

Stakeholders (Focus on Students, Regional Employers, K-12, and Community Partners):

1. Enhance student success outcomes

- Evaluate and redesign the student onboarding process as part of an overall student success pathway model.
- Support student success through enhanced engagement activities and continuing retention initiatives.
- Measure key components of student satisfaction with programs and services through the biennial student satisfaction survey.
- Evaluate a demand-driven scheduling model for launch in fall 2026 to support program student registration.

2. Innovate program delivery

- Evaluate competency-based education models for program delivery.
- Expand continuous enrollment models.
- Expand pathways models and improve student transition through K-12 marketing and academy efforts.

3. Advance digital accessibility initiatives

- Advance college-wide efforts to ensure online accessibility in compliance with Section 508 of the Rehabilitation Act and the Americans with Disabilities Act (ADA).

People and Learning (Focus on Teams and Organization):

4. Enhance employee engagement, effectiveness, and retention

- Engage the College Community in:
 - Developing a consistent, repeatable employee engagement assessment process, providing clear, actionable insights to drive continuous improvement initiatives across the college.
 - Evaluating and enhancing service awards and non-monetary recognition programs, ensuring alignment with employee expectations and organizational goals.
 - Reviewing and updating performance management and merit award processes for all employee groups, improving equity, transparency, and effectiveness.
- Partner with faculty and instructional leaders to identify best practices and deploy a new model for department chair work across the college.

5. Data and digital transformation

- Align organizational resources to streamline data access, focusing on critical data for decision making in three areas (compliance, analytics, and operations).
- Deploy AI for administrative effectiveness:
 - Continue training and development efforts for all staff.
 - Identify and deploy College-wide AI projects in instructional design, student support, and administrative workflow.

Internal Processes:

6. Effectively plan for the College's future

- Engage stakeholders in the design and creation of a new College strategic plan and evaluation metrics.
- Evaluate and align programs and services with community needs for education, workforce, and training.
- Engage stakeholders in the design and development of a long-term facilities plan to support the anticipated needs of the next decade.
- Build on the College's presence across our district through enhancing delivery and monitoring effectiveness of programming at the College's Regional Centers.
- Implement a faculty workload tracking solution, ensuring assignments are transparent and appropriately balanced college wide.

7. Maintain and respond to accreditation and compliance feedback

- Plan necessary actions to address and report on any concerns noted in the Higher Learning Commission final report.
- Respond to findings from the Office of Civil Rights audit by addressing identified gaps and implementing necessary district-wide corrective actions.

Financial and Resource Stewardship:

8. Maintain the College's strong financial position and wisely reinvest resources to meet our priorities

- Evaluate risks associated with state and federal grant programs and adjust delivery models to effectively sustain programs and services.
- More effectively leverage the Strategic Investment Process to address emerging needs and advance known College initiatives.