

STRATEGIC INITIATIVES AND PROPOSED ACTION PLANS

Finalized by the Strategic Planning Task Force: June 27, 2008

ACTION PLANS <i>for the next five years that support the four Strategic Initiatives, to be implemented in an environment of Collegiality, Collaboration, Communication, and Interconnectivity</i>			
Hiring Full-Time Faculty and Permanent Staff <i>Make progress toward filling vacant permanent classified staff positions and meeting the goal that 75 percent of credit instruction be delivered by full-time faculty.</i>	Training Priorities <i>Develop a set of institutional training priorities for faculty, staff and managers to promote innovation, improve effectiveness and efficiency, encourage succession planning, and identify career laddering opportunities.</i>	Student Support Services <i>Ensure meaningful access to critical student learning support services appropriate for the varying times, locations and modes of delivery through which instruction occurs.</i>	Fiscal Stability <i>Develop a transparent budget that maintains an appropriate fund balance and supports the strategic implementation of institutional goals and objectives.</i>

STRATEGIC INITIATIVES

ACTION PLANS	Basic Skills Initiative	Global Citizenship	Sustainable Campus	Vocational Education
Hiring Full-Time Faculty and Permanent Staff	<ul style="list-style-type: none"> • Increase the number of instructional assistants for English, Math and ESL classes • Expand the use of instructional assistants in vocational and other academic subject programs 	<p>Communicate to all staff and faculty the college's commitment to Global Citizenship</p>	<ul style="list-style-type: none"> • Communicate to all staff and faculty the college's commitment to sustainability • Hire permanent administrative leadership to support sustainability initiatives • Hire permanent classified staff (i.e., recycling, physical plant and maintenance) to support sustainability initiatives 	<ul style="list-style-type: none"> • In developing and expanding vocational programs, acknowledge and support the need for leadership of faculty who possess relevant industry experience • Ensure adequate instructional support for new and expanding vocational programs
Training Priorities	<ul style="list-style-type: none"> • Establish a teaching/learning center to provide avenues for professional development for instructional and student services faculty • Include, as an ongoing part of institutional flex day activities, presentations that address strategies for increasing student success 	<p>Provide professional development for faculty and staff in two primary areas:</p> <ul style="list-style-type: none"> • infuse the ideas of global citizenship throughout the curriculum, and • promote interaction between international and other students at the college 	<ul style="list-style-type: none"> • Develop a District-wide policy that includes training in the purchase and use of energy efficient and green products • Develop orientation for all new employees on new and existing environmental programs • Provide site-specific training to building occupants on the important environmental aspects and climate control options of all campus buildings 	<ul style="list-style-type: none"> • Inform faculty and staff in various disciplines about emerging technologies/ trends • Utilize industry experts to develop strategies to support faculty professional currency • Provide professional development and networking opportunities for instructional and support staff

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Fiscal Stability	Produce growth in FTES through the increased retention and success of basic skill students	<ul style="list-style-type: none"> • Increase retention by the efforts cited in the other three strategic initiatives and thereby increase the number of international students • Identify potential funding sources to support student engagement in global citizenship activities 	<ul style="list-style-type: none"> • Prioritize energy efficient projects, with an emphasis on solar energy generation capacity • Set date-based goals and targets for implementing the priorities identified in the Environmental Audit • Develop educational signage to promote resource efficiency throughout the campuses • Provide improved and affordable access to SMC by supporting a wider variety of alternative transportation choices • Include sustainability criteria in contracts and RFP procedures 	<ul style="list-style-type: none"> • Conduct industry trade analysis to determine that a target audience for proposed offerings exists • Leverage grants and categorical programs to improve and expand vocational programs • Ensure that vocational funds are aligned with college priorities • Increase FTES through new vocational programs and courses • Develop a plan to ensure funding for implementation and maintenance of vocational programs • Develop strategies for tracking vocational students after they leave the program

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Student Support Services	<ul style="list-style-type: none"> • Develop a distance education, noncredit course designed to help students “brush up” on their math and English skills prior to taking the assessment tests • Expand linkages between counseling services and basic skills initiatives 	<ul style="list-style-type: none"> • Expand and develop academic and social support for international students • Improve facilities for international students and ESL • Expand student participation in the SMC Study Abroad programs 	<ul style="list-style-type: none"> • Provide instructional support services at the Center for Environmental and Urban Studies (CEUS) 	<ul style="list-style-type: none"> • Expand tutoring to address the needs of specific vocational programs • Enhance linkages between counseling services and various vocational disciplines • Increase the use of industry-related forums and job-matching strategies to provide opportunities for students and employers to participate in job-shadowing activities, internships, and employment possibilities