are described as follows.

### 2012-13 Initiatives Student Learning, Sustainability and Completion Year One Accomplishments (Accomplishments are in purple text)

#### 2012-2013 Annual Initiatives: Student Learning

(District Strategic Plan 1.2a and 4.3)

**Educational Master Plan: Teaching and Learning Objective 1.1: Assess the institutional student learning outcomes and discuss the assessment results throughout the campus.**

- 100% accomplished—please see EMP 1.1 Progress Report 2013-2014.

**Distance Education Goal 4: Increase student awareness, retention and success.**

- 100% accomplished—please see DE Plan Progress Report 2014-2015.

**Technology Plan: Technology Goal 1: Continually promote, improve and expand the use of technology in the teaching and learning process by providing staff development for all faculty and staff that makes their work more efficient and more productive. Training will be available on campus and at the District Office for new software, hardware, and classroom equipment.**

- 100% accomplished—please see Technology Plan Progress Report 2014-2015.

**Technology Plan: Technology Goal 2. Provide the technology infrastructure to continually improve the operations and services of the college. The infrastructure is routinely monitored and updated to allow the college to move forward seamlessly as the technology changes.**

- 100% accomplished—please see Technology Plan Progress Report 2014-2015.

**Basic Skills Plan Goal: Initiate the use of eportfolios to measure student work.**

- Currently, E-Portfolios are institutionalized to asses PLOs for ESL, but will be evaluated regularly to identify whether they should be continued, increased, or adjusted as PLO assessment tools. Math and English basic skills classes have participated in discussions about using E-Portfolios, but are currently using different methods of assessment.

- In that context, the E-Portfolio is complete for now.
- 100% accomplished

**Facilities Master Plan Priority: Integrate facilities with programming for instruction; provide classrooms and academic support facilities of the right size, configuration, and quantity to align with curriculum.**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

**Facilities Master Plan Priority: Address the program needs for Science, Allied Health, and Workforce Development-related programs and provide for the projected expansions of these programs.**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

## **2012-2013 Annual Initiatives: Sustainability**

(District Strategic Plan 3.1e and 4.3c)

**Educational Master Plan Global and Sustainable Objective 4.1: Create Sustainability and Social Justice Interest Groups to focus on issues and increase awareness on campus.**

- 100% accomplished—please see EMP Progress Report 2013-2014 and 2014-2015.

**Educational Master Plan Global and Sustainable Objective 4.3: Work collaboratively with the Academic Senate and the Curriculum Committee to integrate sustainability into the curriculum by developing new courses and increasing the number of courses with a sustainability component.**

- 25% accomplished—please see EMP 4.3 Progress Report 2013-2014 and 2014-2015.

**Educational Master Plan Global and Sustainable Objective 4.4: Improve sustainability awareness on campus**

- 100% accomplished—please see EMP 4.4 Progress Report 2013-2014 and 2014-2015.

**Sustainability Plan: Develop a sustainability plan.**

- 100% accomplished—please see EMP Progress Report 2013-2014 and 2014-2015.

**Facilities Master Plan Priority: Integrate sustainable design practices in future new construction and renovation projects to increase energy efficiency, reduce water usage, and improve the teaching and learning environment.**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

**Facilities Master Plan Priority: Incorporate site-relevant renewable energy technologies to:**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

## **2012-2013 Annual Initiatives: Completion**

(District Strategic Plan 2.4b and 2.4c)

**Educational Master Plan Completion Objective 2.3: Improve connections with potential students by conducting an engaging, well thought out orientation program that provides students with a thorough understanding of college requirements and financial aid.**

- 100% accomplished—please see EMP 2.3 Progress Report 2013-2014.

**Educational Master Plan Completion Objective 2.9: Improve completion by streamlining and removing bureaucratic barriers to receiving degrees and certificates.**

- 100% accomplished—please see EMP 2.9 Progress Report 2013-2014.

**Educational Master Plan Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.**

- 100% accomplished—please see EMP 2.12 Progress Report 2013-2014.

**Distance Education Plan Goal 1: Broaden distance education course offerings to meet the needs of Cañada students.**

- 100% accomplished—please see DE Plan Progress Report 2014-2015.

**Distance Education Plan Goal 3: Develop DE assessment and continue to routinely assess and review the performance of students in on-line compared to face-to-face classes.**

- 100% accomplished—please see DE Plan Progress Report 2014-2015.

**Student Equity: Revise the Student Equity Plan**

- 100% accomplished—please see Student Equity Plan Progress Report 2014-2015.

**2013-14 Initiatives**  
**Pathways, Community, and Completion**  
**Year Two Accomplishments**  
(Accomplishments are in purple text)

**2013-2014 Annual Initiatives: Pathways**

(District Strategic Plan 1.1b, 2.2b and 2.3a)

**Educational Master Plan Teaching and Learning Objective 1.2: Assess, evaluate and implement flexible course scheduling options and pathways to accommodate students' needs.**

- 100% accomplished—please see EMP 1.2 Progress Report 2014-2015.

**Educational Master Plan Teaching and Learning Objective 1.3: Create a first-rate educational experience for students with the support of a campus-wide professional development program set-up through the Center for Innovation and Excellence in Teaching and Learning (CIETL) to support the use of effective teaching and learning practices.**

- 100% accomplished—please see EMP 1.3 Progress Report 2014-2015.

**Educational Master Plan Completion Objective 2.1: Improve connections by linking Outreach activities with the instructional programs to increase the interest in Cañada College, to include conducting outreach to middle schools, high schools, and community-based agencies to promote higher education.**

- 100% accomplished—please see EMP 2.1 Progress Report 2013-2014.

**Educational Master Plan Completion Objective 2.2: Improve connections with potential students by providing increased information about assessment testing.**

- 100% accomplished—please see EMP 2.2 Progress Report 2013-2014.

**Educational Master Plan Completion Objective 2.4: Improve entry by identifying clear student pathways for basic skills, career/technical, general transfer, specific majors, honors, and courses/programs.**

- 75% accomplished—please see EMP 2.4 Progress Report 2014-2015.

**Educational Master Plan Completion Objective 2.5: Increase entry by conducting a 100% FAFSA campaign for eligible students, working on to provide financial support for non-FAFSA eligible students and implementing a financial literacy campaign.**

- 100% accomplished—please see EMP 2.5 Progress Report 2013-2014.

**Student Equity Plan Objective 1.2 Identify best practices for recruitment of black and white students to Cañada.**

- 100% accomplished—please see Student Equity Plan Progress Report 2014-2015.

**Technology Plan Goal 2: Provide the technology infrastructure to continually improve the operations and services of the college. The infrastructure is routinely monitored and updated to allow the college to move forward seamlessly as the technology changes.**

- 100% accomplished—please see Technology Plan Progress Report 2014-2015.

**Basic Skills Plan: Implement improved pathways for students to progress to include learning communities, SEPs, SI tutoring, Math Jam, Word Jam, accelerated courses**

- 100% accomplished—please see Basic Skills Progress Report 2014-2015.

**Facilities Master Plan Priorities: Increase the college's ability to support key transfer programs in Kinesiology, Personal and Professional Fitness Training and Dance.**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

**Facilities Master Plan Priorities: Renovate existing facilities to better support the Performing and Creative Arts.**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

## **2013-2014 Annual Initiatives: Community**

(District Strategic Plan 3.1a and 3.1c)

**Educational Master Plan Community Connections Objective 3.1: Establish a campus Community Outreach Advisory Group to address**

- 100% accomplished—please see EMP 3.1 Progress Report 2013-2014.

**Educational Master Plan Community Connections Objective 3.2: Connect Cañada College to the community by creating a community-based advisory board to the President and enhancing relationships with the SMCCCF.**

- 100% accomplished—please see EMP 3.2 Progress Report 2013-2014.

**Educational Master Plan Global and Sustainable Objective 4.2: Through the Center for International and University Studies (CIUS), expand the international program.**

- 100% accomplished—please see EMP 4.2 Progress Report 2014-2015.

**Student Equity Plan Objective 1.1: Maintain HSI status by continuing outreach efforts that support access for Hispanic students.**

- 100% accomplished—please see Student Equity Plan Progress Report 2014-2015.

## **2013-2014 Annual Initiatives: Completion**

(District Strategic Plan 1.2b)

**Educational Master Plan Completion Objective 2.6: Improve progress through increased intentional counseling and other services to guide students to completion of their goals.**

- 100% accomplished—please see EMP 2.6 Progress Report 2013-2014.

**Educational Master Plan Completion Objective 2.11: Improve completion by enhancing the Transfer Center outreach, activities, and articulation.**

- 100% accomplished—please see EMP 2.11 Progress Report 2014-2015.

**Educational Master Plan Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.**

- 100% accomplished—please see EMP 2.12 Progress Report 2013-2014.

**Distance Education Plan Goal 2: Develop a community of well-trained DE faculty members.**

- 75% accomplished—please see DE Plan Progress Report 2014-2015.

**Distance Education Plan Goal 4: Increase student awareness, retention, and success.**

- 100% accomplished—please see DE Plan Progress Report 2014-2015.

**Student Equity Plan Goal 4.1: Increase the completion rates of Hispanic, male, black and Filipino students.**

- 100% accomplished—please see Student Equity Plan Progress Report 2014-2015.

**Technology Plan Goal 6: Ascertain the state of the art adaptive and assistive technology is available to all students possessing any form of learning or physical difference.**

- 100% accomplished—please see Technology Plan Progress Report 2014-2015.

**Basic Skills Goal: Students will take appropriate basic skills math and English classes during their first semester, will be successful in these classes and move to the next level.**

- 100% accomplished—please see Basic Skills Progress Report 2014-2015.

## 2014-15 Initiatives

### Student Engagement, Mentorship/Internships, and Completion

#### Year Three Accomplishments

(Accomplishments are in purple text)

### 2014-2015 Annual Initiatives: Student Engagement

(District Strategic Plan 2.2e)

**Educational Master Plan Teaching and Learning Objective 1.4:** Create and implement a student engagement plan to integrate the college experience inside and outside the classroom, enhance the college experience, and promote retention and success.

- 100% accomplished—please see EMP 1.4 Progress Report 2013-2014.

**Educational Master Plan Completion Objective 2.7:** Improve progress by implementing effective practices for instruction included in the Basic Skills Initiative Effective Practices document.

- 75% accomplished—please see EMP 2.7 Progress Report 2014-2015.

**Student Equity Plan Goal 5.1: Basic Skills:** Increase the completion rates of black students.

- 100% accomplished—please see Basic Skills Progress Report 2014-2015.

**Technology Plan Goal 2:** Provide the technology infrastructure to continually improve the operations and services of the college. The infrastructure is routinely monitored and updated to allow the college to move forward seamlessly as the technology changes.

- 100% accomplished—please see Technology Plan Progress Report 2014-2015.

**Facilities Master Plan Priority:** Develop campus facilities to promote a sense of “college campus” and bolster the College’s distinctive identify.

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

**Facilities Master Plan Priority:** Celebrate the experience of College life and create a more collegial campus environment.

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

## **2014-2015 Annual Initiatives: Mentorship/Internships**

(District Strategic Plan 3.1b)

**Educational Master Plan Completion Objective 2.8: Improve progress by creating opportunities for faculty-student and student-student (peer) mentorships**

- 100% accomplished—please see EMP 2.8 Progress Report 2014-2015.

**Educational Master Plan Completion Objective 2.10: Improve completion by expanding the Career Center and having it closely linked with instructional programs.**

- 75% accomplished—please see EMP 2.10 Progress Report 2014-2015.

**Educational Master Plan Community Connections Objective 3.3: Integrate Service Learning and Internship opportunities for students into academic and student life.**

- 25% accomplished—please see EMP 3.3 Progress Report 2014-2015.

**Educational Master Plan Community Connections Objective 3.4: Enhance off-site learning opportunities through contract education in the bayside/coastside locations.**

- 100% accomplished—please see EMP 3.4 Progress Report 2013-2014.

**Facilities Master Plan Priority: Create spaces, both indoor and outdoor, to facilitate informal interaction between students, faculty and staff.**

- 100% accomplished—please see Facilities Master Plan Progress Report 2014-2015.

## **2014-2015 Annual Initiatives: Completion**

(District Strategic Plan 2.4a)

**Educational Master Plan Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.**

- 100% accomplished—please see EMP 2.12 Progress Report 2013-2014.

**Distance Education Plan 3.3: Continue to routinely assess and review the performance of students in on-line compared to face-to-face classes.**

- 100% accomplished—please see DE Plan Progress Report 2013-2014.

**Student Equity Plan 4.1: Increase the completion rates of Hispanic, male, black and Filipino students.**

- 100% accomplished—please see Student Equity Plan Progress Report 2014-2015.