

California Community College Goal B: STUDENT SUCCESS AND READINESS

- I. Promote college readiness and provide the programs and services to enable all students to achieve their educational and career goals. [CCC/B]
 - E. Teaching and Learning Effectiveness. *Support effective teaching and learning.* [CCC/B5]

President's Goals:

- 1. Accreditation
- 3. Compliance with regulations and reporting

Strategic Goal #1: Foster Excellence in Learning

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
1.1 Create an environment that is conducive to student learning.	Director, Children's Program	June 2011	Early childhood education students specializing in infant/toddler care giving will receive comprehensive training and weekly coaching to implement the nationally acclaimed Program for Infant Toddler Care (PITC) philosophy while working in the lab school.	By 5/2011, 75% of the students enrolled in ECE75 will successfully complete the course measured by a grade of C or better. The students will demonstrate implementation of respectful and responsive care giving measured by the Infant Toddler Environmental Rating Scale – ITERS utilized during the evaluation of the lab school in 10/2010 and 3/2011.	90% of the students employed at the Children's Program who were enrolled in ECE75 successfully completed the course with a grade of C or better. The self-study process using the ITERS tool determined compliance in all areas of respectful and responsive caregiving.
	Executive Vice President, Academic & Student Affairs	Phase 2 2012 Phase 3 2013	Develop a Distance Education Program Review and Distance Education plan for Solano Implement DE plan	A comprehensive strategic plan to address the needs of our online students and faculty. In particular the plan will speak to: faculty and course evaluation, accreditation and Title 5	Establishing three year plan process for DE program. Faculty and course evaluations are part of the SCFA contract and were not included in negotiated items for this negotiation session. Addressing accreditation issues from recommendation #6 through the DE committee. Working with the research office to compile data for the three year plan process. LMS: RFP process completed to evaluate and select a LMS. Canvas selected by committee. Pilot program to test canvas currently in place with 25

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				requirements, managing growth, staffing and support, robust training for faculty and DE coordinator, orientations for students, retention and persistence best practices, access to and use of enterprise reporting data, and a calendar for evaluating our learning management system (LMS).	faculty participating this fall semester. Comprehensive three year plan to be completed in academic year 12-13.
	Dean, School of Liberal Arts; Executive Vice President, Academic & Student Affairs; English Faculty who teach online courses	2011 – 2012	Given any actual disparities, develop a set of recommendations for student orientation and support to increase retention in existing and future online courses in English. Develop measures/data for online students to discover/assess disparities between the profile of a successful online student in English and the profiles of actual online students. Research and collect data on enrollment, retention and success of online students in all levels of English courses offered. Compare to equivalent face-to-face courses, and then further compare to equivalent institutions to determine our relative	The Dean of AS/ LR and the DE Coordinator will work with English faculty to develop reports for online students. Develop an orientation for online students along with evaluation metrics to measure its success.	This work has not been done specifically for the English Department; however, the DE Committee is now working to pull together the data and narrative for a Distance Education Program Review. This, in addition to Program Level Outcomes for DE, will bring the distance education offerings more in line with institutional practices. Data comparing online and face to face student success has been published and presented to DE Committee.

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			<p>success. Confer with other schools as to best practices for instructors and for determining what different skills students need to succeed in online courses, and use all that data to assist department in generating teacher guidelines for delivery, and assisting students in developing the requisite skills to enhance their success.</p>		
	<p>Dean, School of Liberal Arts; Foreign Language Faculty; DE Coordinator; TLC Coordinator</p>	<p>2011 – 2013</p>	<p>Distance Mediated Instruction: Begin departmental use of distance-mediated instruction with eWorkbooks online lab, and course companions with intention of offering hybrid foreign language courses.</p>	<p>The Dean of AS/LR, the DE Coordinator and the TLC Coordinator will provide data and training for FL faculty. Determine effectiveness and buy-in of eWorkbooks for professors and students by end of 2013. Collect data of completion rates of hard copy and e-versions of workbooks. Evaluate effectiveness.</p>	<p>All Foreign Language classes are now using eWorkbooks for the online lab and for online workbooks. Hybrid classes have not been implemented.</p>
	<p>Dean, School of Liberal Arts; Foreign Language Faculty</p>	<p>2011-2013</p>	<p>Community outreach: Host annual SCC Foreign Language Night with following innovations: capture non-credit FTES for event; expand event to include SCC classes taught by adjunct faculty and Annual French Immersion Day for local high school.</p>	<p>Showcase student accomplishments and strengthen community relations.</p>	<p>The FL Department did hold their annual culture night and did have at least one additional adjunct faculty member participate.</p>
	<p>Dean, School of Career</p>	<p>2012</p>	<p>Develop and implement a</p>	<p>By 5/30/2012, faculty and</p>	

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	Technical Education		"Brown Bag" monthly support group for nursing students	staff will have implemented a "Brown Bag" monthly support group based on the Men Nursing model at Monterey Peninsula College.	
	Director, Admissions & Records	2011-14	Regularly send email blasts to students informing them of important dates and deadlines affecting their success.	Increased awareness of student responsibilities; decrease in angry students who end up with poor grades; more efficient use of staff resources. Students start each term in best possible condition to learn that we can help them achieve.	Occurring regularly since Fall 2011.
	Executive Vice President Academic & Student Affairs; BSI Coordinators	2011-12 2012-13	Begin implementation of the Center for Academic Success. Expand/complete the Center for Academic Success.	In phase 2, and other components of CAS. Establish timeline and metrics for success in the implementation of CAS. In phase 3, implement and evaluate CAS.	Hiring ASC summer coordinator to begin planning and setting priorities, establishing timeline and success measures. Will develop a comprehensive plan to move the initiative to completion.
	Executive Vice President Academic & Student Affairs; TLC Coordinator	2011-2012	Implement Teaching and Learning Center re-design that was approved via the Integrated Planning Process.	The creation of a Teaching Commons as a physical and virtual space for best practices in teaching and learning.	Combined with ASC. Hiring ASC summer coordinator to begin planning and setting priorities, establishing timeline and success measures. Will develop a comprehensive plan to move the initiative to completion
	Dean, School of Human Performance and Development	2011-2013	Review student surveys and student success data to improve the effectiveness of the Student-Athlete Study Skills Center.	Revise hours or services to meet the needs of the students.	Center was reviewed using student surveys and changed to include the student recommendations.
	Dean, School of Liberal Arts	2011-2012	Remodel Building 1300 to provide improved classroom/studio/lab experience for students	By August of 2012 all classrooms will be "smart"; a computer lab for graphic design will be built and equipped; faculty	The new opening day for the 1300 building is scheduled for November/December. (Should this even be on this list?)

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				will have offices where they can meet with students privately.	
	Chief of Police; Safety Committee (sub-group)	June 2013	Update current District Smoking Policy #4215 to create a healthier, cleaner, and safer learning/work environment. Draft Policies to be presented to Safety Committee at June 2011 meeting.	A Tobacco Free District Policy or a greatly enhanced current policy.	Accepted by Superintendent's Cabinet with minor modifications. To be reviewed by Safety Committee Nov 2011.6 Shared Governance Approved in May 2012. Dr. Laguerre to take it to Policy Committee of the Governing Board.
	Chief of Police	June 2013	Extend Automatic External Defibrillator (AED) training to students. In cooperation with the Associated Students of Solano College, it is the intent to train a large number of students in support of the District's AED program. Cooperative efforts with ASSC to begin.	Greatly increased number of people trained in using AED District-wide.	In Progress: After presentation, review, and action ASSC voted to support and help lead this effort. Three sessions completed during Spring 2012.
	Human Resources Manager	Jan 2012	Develop a plan to provide hiring committee training specifically on the faculty recruitment process to provide them with skills to hire faculty to support and encourage student learning.	Faculty can successfully reach and teach students of all ethnic backgrounds, with all learning styles, and those with disabilities.	HR has developed a training that will be delivered to during the required Flex day in August. The training will include definitions and explanation of Employment law, EEO and Title V . The faculty recruitment process will be reviewed as well. HR is working with the Academic Senate in revising the currently faculty hiring policy that is currently in place. This work should be completed by Winter of 2012.
	Director, Human Resources	April 2012	Partner with teachers' union (CTA) to support the District	Prevent harassment, discrimination, and	District has arranged with Keenan & Associates to provide on-line sexual harassment training for all employees at no cost. Currently

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			in providing on-line Sexual Harassment, Discrimination, and Retaliation prevention training for all SCC instructors on a volunteer basis.	retaliation in the academic setting/environment.	new staff/faculty and those who are due for the training are registered to complete the free online training.
	Human Resources Manager	June 2012	Work closely with the newly established Equity and Inclusion Advisory Council to develop a model recruitment plan to hire quality faculty sensitive to our diverse student population.	Faculty can successfully reach and teach students of all ethnic backgrounds, with all learning styles, and those with disabilities.	The Equity and Inclusion Advisory Council is working on updating the Diversity plan and creating an outreach model to recruit more disabled and veteran applicants.
	Center Dean, Vacaville Center	2011-12	Promote recycling at Center.	Increased awareness of the benefits of recycling and increased student and staff recycling effort.	Continuing: Recycling bins and posters placed in Centers in Spring 2011.
	Center Dean, Vallejo	2011-12	Expand recycling opportunities.	Additional accommodations for recycling nonpaper items	Increased interior bins to facilitate paper and nonpaper goods
	Director, Facilities; Dean, School of Sciences; faculty and lab technicians	2011 -2012	Update Physical Science and Engineering lab spaces.	By the start of Fall 2011 the Physical Science and Engineering laboratories will be a fresh and clean environment for learning with up to date technology for students and faculty.	Completed summer 2011; computer updates are underway Updated HMBP training is planned for the week of 7/16/12 thru 7/20/12. Deep cleaning is in progress Summer 2012 progress.
	Dean, School of Sciences; Math Faculty	2013-2014	Write a strategic proposal to landscape the area around building 1500	The current building area is shabby and does not create a strong connection to our community. Planting new bushes and water-conserving plants will make the area less intimidating.	There was no strategic proposal but a new area for students has been established north of the building with seating and study space. Thanks M&O!
	Dean, School of	2011-2012	New computers and lab	Updated computers will	Technology needs for 300 were evaluated; a list of equipment to

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	Sciences; Chemistry faculty; Director, Facilities, Chief Information Systems Officer		software for Fairfield campus chemistry labs	be obtained to perform modern chemical experiments	be purchased was developed and submitted for approval. Funding was authorized and the equipment purchased and implemented. Newer computers have been installed but they are still using the old software. The new software is being installed this summer (2012)
	Science faculty; Dean, School of Sciences	2012 -2013	Update samples and equipment in labs (main campus and centers)	Lab equipment and samples will be inventoried and updated as necessary to ensure up to date education. (Biotechnology microscopes, Ecology field gear, physics lab equipment, GIS plotter, Vernier Quest interfaces....)	A strategic proposal was submitted and funded – new microscopes are being purchased for general Biology lab (summer 2012). New balance purchased for Chemistry. (Spring 2012) New vernier interfaces were acquired for Physics. (Spring 2012) A GIS plotter was installed (summer 2011) Orbital shaker and power pack were purchased for Biology electrophoresis labs. (summer 2012) Strategic proposals have been submitted for more equipment. (summer 2012)
	Dean of Counseling and Special Services Dean of Counseling and Special Services	June 2013 June 2013	Offer Counseling courses that correlate with basic skills, associate, and transfer courses. Offer workshops that teach appropriate college behavior.	Audit course offerings to determine need for additional courses to correlate with basic skills, associate and transfer Courses. Increase number of workshops held. Offer workshops at Vallejo, Fairfield and Vacaville.	In Progress Will recommend to faculty in fall that we incorporate in mandatory orientation.
	Center Deans (Vacaville/TAFB, Vallejo)	2011-12	Implement student disciplinary procedures at	Responsibility for Center student discipline delegated to Center Deans. Code of Student Conduct enforced at Center.	Center Deans met with Dean of Counseling in Fall 2011 regarding disciplinary processes at Centers, and accessing Discipline Shared Drive Vallejo Center: Facilitated student disciplinary procedures as needed. Met with Library Committee and Center Librarians to plan Center Library reorganization, expansion and development. Plans to be executed in end of Summer of 2012.
	Center Deans (Vacaville/TAFB, Vallejo); Chief of Police	2011-13	Establish Center Security Council	Security issues at Center addressed.	Council met in Fall, 2011, recommendations for future security submitted to administration, and Safety Committee Chair. Several items implemented several on hold due to fiscal restraint.

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	Center Dean (Vacaville/TAFB)	2012-13	Expand parking capacity at VV Center	Additional parking added	Facilities and Kitchell are addressing this need and have made a preliminary assessment of possible designs.
1.2 Create an environment that supports quality teaching.					
	School Deans; Director, Workforce and Economic Dev.	2011 -2013	Using available funds provide faculty with supplies, materials, equipment and media needed to provide students with a positive learning environment.	Make available resources and information for faculty. Better and more prepared faculty encourages student retention and faculty satisfaction.	Instructors are selected for knowledge, skill and excellence. Materials, supplies and texts are purchased as requested. Professional development opportunities, including workshops, are regularly offered.
	Chief Information Systems Office	2011-2013	Develop a plan for maintaining and upgrading hardware and software in classrooms.	A plan for maintaining and upgrading hardware and software in smart classrooms will exist.	VP Ligosio has worked to include money in a proposed Nov. 2012 bond measure that would fund IT needs for several years.
	School Deans	2012	Expand technology use in the classrooms.	By 5/2012, the Health Occupations, Public Safety, and Family Studies division will add 2 additional "Smart Boards" to classrooms in the 800 building, at least one faculty member from the division will be designated as a "Trainer" after attending in-service training.	In the process of ordering "Smart Boards for use in the 800 Building and Vallejo Center Smart Boards ordered for classroom in Vallejo and 800 building, currently used by Criminal Justice Faculty Science: a strategic proposal was submitted for clickers to use in Behavioral Science classes.
	VP Finance & Administration	June 2013	Increase funds for faculty/staff development.	Add \$10,000 for faculty support	Set aside \$200/person or approximately \$60,000 for faculty/staff development. Implemented in spring 2012, this funding has partially been used. An additional \$5,000 was set aside for flex activities.
	Director, Human Resources	June 2012	Continue to work closely with the Flex-Cal Committee to provide staff development that supports quality teaching and	Faculty will be trained and better prepared in the classroom.	In progress.

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			strategic goals.		
	Director, Workforce and Economic Dev.	2010-2013	Provide contract education instructors with resources they need to provide quality teaching, customized course design and contextualized instruction.	Assure student retention and success in classes/programs; student certificates/degrees; assure part-time faculty retention.	Instructors are selected for knowledge, skill and excellence. Materials and supplies, including texts and other resource materials are purchased as requested. Professional development opportunities, including workshops, are regularly offered. Projects to assure accurate data collection are on-going.
	Dean, School of Human Performance and Development	2011-2013	<ul style="list-style-type: none"> Work with Maintenance and Operations to provide safe and pedagogically sound outdoor teaching spaces for Physical Education and Athletics Courses. Work with the Nutrition faculty to expand the emphasis of nutrition courses to cover more applied nutrition that will meet the needs of all students and reach more vocational students. 	<ul style="list-style-type: none"> Construct a yearly, monthly, weekly and daily maintenance schedule for outdoor teaching spaces and coordinate so work can be done in an efficient manner to provide safe and pedagogically appropriate outdoor teaching spaces. Teach more sections of Nutrition 012 & 053, which are more, applied and include more actual meal preparation in those courses. 	<p>Maintenance schedules were developed and ongoing conversation with M&O is taking place.</p> <p>One section of Nut, 53 was added to the schedule.</p>
	Executive Vice President Academic & Student Affairs; School Deans; Fiscal Services	2011-12	Plan for completing the faculty prioritization process for potential hiring of full-time faculty who have retired.	New full-time faculty hired for the 2012-13 academic year. Fiscal has been working with HR to identify vacancies and budget for positions that will be filled with new staff.	New full-time faculty hired for School of CTE and Business. Faculty hiring process is in place for 12-13.
	Math and Science faculty; Dean, School of Sciences	2011-2013	Develop Departmental guidelines for hiring and mentoring adjunct faculty	A mentoring program will help new adjunct faculty understand their obligations while helping them with teaching advice and support. This will include written material as	Because of the section reductions, only two new adjuncts were hired in Math; they were mentored on an informal basis. A formal system still needs to be developed.

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				well as personal mentors.	
	Dean; School of Sciences; Math faculty	2011-2013	Write a general guide for three math courses.	These guides will provide detailed information about how a particular math course is taught at Solano College as well as resources available to the teacher.	MAC activities written and compiled for Math 320. Still need to do this for more courses. (11-12)
	Dean, School of Sciences; Math faculty	2012-2013	Make a strategic proposal to procure released time or hourly compensation for Math Course Coordinators.	Receive funding to compensate course coordinators for the basic math classes which have large numbers of sections and many adjunct instructors. This will help ensure consistency across the curriculum	
	Center Dean (Vacaville/Travis); Director of Facilities	2011-2013	Explore feasibility of enlarging Travis Education Center classrooms.and/or acquiring suitable class space on base.	Classroom size increased to accommodate more students and allow for expanded course offerings	Director of Facilities and Center Dean met with Base Ed Chief. Determined that it would not be feasible to remove a wall and combine two classrooms. Possibility of using Conference Center after completion.
	Center Deans (Vacaville/Travis,)	2012-13	Expand library services	* Textbook on Reserve Collection established *Service hours adjusted to accommodate evening students *Library space expanded *Library security issues addressed with equipment purchase	*\$3,000 allocated to textbooks on reserve in Spring 12, and will be budgeted each year *May 2012 Meeting with Librarian Ruth Fuller, re: increasing evening service hours by adjusting existing schedule *Strategic Proposal submitted re: library renovation and installing security features
	Center Dean (Vacaville/Travis),	2012-13	Explore feasibility of staffing for open computer lab to assist students who have little or no computer skills	Student worker with outstanding computer skills hired to work in open computer lab	
1.3 Optimize	Executive Vice President	2011-2013	Continue to assess Student	School of Human	Sciences: There was robust SLO discussion in August 2011.

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<p>student performance on Institutional Core Competencies.</p>	<p>Academic & Student Affairs; School Deans; Faculty</p>	<p>Ongoing for Nursing</p>	<p>Learning Outcomes (SLOs) and implement course improvements particularly as they relate to Core Competencies.</p>	<p>Performance & Development:: We will continue to work with the campus SLO Coordinator to refine course assessments, assess programs and add department program objectives. Vallejo Center: SAOs will be developed for the 11-12 year and efforts made to realize these outcomes. Assessment instruments will be developed and implemented. The findings from these assessments will increase services to the Center and community. The SLO's pertaining to the Vallejo Center courses of its certificates, and associate degrees will be realized. These academic programs are as follows: Computer Science, Accounting, Human Services, Criminal Justice, Education, ART, and pre-nursing. School of Liberal Arts: SLOs, including core competencies will be assessed each semester. Faculty will meet in department meetings during flex cal and at other times during the semester to discuss</p>	<p>All depts. with FT faculty have SLOs for all The March FLEX was dedicated to revision of SLOs and discussion of their relation to PLOs and core competencies.</p> <p><u>Vallejo Center:</u> Assessment of SAO's is currently taking place with student survey instrument being administered 2011-12. Fall 2011 survey results compiled and summarized. Will utilize the Student Services Survey as it pertains to the Center, and if does not assist in assessing student needs at the Center it will be revised to include more Center-specific questions. School of CTE and Business in process of curriculum review and program review. Planned program meetings over the course of the semester to continue the work. Nursing Program completed curriculum revision—new curriculum sent to the Board of Registered Nursing-awaiting approval. Will be submitting new curriculum to Curriculum Committee in fall of 2012. Robust SLO discussion and implementation of new forms occurred in all CTE and Business areas fall and spring Flex. Courses not active have been sent to curriculum for deletion. Liberal Arts: We have been working to arrive at "proficiency" by continuing SLO/SAO discussions, assessing outcomes, applying resources, implementing change and evaluating progress. Most recently, we have made efforts to provide the tracking and evidence required by ACCJC via the Liberal Arts Shared Drive and the forms that were created by R&P. Vallejo Center: Surveyed students to assess satisfaction with student services. Developed SAO's for Center and service area for current year. Increased training and service to students and community. Provided signage to enhance awareness of Center Services. Coordinated a faculty led SLO focus for flex day in January resulting in substantial progress on SLO completion, assessment, and discussion on course improvements. Allocated significant resources to facilitate and support continuing SLO work over summer with faculty involvement and leadership. Guidance and direction provided by deans to ensure transition to new reporting portal and creating of new forms.</p>

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				<p>assessment findings and how to implement changes needed as a result of the assessment. Based upon the SLO findings we are trying new approaches in instruction and linking the SLO's to our planning work (IPP). The disciplinary faculty also discusses appropriate assessments for program level SLOs with connections to the College's Core Four Competencies.</p> <p>School of Career Technical Education: We will continue to work with the campus SLO coordinator to insure that division SLOs including core competencies will be assessed per division schedule. Faculty will devote division meeting time during flex cal to update and discuss assessment findings. Nursing faculty will be working this semester to revise SLOs and program outcomes to incorporate IOM and QSEN competencies.</p> <p>Vacaville Center: SAO's will be further developed and refined. Assessment measures will be developed and</p>	

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				implemented. Improved service delivery will result from assessment findings. School of Sciences: SLOs will be assessed in at least one class in every department each year. Faculty will discuss the results and ways to improve the student outcomes.	
	Dean, School of Liberal Arts; History Faculty	2011 – 2012	Improve documentation on articulation of History courses with transfer institutions. Develop a portfolio of course syllabi and sample assignments for future reference by faculty and transfer institutions. Conduct Flex Cal workshop (Fall/August 2011) with regular and adjunct History faculty to share ideas on reading and writing assignments that include interpretation of primary and secondary sources.	Improved communication with transfer institutions. Increase consistency of student reading and writing assignments in all sections of History courses.	The History Department revised their Section K documents for the major transfer courses (Hist 2, 3, 4, 5, 17, & 18) and sent them to University of California (thru Robin Arie-Donch). These revised Section Ks were approved by UC. They haven't done the workshops with adjuncts yet, because that pool was changing at the time. They will do this in Fall 2012 or Spring 2013.
	Deans, School of Career Technical Education and School of Human Performance and Development	2013	Develop and implement learning community for ECE, EMT, Fire and CJ with focus on basic skills attainment.	By 5/2013, at least one new learning community will be added to each program area to meet the Basic Skills needs of students in the school.	Placed on hold at this time with focus on new Fire Academy and completing Curriculum and Program review New Fire Academy implemented. EMT course revision with additional hours added to meet both the requirements of the state and needs of the student implemented. New prerequisites for EMT in place.
	Executive Vice President Academic & Student Affairs; SLO Coordinator	2012	Achieve the SLO assessment goals	Achievement of SLO assessment goals.	Reassessed SLO completion collaboratively with faculty, deans, and office of research to determine potential over-reporting to the ACCJC in past communication. Reported accurate outcome completion based on data from actual archived documents, input

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					from dean's assessment, and review of work during flex activities. Gained faculty senate ownership of SLO process and commitment to achievement of assessment goals.
	Deans, School of Liberal Arts and School of Sciences	2011-2013	Work with the Tutoring Center and the Math Activities Center to improve coordination with the Student-Athlete Study Skills Center to ultimately improve academic success.	Improved academic success.	The Math program worked well in Spring 2011 but budget constraints caused it to be reduced in Spring 2012.
	Dean of Counseling and Special Services	June 2013	Create and/or modify Basic Skill Counseling courses that promote student success and retention.		Will address during curriculum review process

California Community College Goal A: COLLEGE AWARENESS AND ACCESS

- I. Increase awareness of college as a viable option and enhance access to higher education for growing populations. [CCC/A]
 - C. Innovative Programs and Outreach for Growing Populations. *Increase college access among growing population groups that will emerge from current demographic trends.* [CCC/A3]

President’s Goals:

- 1. Accreditation
- 3. Compliance with regulations and reporting
- 5. Long-term planning vision

Strategic Goal #2: Maximize Student Access & Success

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
2.1 Identify and provide appropriate support for underprepared students.	Executive Vice President Academic & Student Affairs; Center Dean, Vallejo; School Deans;	2011-2013	Collaborate with K-12 superintendents and high school administrators to align K-12 benchmarks with CCC/SCC collegiate level English and Math and to define behavioral expectations of college students (special admissions as well as new HS graduates).	SCC and Vallejo USD Committee initiated and completed alignment of Grade 12 exit benchmarks and SCC collegiate level English, Math (Kea). Perkins funds will be allocated to provide student support services such as tutoring specific to CTE course and program offerings. Strengthen collaborative relationships with K-12 schools in order to provide students with seamless transition from high school to SCC. Perkins funds will be used to establish a Lending Library for CTE Students who are members of Special Populations.	VJO: Assisted in planning and promoting Tutorial services, in support of Vallejo Superintendent’s initiative for competency level achievement of 3 rd and 9 th grade students. Ongoing communication with Vallejo and Benicia Superintendents... Participated in special task force to establish standards in present and future Career Academies. No progress made.
	Director, Workforce & Economic Dev.	Ongoing	Continue to work with local companies to provide instruction/training needed for job success and to comply with state and federal mandates.	Provide agencies, businesses and industry groups with education and training needed to retain jobs and staff companies/agencies.	Water/Wastewater training program is training new and incumbent workers Bay Area wide. Local manufacturing plants, distribution facilities, Travis Air Force base and others are active SCC clients.

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	Executive Vice President Academic & Student Affairs; Center Dean (Vacaville/TAFB)	2011-2013	Expand curricular offerings in basic skills courses, including learning support services, based on community and student needs.	Greater access to and more students taking basic skills courses. Improved learning support to basic skills students, including reading/writing lab service hours and basic skills tutoring.	Additional basic skills courses offered at the Vacaville Center scheduled in 2012-13.. MAC Lab functioning well. Friday MAC Lab hours re-established. Basic Skills Lab Specialist position originally approved is on hold due to budget constraints. Embedded tutoring introduced in Spring 2012, and piloted in math class. Basic skills English tutors will be hired and supervised in Fall 2012 by English faculty, Changes to curriculum offering in English regarding acceleration, pilot English courses that do not require lab, and changes to lab curriculum have contributed to additional access to students in the lab. Budget initiated course reductions limited offerings additional basic skills section. Enhanced and well-coordinated tutoring services provide expanded exceptional support services to Basic Skills students.
	Dean, School of Liberal Arts; Humanities Basic Skills Coordinator; Executive Vice President Academic & Student Affairs; English Faculty	2011 -2012	Increased ability to meet student needs for developmental English instruction. Students stay in class in greater numbers and advance through the pre-collegiate English curriculum in fewer semesters. Propose and pilot an experimental five-unit ENGL355 to gather evidence of efficacy and efficiency of this mode of instruction for comparison with current model.	Create multiple pathways through developmental English. For example, a five-unit ENGL 355. Metrics and data to evaluate student retention, persistence and success.	The English Department has created English 348G "Accelerated English". We are heading toward our third semester of offerings. The data on student success and retention is, at the moment, inconclusive but the faculty anecdotally report that things are going well.
	Dean, School of Liberal Arts; History Faculty	2011-2012	Develop a program of teaching assistants / readers in History classes to work with at risk students on reading and writing assignments. Link this to student success on SLOs. Integrate this program with workshops offered through the Center for Academic Success.	Measurable increases in student retention and success rates and retention rates in History courses.	No progress. The creation of a Center for Academic Success has been put on hold.

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	Director, Financial Aid	2011 – 2013	Increase FAFSA workshops year round both in English & Spanish.	Increased FAFSA applications as well as the Board of Governor's Fee Waivers by October 2011, as measured by exceeding prior year's total in annual reports.	Still developing additional workshops in Spanish. Increased workshops provided in English have been accomplished. Increased FAFSA & BOGG application for 11-12. Continue to develop Spanish tools through FA-TV and additional counseling/workshop opportunities for students which includes Satisfactory Academic Progress in 12-13 academic year.
	Director, Financial Aid	2011 – 2013	Increase debt management workshops for our loan students.	Provide debt management workshops to increase student awareness of loan defaults by November 2010, as measured by decreased loan defaults on Loan Default Reports.	Currently Working on a Virtual Model for FA website through ECMC. Provide Loan Literacy and counseling through FA-TV modules in 12-13.
	Assessment; Director, Admissions & Records; Center Deans	2011	Increase number of assessment offerings at the Educational Centers.	Increase assessment testing at the educational centers by January 2012 as measured by exceeding prior years total on annual reports.	Scheduled weekly assessment testing offered at Centers and at TAFB by appointment. VVCT: Batch assessment testing, followed by counseling and orientation, offered to local VV and Travis high school seniors in Spring. Assessment now being offered regularly each month at both centers and at Travis AFB
	Director, Workforce & Economic Dev.	Ongoing	Provide customized assessments for contract clients.	Customized assessments provided.	Regularly provide needs and student assessments for clients when needed/ requested. .

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	Executive Vice President Academic & Student Affairs; Deans, School of Liberal Arts and School of Sciences; Dean, Counseling & Special Services; Basic Skills Coordinators (overall and in mathematics and English); program faculty and counselors.	2011-2012 Phase I Spring/Summer 2011 Phase II Fall/Spring 2012 Phase III Fall 2012 Phase IV Ongoing	Identify needs and allocate support staff to plan developmental studies learning communities (LC). This includes planning and coordination of LC faculty; scheduling, advertising, assessment, and counseling enrollment management. 1. Efficient scheduling and recruitment of underprepared students for the learning communities to enhance student success, such as Umoja, Puente, Pathways learning communities for English and Mathematics. 2. An abiding commitment of institutional funds and personnel to run efficient and effective learning community classes for underprepared students. 3. Systematic collection of relevant data (both quantitative and qualitative data) concerning program recruitment, baseline data regarding student skills pre-/post program activities. The proposed First-Year Experience (FYE) program at Solano College will have the following elements: 1) student recruitment, 2) professional development for faculty, 3) student cohorts in linked classes, 4) community building activities, 5) academic enrichment activities and 6) on-going, embedded data collection. Phase I Planning Phase II Preparation Phase III Implementation Phase IV Evaluation	<ul style="list-style-type: none"> Enhanced levels of academic achievement and occupational success for students who enter SCC underprepared for college learning and studies. Documentation of changes in students' attitudes and beliefs related to confidence in academic skills and in coping skills to achieve their academic goals. Increased levels of retention, persistence, achievement of goals, including transfer, obtaining associate degrees and certificates of completion. 	Under the leadership of Brad Pascal and Kamber, the District has entered into Phase III. Funding has been provided by Basic Skills and General fund dollars via the Strategic Proposal Process. Brenda Tucker will soon be leading this program. A strategic proposal was submitted and funded for this project. (11-12) There will be a FYE developmental English/Math learning community cohort in Fall 2012. Programs (PUENTE, UMOJA) scheduled effectively and successful recruitment is in place. First Year Experience program beginning Fall 2012 Data related to equity and student success now available through the office of research and planning for ongoing review. Equity plan will address the need to collect relevant data (both quantitative and qualitative data) regarding student performance indicators to inform future efforts to increase retention, persistence, transfer, degree completion and certificate completion.
	Dean, Counseling & Special Services	June 2012	Evaluate course sections success rates by gender and ethnicity and then develop strategies for improvement.	If there are inequities develop strategies to close gaps.	. Shared data and will continue work in the fall

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Dean, Counseling & Special Services	May 2012	Develop strategies to increase transfer by underrepresented groups.	Increase transfer rate of underrepresented groups by May 2013, as measured by analyzing transfer data.	Stiles Hall partnership, Invited students from underrepresented groups to attend
	Center Deans (Vacaville/TAFB, Vallejo)	2011-2013	Increase educational support in the Centers' Learning Labs and Tutoring Centers,, including evening services.	Student tutor(s) will be added. Funding for textbooks on reserve collection will be secured for Vacaville Center Library.	Joint Centers' Committee organized to review Student Services at Centers. Funding for reserve collection at Vacaville Center secured for Spring 2012, and will be line-itemed in the 2012-13 Center budget
	Dean, School of Human Performance and Development; MESA Director	2011-2013	Work with the Basic Skills Coordinator to provide students with additional support so they can reach their academic goals successfully.	Expand staffing or services for student-athletes with Basic Skills needs. MESA Program will provide summer bridge type program to increase the number of MESA students and their proficiencies in math and science	The School of HP&D is going to analyze the number of student athletes in Basic Skills.
	Dean, School of Liberal Arts; Non-Credit Coordinator; Librarians	Continuing 2011-2012	<ul style="list-style-type: none"> • Implement marketing and outreach plan to promote LR500 (non-credit workshops) to students & faculty. • Survey students/faculty to determine additional workshop topics needed. • Develop diverse calendar of workshops based on campus needs. • Evaluate effectiveness of workshops; repeat. • Work with various district entities on other workshop series serving underprepared students. 	<ul style="list-style-type: none"> • Increase referrals to LR500 workshops from various campus entities (from 0-10 in the first semester). • Increase attendance of non-credit workshops (to 25 students through fall 2011). 	Much of the initial work done to increase LR500 offerings was linked to the Academic Success Workshops. Today, because the AS workshops will not continue in the AY 12-13, faculty in the Library will renew their efforts.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Superintendent/President; Executive Vice President Academic & Student Affairs; Center Dean (Vacaville/TAFB)	June 2011-2013	Explore feasibility with local high schools to establish Middle College Program. Visit Model MCHS programs (CCCCD). Establish goals and create a MCHS program in Vacaville and Fairfield by Fall 2012 by Fall 2013. Vallejo to follow.	Documentation of recommendations related to Middle College Program. Program established. Visits to Middle/Early College programs in vicinity. Proposals made to Travis, VVUSD School Boards, & SCC Governing Board for the establishment of a Middle College at Vacaville Center.	Summer-Fall 2011: Board presentation made MCHS Presentation to ALG Deadline for starting: Fall 2013 Three visits made to sites. Middle College Proposal visit made to Benicia Superintendent of Schools – not likely to go further Early talks with FSUSD were productive but progress stalled due to personnel changes at the district office Vacaville project is on target. A grant was submitted and received good reviews but did not get funded. Planning Group, chaired by Deans Lewis and Julian convened in February 2012 for ongoing meetings with VUSD and FFSUSD. MOU entered into with VUSD in April 2012. CCCCCO MCHS grant application in Apr 2012 denied due to lack of existing MCHS. MCHS Presentation to Academic Senate planned for Fall 2012. First class should enter in Fall 2013.
	Dean, School of Sciences; Math faculty	2011 – 2012	Implement student assessment program.	The ability to implement an alternative to the 10% rule should enable us to better place our math students, especially basic skills students.	SCC is a participant in the EAP program. Mandated statewide assessment proposed for near future may make this local effort unnecessary.
	Director, Financial Aid	2011-2013	Utilize AppWorx job scheduler to automate data download process.	Increased efficiency in processing and packaging of Financial Aid.	Increase packaging through Banner software Applying additional testing with increased federal and state regulations to utilize during the 12-13 academic year.
	Director, Financial Aid	2011-13	Develop and implement a Student Loan Default Prevention and Management Plan.	Increased retention and reduced delinquency and default. Continued participation in the loan programs resulting from satisfactory cohort default rates (CDRs). Students have continued access to Title IV Student Financial Assistance Program, learn good debt management practices, and establish a healthy credit history.	Currently working toward this goal with ECMC tools. Implementing tools and counseling through FA-TV on FA webpage. Students will have Mobil Device Access.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Director, Admissions & Records	2012-2013	Establish video and screen shot style step by step tutorials for students to use to assist them with all aspects of admissions, registration, and graduation.	Students will be able to get effective assistance 24/7 by utilizing online tutorials; improved use of staff resources.	All but videos complete. Scripts for video complete. Staff shortage hampering ability to begin work shooting videos.
	Dean, School of Sciences; Math faculty, MAC staff	2011 – 2012	Purchase additional resources for student use in the MAC (e.g. expand DVD collection, create files of course resources).	The MAC will contain more DVDs and course resources for student use.	There was no budget for purchase of materials but faculty created a set of in house MAC activities for Math 320.
	Dean of Counseling and Special Services	June 2013	Identify a percentage of SARS-ALRT referred students and develop a pilot intervention program.	Increase of student success and retention on SARS-ALERT referred students.	No progress
	Dean of Counseling and Special Services	June 2012	Work with interested faculty to arrange classroom visits by Counselors.	Increase in class visits to identified classes	Complete. Will continue in the fall
2.2 Update and strengthen career/technical curricula.	School Deans; Faculty; Director, Workforce and Economic Dev.	2011-2013 Ongoing, completed for this year	Recruit members and convene advisory boards to identify workplace skills to incorporate into courses and programs.	This activity will ensure that CTE course offerings and programs are relevant to labor market needs. The advisory boards for all programs in the Health Occupations, Public Safety and Family Studies division will meet bi-yearly. Assure that EWD and Contract Ed training continues to work closely with industry groups and employers to develop training and education that meets workforce and industry needs. Developed curriculum and training can and should be used and integrated into regular on-campus credit programs. All Perkins Funded Programs will have its corresponding Advisory Committee which will be responsible for providing feedback on program growth, viability of programs. This will help ensure the success of all CTE Students.	Work with industry and faculty to review, refresh, and revise curriculum. Work with faculty to forward updates to the curriculum committee. Advisory boards met for Nursing, Fire Technology, Water/Wastewater, Office Technology and Welding. Continuing to work on developing strong advisory committees.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	School Deans; Faculty; Director, Workforce and Economic Dev.	2012-2013	<ul style="list-style-type: none"> • Using Labor Market information, investigate new occupational trends and develop new courses and programs. • Develop and implement a Health Information Technology Associate in Science certificate/ degree program. • Increase the number of sections of pre-hospital care programs, including EMT and First-Responder courses. • Develop and implement a Forensic Technology certificate and degree. <ul style="list-style-type: none"> • Continue to develop water/wastewater program. • Identify local industry partners for college advisory committees. • Develop and articulate Industrial maintenance curriculum with regional colleges. 	By May 2013, the Health Occupations, Public Safety and Family Studies division develop new courses and programs in Health Information Technology, Medical Assisting and Paramedic Program. Continue to serve the bay area with the only viable and robust Water/Wastewater program in the northern half of the state. Invite industry partners to serve on advisory committees. Plan and hold all CTE advisory committee meetings annually. Work regionally to articulate curriculum so that students have broader and deeper CTE options.	Regularly research, read and interpret labor market data to identify trends and opportunities. New courses have been developed, including one leading to a "Water Efficiency Practitioner" certificate. Currently developing a Motors and Pumps class for W/WW. Currently working with employers, DVC and Laney to develop an Industrial Machining, Maintenance and Mechanics program. Regularly recruit industry partners for CTE programs. Manage W/WW Advisory committee. Ongoing for CTE
	Center Deans (Vacaville/TAFB, Vallejo) ; Director, Workforce and Economic Dev.	2011-2013	Expand curricular offerings in career technical education based on community and student needs. Work with Bay Area Community College Consortium, industry and faculty to revise and refresh Industrial Maintenance curriculum and courses.	More availability of career technical courses and more students taking these courses in preparation for the workplace. By Fall 2012, new Aviation (Professional Pilot) curriculum will be offered at Vacaville Center.	Five new courses have been developed in W/WW, one leading to a new certificate. A Pumps and Motors class is being developed. Working with BACCC, and local employers to develop grants, curriculum and programs. Vallejo Center: Vallejo Expansion Committee CTE curriculum proposal articulated. New Fire Technology courses added. Established committee to review Film and Television option.
	Director, Workforce and Economic Dev.	2011-2013	Work with Water/Wastewater faculty to add additional courses to address industry needs, beginning with Water Recycling and Conservation. Work with CTE Division to investigate Instrumentation Curriculum. As part of SB 70 grants begin to develop curriculum for Mechatronics, Welding and Drafting.	A Water Recycling and Conservation class has been developed to prepare students/workers for the Water Efficiency Practitioner exam/ certification. Begin work with faculty on new curriculum development.	WATR 125, Conservation, has been developed and was offered as a BACWWE class in Spring 2012.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Dean, School of Career Technical Education; Executive Vice President Academic & Student Affairs	2011-2013	Work with the Basic Skills Learning Communities Coordinator to successfully offer fitness courses linked with Fire course to help the students successfully meet the rigors of the Fire Academies and be successful in the workplace.	Ensure the success of Fire students relative to their fitness needs. Linked Fire courses, metrics and data to evaluate student success, retention and persistence.	On hold while working on curriculum revision
	Deans, School of Liberal Arts and School of Career Technical Education	2011-11	Recruit new advisory boards for Graphic Design, Technical Theater, and Film and TV programs.	Advisory Boards will meet at least once prior to June, 2011.	Scheduling meetings this spring. No Progress.
	Deans, School of Liberal Arts and School of Career Technical Education	2011--2013	Update program majors in Technical Theatre, Graphic Design, and Film and TV.	Have new programs approved by the Curriculum committee by May, 2013.	No Progress.
	Dean, School of Liberal Arts; Music Department faculty	2011-2012	Investigate a new major in commercial music.	By June, 2012, faculty will complete a review of labor market information, programs offered by neighboring college and costs of expanding our current offerings in commercial music to create a vocational major in this field.	Adjunct faculty member Matthew Dudman has completed this work. Additionally, he has submitted a Strategic Proposal for funding to create the necessary curriculum (VTEA) for this major. The Dean has requested a faculty hire for AY 13-14.
2.3 Identify and provide appropriate support for transfer students.	Center Dean (Vacaville/TAFB, Vallejo)	2011-13	Schedule Offer additional transfer services at Center Representatives from Transfer Institutions (i.e. UCD, CSUS) at Center	Center students will be able to meet with transfer reps without having to go to main campus.	SSU Information Workshops scheduled. Transfer Workshops scheduled by Counseling
	Center Dean (Vacaville/TAFB)	2011-2013	Expand curricular offerings in transfer courses based on community and student needs.	More availability of transfer courses and more students taking transfer courses.	
	Center Dean, Vallejo	2011-2012	Promote CMA, SSU, and CSEB and increase advertising for College Fair		Vallejo Canter: Worked with SSU to provide new marketing materials for district. Held SSU Information Sessions. Participated in joint SSU/SCC Executive meeting to plan next steps in MOU- BA in Education. Held meetings with CMA and laid plans for BA in Business program with anticipated date of MOU late Summer, early Fall 2012. Advertised College Fair.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Dean, School of Liberal Arts; Creative Writing Faculty	2011 -2013	Establish an A.A. degree in Creative Writing and increase transfer students in writing. Develop curriculum for A.A. in Creative Writing. Investigate interdisciplinary course offerings as a part of the major/minor (e.g., screenplay or play writing) for A.A. in Creative Writing.	Creative Writing Faculty will complete a review of labor market information for writers and review programs in Creative Writing at other California Community Colleges.	The Creative Writing faculty were involved in the internal TMC discussions and have developed an emphasis in Creative Writing within the ENGL TMC.
	School Deans & faculty (Curriculum Committee)	2011-2012	Implement SB 1440 to increase ease of transfer to CSU	Chancellor's Office directions for campus implementation of this legislation will be in place by December, 2011.	Transfer degrees approved in Math and Sociology. The Psychology degree is nearly ready.
	Dean, School of Sciences; Math faculty	2011-2012	Discuss and decide whether to revamp Math 30 and 31 to agree with new UC Davis requirements	Decision on whether or not to modify Math 30 and 31 to articulate with UC Davis.	In progress
	Dean, School of Sciences; Science faculty	2012 -2013	Increase lab options for students	Create new labs in Astronomy, Anthropology, and Marine biology	A new lab has been approved for Bio 16, including an online option.
2.4 Improve student access to college facilities and services for students.	Director, Financial Aid	a. Jan- 2012 b. Fall - 2011	a. CCCApply - BOGFW-Automate on-line BOGFW application b. Scholarship Application - Create on-line scholarship application	a. Increase number of BOGFW recipients. b. Increase number of scholarship opportunities.	Xap ready for implementation Jan. 30, 2013 Working feverishly toward a scholarship program to be enhanced and to provide more opportunities and resources for students.
	Center Deans (Vacaville/TAFB, Vallejo)	June 2013	Collaborate with Student Development and ASSC to develop and promote student life activities and programs such as clubs and student government in order to increase retention	Student life activities will increase at the Centers and Center students will have meaningful representation on student government.	Continuing. Two clubs established at Vacaville Center with increased level of student participation in student sponsored events. ASSC meeting hosted by Vallejo Center in Spring 12. Constitutional revisions for Center student representative scheduled for Fall 2012 vote. : Held ASSC Meeting/tours in Vallejo, Senator selected from Vallejo Center. Worked with SD Director to establish dedicated space for clubs. Laid plans with VCUSD Superintendent and staff to extend club participation to VCUSD students.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Center Deans (Vacaville/TAFB, Vallejo)	June 2013	Establish at the Centers, "entry level" services in the areas of Veterans Affairs, Disabled Student Program, EOPS, Tutoring, Cal WORKS, Puente, and MESA.	Additional student services will be provided to Center students that are otherwise only offered at the main campus. EOPS Counseling and increased Financial Aid services will be offered at Vacaville Center beginning Fall 2011.	<p>Vallejo Center: Meetings with VUSD Superintendent and staff. Extending SCC student clubs to VCUSD,</p> <p>VJOCTR: Increased training in Financial aid, Enrollment Management. Center staff receiving special OJT/service in Curriculum A&R offices June and July. Offered regular Assessment testing, group counseling. Embedded tutoring piloted in Spring 2012. Grant funded tutoring to be provided for 2012-2013</p> <p>VVCT: Staff training in Financial Aid direct loan document intake; Veterans programs; EOPS, and CalWORKs/CARE.</p> <p>Scheduled weekly assessment testing offered at Centers and at TAFB by appointment. VVCT: Batch assessment testing, followed by counseling and orientation, offered to local VV and Travis high school seniors in Spring.</p> <p>Center Deans met with new Tutoring Center Director regarding Center tutoring needs in Spring 2012. Center Deans are working with Administration to add remote services via VIDYO.</p>
	Center Deans (Vallejo., Vacaville/TAFB)	2011-2012	Review all student services at the Center and enhance services as necessary		<p>VJO: Provided additional training and service in Financial Aid Services, A&R. Along with Vacaville Center, administered student survey in Fall, 2011. Centers submitted joint report including data and proposed recommendations to administration</p>

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Dean, School of Liberal Arts; Dean, Counseling & Special Services; ESL Faculty; Assessment Specialist ; Director, Workforce and Economic Dev.	2011 -2013	<ul style="list-style-type: none"> • Increase access and streamline the pathways that lead ESL students from Adult School to the Community College • Meet with colleagues from Solano County adult schools to articulate program levels and identify points of transfer from their program to ours • Familiarize adult school students with the SCC ESL program and campus by making presentations each semester at adult schools, and inviting adult school students to bi-annual ESL open house • Work with middle and high school students, teachers, counselors, administrators and parents to develop and articulate water/wastewater pathways, articulations and career awareness. Begin same for Mechatronics, Welding and Drafting. 	<p>The relationships between ESL departments in Adult Education Schools and SCC will be built and sustainable. Students will be encouraged and aided as they transition from the Adult School to Community College.</p> <p>Increase by 10% the number of students entering the SCC ESL program from adult schools by Fall 2013</p> <p>Develop close ties with SCOE, and Solano county middle and high schools. Develop articulations, and prepare students to matriculate to SCC for Water/Wastewater, Mechatronics, Welding and Drafting. Science, math and other CTE programs.</p>	<p>We are actively working with middle and high school students, teachers, counselors, administrators and parents to develop and articulate water/wastewater pathways, articulations and career awareness. Curriculum, career academies, and programs have been developed. A website and other marketing collaterals are developed for M/H schools and SCC. Several ancillary programs and projects have been developed to increase career awareness. Additionally, the ESL faculty have hosted local Adult School students at SCC for a potluck.</p>
	Executive Vice President Academic & Student Affairs; Distance Ed Committee; Academic Senate; Faculty within their disciplines	2011 -2012	Further development of distance education courses and guidelines while maintaining a high level of excellence in student learning. Develop departmental policies and guidelines for distance education courses; present policies to divisions.	Departmental policies and guidelines for distance education courses. Academic Senate approval.	
	School Deans; Director of Technical Services; Chief Information Systems Officer; Faculty; Student Development Center; Director, Workforce and Economic Dev.	2011-2013	Improve web site so students can find accurate information via the SCC web site. Develop Community Collaborative website, improve BACWWE website. Develop additional collaterals to increase industry, student, and school participation.	Students will be able to find more information easier and it will be kept up to date. Employer sponsorships and student/worker enrollments will increase leading to additional prepared students/workers and more students moving into secure and sustainable employment.	All are completed except for college student website/database. Number of students, classes and sponsors has increased.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Director, Admissions & Records; MESA Director	January 2011	Hold Service Area Outcome (SAO)-focused student workshops once a month. Target various county groups to improve access and success.	Prospective and current students become proficient users of technology available to them to assist them in registering and carrying out all other functions related to their SCC success (ordering transcripts, scheduling counseling appointments, accessing various forms, researching policies and procedures). Students from low-performing and rural area K-12 schools will be invited to participate in MESA Student orientations.	Held several workshops with good turnout and interest in maintaining. Due to budget cuts, unable to continue to staff and maintain workshops. Hope to begin offering again starting with 13/14 registration period (April/May 2013). Submitting proposal for funding for next year.
	Director of Admissions and Records, IT, Curriculum	January 2012	Implement Degreeworks.	Students will have access to online software that will create education plans with their records and evaluators will have automated degree audits by January 2012, as measured by students able to utilize software.	RFP in progress Fall 2012, begin planning phase in Spring 13 and functional user work in Summer 13.
	Dean, Counseling & Special Services	June 2012	Implement mandatory orientation.	Mandatory Orientation to improve matriculation and community college awareness for students by June 2012, as measured by orientations implemented.	Complete
	Director, Workforce and Economic Dev.	2011-2013	Work with industry and community groups to provide learning and education opportunities to employees/members.	Prepare workers for jobs/careers; provide companies and agencies with trained workers, provide students/workers with skills for high and middle wage jobs/careers.	W/WW has been particularly successful in meeting this goal. Other programs for employers achieve this goal as well.
	Director, Admissions & Records, Fiscal Services	2012-2013	Implement Drop for Non Payment and Payment Plans	Provide means by which students can spread payment requirements out over specified time frame making it easier for them to be able to attend when they cannot come up with total cost all at once. Drop for nonpayment will allow for more efficient practices within retention and enrollment management efforts.	Working with Fiscal and IT to determine funding source and review Banner baseline DFNP setup during summer/fall 2012. Anticipated go live of summer/fall 2013 priority registration. Signage would go out in early January 2013.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Director, Research and Planning	June 2013	Evaluate matriculation services from recruitment to graduation for their effectiveness.	By June 2013, student satisfaction of matriculation services will have improved in 30% of the matriculation services assessed compared to October 2010, as measured by a student satisfaction survey.	Online survey developed to look at major student services. Some items borrowed from October 2010 survey to allow comparison. Student Services survey was expanded but has not been fully analyzed due to competing priorities. Analysis to be finished before Fall 2012
	Chief of Police, Vice President of; VP, Finance & Administration	June 2013	Increase revenue to parking fund for parking lot maintenance and improvements by increased sales of semester parking permits and enhanced enforcement. Continue advertisement for Fall 2011 with enhanced enforcement.	Relieve fiscal pressures to general budget and Bond monies.	Ongoing. Continuous Project: Advertisement conducted, increased enforcement efforts occurring. Revenues to be checked fiscally.
	Vice President of Finance & Administration;; Chief of Police	2011-2013	Develop localized emergency preparedness plan.	Offer various training and exercises: Disaster service worker (DSW); community emergency response team (CERT); update evening administrator duties; develop localized emergency preparedness plan.	DSW offered over past year and continued. Seven Public Awareness to an Active Shooter Workshops Held. EOP/IRP Complete. ICC Training for Command Staff Complete. Emergency Notifications Plan complete; training for key people Summer 2010. Fire/Evacuation Drill Planned for Fall 2012. Effort – completed the DSW training, and also hosted a locally sponsored CERT exercise. Will continue to work with Chief on the localized emergency preparedness plan.
	Dean, School of Liberal Arts	2011	Update and streamline Tutoring Center processes and services	Electronic forms, SARS integration.	
	Dean, School of Liberal Arts	2011	Revise and refine Reading and Writing Lab processes and services	Greater efficiency in the number of students served and a decrease in wait times for students.	We have changed the curriculum (decreasing the number of assignments in ENGL 350/5L and 370L). Additionally, we have changed the hours and staffing patterns in the lab to meet the needs of students while at the same time REDUCING the cost of the R/W Lab.
	Librarians; Dean, School of Liberal Arts	2011 -2012	Survey and assess the success of the library Information Commons in meeting student needs.	Student satisfaction will exceed that of the prior year.	Sent e-mail to Librarians for update (6/17/12)
	Librarians; Dean, School of Liberal Arts	Fall 2011 – 2013.	<ul style="list-style-type: none"> Increase number of hours the service is staffed by our librarians. Monitor the offline queue daily so our students receive an answer within one business day. 	<ul style="list-style-type: none"> 30% increase of student usage of reference. Increase student satisfaction as reported on surveys.	Sent e-mail to Librarians for update (6/17/12)

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Dean, School of Sciences; Math faculty 2012-2013	2012 - 2013	Write a strategic proposal to extend MAC hours at the main campus and two branch campuses	Receive funding to increase the MAC hours and increase flexibility for students to use this resource.	MAC hours were extended at the Vacaville center and evening hours were added in Fairfield.
	Director, Fiscal Services; Director, Admissions & Records; Chief Information Systems Officer	12/31/2011	Implementation of Installment Payment Plan for students	Students will be able to take advantage an installment payment plan to pay for fees when enrolling in classes.	Working with Fiscal and IT to determine funding source and review Banner baseline DFNP setup during summer/fall 2012. Anticipated go live of summer/fall 2013 priority registration. Signage would go out in early January 2013.
	Director, Fiscal Services; Director, Financial Aid; Chief Information Systems Officer	12/31/2011	Disbursing student secured scholarships electronically	Students will be able to receive all financial aid refunds electronically	FA currently working toward this goal; using Higher One process/Goal accomplished Spring 2012
	Dean of Counseling and Special Services	June 2012	Provide students with updated information, including confidentiality laws, rights, and Financial Aid regarding AB 540 at High School Counselor's Conference and at High School Outreach.	Increase in information during orientation online /in-person, outreach and the High School Counselors Conference.	FA continues to provide additional services to outreach locations including Counselor's conference and High School outreach. Complete and ongoing
2.5 Develop and implement an effective Enrollment Management Plan.	Director, Admissions & Records	November 2011	Establish plan for converting Student Accounts Receivable work to direction of Fiscal Services. Implement by end of year to allow for A&R to focus on Outreach and Recruitment the following year.	Streamline services to students and increase ability of A&R staff to participate less in cash handling and more in outreach, recruitment and assessment. Fiscal staff continues to develop and manage accounts receivable and billing efficiency, independent of A&R. A&R continues to provide training materials and information as needed and requested by fiscal.	Effectuated areas determined that higher priority was to stabilize efforts within specified departments. Preference to not further inflict more confusion and change amongst student population. Cashiering to remain in A&R for time being since it is working well there and is stable with respect to compliance and audit issues.
	Center Deans (Vacaville/TAFB, Vallejo); Executive Director, Institutional Advancement	June 2012	Collaborate with Executive Director, Institutional Advancement, to develop marketing plan outreach/marketing materials specific to for Centers in conjunction with new Marketing Director.	Marketing materials will be developed that will communicate benefits and opportunities of Centers in a consistent manner, including marketing of Center niche programs that will draw students. Market more extensively to the communities.	Vallejo Center: Updated Center Flyer, Website, and marketing letter. Developed marketing packets for tours, and community events. VVCT: New Center flyer for VV marketing letter. and Travis produced and printed in-house in Feb 2012, and is being disseminated at community outreach events links on website
	Division Deans	2011	Map the cycle of all program course offerings to ensure that programs can be completed in a timely manner.	Completed maps of course offerings.	Ongoing Sciences: course maps were developed for the vocational programs in Horticulture and Water/wastewater

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Executive Vice President, Academic & Student Affairs, Vice President of; VP, Finance & Administration	2011	Create an Enrollment Management Plan. Develop productivity model to drive adjunct funding.	Enrollment Management Plan completed. A committee that is able to serve as a meaningful resource to faculty, staff, students and administration relative to enrollment management questions.	Committee in place and effectively addressing enrollment management issues collaboratively. – began meetings to discuss components of adjunct funding model; also set direction, goals and targets to increase Vacaville Center FTES for 12/13 and on.

California Community College Goal C: PARTNERSHIPS FOR ECONOMIC AND WORKFORCE DEVELOPMENT

- I. Strengthen the Colleges’ capacities to respond to current and emerging labor market needs and to prepare students to compete in a global economy. [CCC/C]
 - E. Defining and Addressing Long-Range Economic and Workforce Trends. *Build on the California Community Colleges’ Economic Development Initiatives to define and develop emerging career clusters. Ensure that the Colleges have access to the tools and resources needed to track and respond to long-term economic and workforce trends.* [CCC/C5]

President’s Goals:

- 1. Accreditation
- 4. Community relations

Strategic Goal #3: Strengthen Community Connections

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
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Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
3.1 Respond to community needs_	Executive Vice President Academic & Student Affairs; Center Deans (Vacaville/TAFB, Vallejo); Executive Director, Institutional Advancement; Director, Workforce and Economic Dev.; Tech Prep Coordinator; Theatre Manager; School Deans; MESA Director; Student Development Center	June 2011	<ul style="list-style-type: none"> a. Continue high school outreach b. Continue to offer classes as appropriate at high schools c. Continue discussions and collaboration with Superintendent and high school principals on access strategies d. Through community collaborative and WIP grants outreach and collaborate with Solano County schools and SCOE e. Continue working with high schools to increase number of Tech Prep articulated courses f. Continue with participation in community-wide Ford Academies initiative for K-12 district g. Serve on Chamber Economic Development Committee h. Build alliance, hold conference with government officials, chambers, K-12 in Vallejo and Benicia communities i. Work with and serve business, industry, and agencies in Solano County. 	<p>Greater access and enrollment of VUSD students in SCC courses (Kea). Trained Associated Student of Solano Community College Ambassadors and MESA peer advisors will work with outreach staff to assist in K-12 outreach. School, business, and community partnerships aimed at responding to educational needs of students will be strengthened and student access will increase. Collaborations and partnerships with our community members, institutions, companies, industry groups, schools, etc. ensure a rich and diverse community and community college. As partnerships grow, our ability to attract students from our schools and community grows, as does our ability to attract additional grant dollars. Increased funding allows the college to grow in ways our community needs us to grow-to prepare our students and community for the good jobs available in our community. A trained workforce also attracts new business to our community.</p>	<p>Vallejo Center: Meetings with VUSD Superintendent and staff: offering classes at JB and VHS, and MIT, planning tutoring support, participating in Wall to Wall Academies Committee. VEBA Academic Goals established for VCUSD, south county higher education. Attended local city council meetings, chamber mixers, community organization meetings Rotary, etc.) Along with Boards and committees served on. The Theatre Arts Department/Solano College Theatre has created partnerships with several community performing arts groups to enable more performances to take place at both the Campus and Harbor theaters. In FY 2011-12 we will have increased the number of community (non-college) event dates by approximately 40%.</p> <p>We are currently revising and reorganizing the Theatre Arts curriculum to offer more transfer and tech prep options to our students. A proposal for this has been submitted to the Theatre faculty and the Dean. Work on new and revised curriculum has begun, but has not yet been submitted for approval.</p> <p>We are working closely with Solano Co. HS's to provide career awareness and programs in W/WW and Entrepreneurship. Mechatronics, Welding and Drafting have been added to our areas of CTE pathway, career awareness and curriculum development focus. Current CC grants are funded through 2013, with an opportunity for an additional \$411,000 due this summer. Working with local business and industry to train workers, and build advisory committees to inform college programs.</p>

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Center Dean, Vacaville Center	2011-13	Explore feasibility of offering upper division courses in selected major(s) from CSU Sacramento at Vacaville Center, including data collection and analysis, and organizing transfer student focus group meetings to determine desirability of taking CSUS courses at Center.	By 2012-13, CSUS courses will be offered at Vacaville Center.	In progress discussions with Lakshmi Malroutu, Asst VP, Acad Affairs, CSUS.
	Dean, School of Liberal Arts; Executive Director, Institutional Advancement; ESL Faculty	2011 -2013	Offer courses targeting ESL health care workers. Work with the SCC Nursing Department to make these courses required or recommended for foreign-born nursing students. Contact area health care professionals making them aware of SCC's ESL courses for Health Care Professionals. Work with the College to market these courses at the Vallejo and Vacaville Centers.	By 2013, offer and fill one to two sections of the ESL Health Care Professional courses per semester.	Not offered at this time due to reduction in FTES Sent email on 6/17/12
	Dean, Liberal Arts; Executive Director, Institutional Advancement; Foreign Language Faculty, Dean, Vallejo Center	2011 -2013	Greater outreach to the community in foreign languages. Build firm foundations for program offerings in foreign language for the professions, e.g., Spanish for Medical Workers, Cross-Age Teaching in French and German, and summer work-study in German.	Research opportunities to secure external support (grants or in-kind collaboration) for applied programs in foreign languages.	No Progress
	Director, Admissions & Records, Research and Planning, Centers, IT	2012-2013	Establish usage report reflecting staffing volumes versus student need/usage volumes. Reconfigure staffing accordingly based on findings.	If it is determined that many students who live close to Centers are travelling to main campus for assistance, we will identify them and let them know they can receive same service online or at Centers which is more convenient for them. We can also reconfigure staffing accordingly to handle changes to volume of students being served at particular locations.	Reports completed. Review of data for use in staffing planning to commence summer/fall 2012.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)																		
	Director, SBDC	June 2011, 2012, 2013	Negotiate annual contracts with cities and county to deliver training and counseling to small businesses in Solano County.	Signed contracts are secured each fiscal year from the cities and county with amounts sufficient to meet the cash match requirements of our Federal Small Business Administration (SBA) funding. Goal is to secure 100% match for SBA funding, 50% of which must be cash match.	<p>Signed contract for \$12K with City of Vallejo for FY 11-12 Signed contract for \$6K with City of Benicia for FY 11-12 Signed contract for \$5K with County of Solano for FY 11-12</p> <p>Note: Due to State eliminating the Redevelopment Agencies as of February 1, 2012, the cities of Fairfield, Suisun City, Vacaville and Dixon cancelled their long-time contract is with the SBDC. The SBDC Director is on the agenda to meet with all the City Managers on June 27, 2012 to request some level of funding be reinstated.</p>																		
	Director, SBDC	Jan and July of 2011, 2012, 2013	Conduct client and stakeholder surveys twice a year to capture economic impact data and determine the needs of small businesses in Solano County.	40% of the SBDC clients report some sort of economic impact in the form of businesses started, jobs created, jobs retained, increased sales, loans, and equity investments. A minimum of 30 stakeholder surveys are returned with information on small business needs in our community.	For CY 2011, 148 (43%) of the 344 clients receiving SBDC counseling reported achieving a milestone. The SBDC completed an annual stakeholder survey in the fall of 2011 with 24 responses received.																		
	Director, SBDC	Jan 2011, 2012, 2013	Submit an annual proposal for federal Small Business Administration (SBA) funding to the SBDC Lead Center at Humboldt State University. Deliver training and counseling to Solano County small businesses per the negotiated contract.	The Solano College SBDC will meet all the negotiated milestones for training and counseling in the annual contract with the SBDC Lead Center.	<p>The Center secured a \$103,000 contract for CY 2011. Below are results for CY 2011:</p> <table border="1"> <thead> <tr> <th></th> <th>Goal</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Percent to Goal</td> <td></td> <td></td> </tr> <tr> <td>Training</td> <td>60</td> <td>93</td> </tr> <tr> <td></td> <td>155%</td> <td></td> </tr> <tr> <td>Counseling</td> <td>2,394 hrs.</td> <td>1,843 hrs.</td> </tr> <tr> <td></td> <td></td> <td>78%</td> </tr> </tbody> </table>		Goal	Actual	Percent to Goal			Training	60	93		155%		Counseling	2,394 hrs.	1,843 hrs.			78%
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	Executive Vice President Academic & Student Affairs; Center Deans, Vacaville/TAFB Center, Vallejo Center	June 2012 June 2013	Vacaville Center: Continue discussions with local high schools for the development of a Middle College Program. Vallejo Center: Continue planning with CMA, the Vallejo Business and Education Alliance, and interested parties in establishing a Middle College	Follow-up on initial discussion by Vacaville Schools/City Select Committee about the feasibility of developing an Early College or Middle College and agreement on next steps. Vallejo Center: Further articulate and develop plans for Middle College	Vallejo Center: Reconfirmed in VEBA Committee and Subcommittee CMA plans to establish separate campus with Middle College as joint venture with SCC. Have laid plans for MOU in the Summer or early Fall, 2012
	School Deans; Director, Workforce and Economic Dev.	June 2013 On-going	Engage potential new student populations (i.e. older adults, Winters, Dixon), including students who matriculate to the college after taking contract education courses.	Continue to offer a broad variety of courses in the community through business, agency and industry groups. Students in contract education classes frequently enroll in regular college courses after the excellent experiences they have via contract ed. Expand student pools from county high schools through exposure to courses offered via the Community Collaborative and WIP.	BACWWE students and Meyer and ChildStart students regularly enroll in traditional Solano Community College classes.
	CTE deans; Director, Workforce and Economic Dev.	2011-2013	Have regular meetings of CTE program advisory committees.	This will help ensure compliance by Solano College with Perkins IV requirements. Water/Wastewater faculty meet quarterly to discuss the industry, trends, new courses and industry certifications, outreach, etc.	WWW full Advisory committee meets at least once a quarter; sub-committees meet more frequently. IMMM _Industrial maintenance and Mechanics advisory committees have met multiple times this year.
	Director, Workforce and Economic Dev.	2011-2013	Work with companies, agencies, industry groups, unions, government, community-based organizations, the state Chancellor's Office and other colleges to provide employers and workers with occupational and career skills.	Provide local business, industry, and agencies with the education and training needed to develop needed skill sets for local jobs/employers. Provide incumbent and new workers with skills to get/keep and promote into jobs. Expand the local tax base with middle and high wage jobs for county residents. Generate college revenue to build college capacity.	Classes, workshops and programs are regularly developed and implemented. Since
	Director, Workforce and Economic Dev.	2011	Work with academic deans/divisions to develop training and education programs to meet employer/employee needs resulting from new jobs, processes, equipment, products, etc.	Assure that local employers have access to trained local employees/workers. Generate college revenue to build college capacity.	WWW and IMMM programs are vetted by instructional deans and faculty. Some current programs include Spanish Immersion for Travis Airmen, ESL for factory workers, and Welding for Engineers working on the Bay Bridge

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Director, Workforce and Economic Dev.	2011	Contextualize Contract Education instruction so that workers learn new skills in the way they will be used in the workplace.	Contextualizing instruction is an excellent method to assure that learners learn quickly and can apply what they have learned in the workplace. This method assures that employers have the trained workers they need and that employees/workers have the skills/education they need to do their jobs.	WWW classes are taught at industry facilities. Other classes including writing, ESL and software classes are taught using documents and text used at the contracting company. Technical training is hands –on as well as theoretical.
	Director, Workforce and Economic Dev.	2011	With excess revenue from contracts and grants, buy equipment, materials and pay faculty to develop new curriculum.	New curriculum, materials, software and equipment to better serve employers, workers, and students.	Faculty has been hired to develop both credit and not-for-credit curriculum. Materials, software and equipment has been purchased to better serve employers, workers, and students.
	Director, Workforce and Economic Dev.	2011	Maintain awareness of local and regional employment trends, as well as new companies locating to Solano County.	Awareness of new local companies is critical for contract education success. Labor market data informs us about what kinds of programs we should be looking to develop. New client and revenue generation depends on current and frequently updated data.	Meet/talk regularly with BACCC, Chancellor's office, city economic development departments and EDC.
	Dean, School of Human Performance and Development	2011-2013	Increase and diversify Community Education course offerings to match community needs.	The number of courses and variety of offerings will increase by June, 2013.	More PE activity courses address diverse interests and are being offered fall 2012.
	Chief of Police	June 2013	Outreach to Solano County to address the community needs and improve District ties. Divert youthful, juvenile criminal offenders into programs to avoid the stigma of the criminal justice system, thus preparing the juvenile to succeed in life and education. Sit in support and as an advisor and contributor in creating a County-wide Youth Offender Program operated by the Solano County District Attorney's Office.	Enhance prospective Solano College Student's ability to succeed. Possible increased enrollment and revenue to the District.	In Progress: After various meetings and planning the day long Youth Summit took place on May 11, 2011, hosted by the District Attorney and all the County's Police Chiefs and Sheriff. Various dignitaries; including Dr. Laguerre were invited to a hosted lunch/keynote address by Dr. Michael Pritchard. Chief Dawson is Committee Chair for Unincorporated Anti-Truancy Group. The group approved a resources manual in November 2011. A Truancy Court has been established. As of Spring 2012 this project is complete.
	Executive Director, Institutional	June 2011	Establish an Alumni and Friends web site that reconnects alumni to Solano College	Alumni Association will crystallize Alumni and Friends will give to campaigns	

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Advancement				
	Executive Director, Institutional Advancement	Fall 2011	Support and increase community engagement with Solano College and our sites through facility usage and special events	More groups connected to the College Strategic Plan will be institutionally connected and attend activities on campus and increase in underserved students will take place	
	Executive Director, Institutional Advancement	July 2011	Establish new community connection for the SCC Foundation Board of Directors	Transform foundation from custodial function to fund-raising body increasing charitable giving	
	Executive Director, Institutional Advancement	June 2011	Solicit grants that improves the connection between the College and the community while also addressing college fiscal priorities	Minimum of a million raised annually in grants and gifts for Solano College	
	Executive Director, Institutional Advancement	On-going	Recognize and promote the district-wide engagement of SCC staff and the community	New collaborations and connections will be established annually that believe in the mission and strategic plan of SCC	
	Dean, School of Sciences	2011-2013	Create website for Math and Science	Websites will be created for Math and the Sciences, providing a location where students and the community can learn about courses, degrees, careers, faculty, and upcoming events.	A new website is being developed for the entire college so this goal is postponed.
	Dean of Counseling and Special Services	June 2011	Increase outreach to county high schools to include continuation schools.	Increase outreach to all continuation high schools in the county by June 2011, as measured by outreach established.	Increased outreach to nontraditional institutions (Outreach made to Juvenile Hall, Vallejo Adult) ,Invited all continuation schools to High School Counselors conference .

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
3.2 Expand ties to the community.	Director, Children's Program	August 2010– June 2013	<p>An MOU with Solano County Office of Education will create a full inclusion classroom in the lab school. Preschool age children with diagnosed disabilities will be enrolled in a natural environment with typically developing peers.</p> <p>An MOU with FSUSD will facilitate the placement of identified children on an IEP beginning August 2012. Two special education teachers will work at the lab school to support the identified children; serve as teaching team members; and provide modeling and coaching to the practicum students who will be student teaching in a second full-inclusion classroom.</p>	<p>Beginning August 2010, Solano County Office of Education and Fairfield Suisun Unified School District will place special education teachers at the campus lab school to team teach with the preschool staff. Up to ten students from Special Day Programs will be enrolled at the Children's Program each fall and spring semesters to receive their education services. Each child will successfully achieve at least 75% of the goals written in their IEPs as a result of their enrollment in a nature preschool environment.</p> <p>Practicum students will gain skills to read IEPs; integrate IEP goals into the curriculum; and how to support children with learning disabilities.</p>	<p>Each of the enrolled children achieved between 75% - 90% of their IEP goals when transitioning from the Children's Program to kindergarten.</p> <p>SCOE continues to place identified children into the full-inclusion preschool classroom each semester and a special education teacher works with the Children's Program staff as a member of the teaching team.</p>

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
Office of Research & Planning	Executive Vice President Academic & Student Affairs; Center Deans (Vacaville/ TAFB, Vallejo Centers); Director, Workforce and Economic Dev.; Director, SBDC; School Deans; ALG; MESA Director; Student Development Center; Interim Supervisor, Bookstore	June 2012	<p>Expand network and develop partnerships with governmental entities, community service organizations, and business/industry, including the following:</p> <ul style="list-style-type: none"> a. Attend and host Mixers, collaborate with Filipino-American, Hispanic, Black, and Vallejo Chambers of Commerce b. Host Leadership Vallejo c. Host Youth Together d. Host SBDC Small Business Workshop e. Provide Tours for Community f. Develop coalition with local government, chambers and industry, K-12 education, and non-profits to advance K-16 education and local industry g. Attend City Council and Service Organization (i.e. Rotary) meetings h. Develop contract education programs both credit and not-for-credit in off campus and outlying/remote areas. i. Develop relationships, career pathways and articulations via community collaborative grants. j. Provide materials for community organizations, grant programs and local institutions K-12 and K-16 Higher Education. 	<p>The Centers will become established as part of the larger community and additional revenue streams, student internships/work experience, career pathways, and workforce development collaborative will be developed. An estimated 100 people will attend the annual Fall Lenders Fair conducted at the Vallejo Center co-sponsored by the SBDC and City of Vallejo. Contract education students frequently become traditional community college students. Students in high school articulation programs matriculate to our college. Vacaville Center will expand ties in Vacaville, Winters, and Dixon by continuing to build partnerships with city, school, and business officials. Solano College Bookstore will promote and provide for the community during the calendar year giving the community access to the public services for neighboring communities.</p>	<p>Strategic partnership development is on-going. BACWWE sponsorship base continues to grow. EWD is working more closely with city of Fairfield Economic Development and EWC. Have been selected to be on ED team that hosts roundtable discussions with all county cities to achieve business retention, expansion and new business/ industry attraction. Via the CC's and WIP, partnerships with SCOE and local HS and MS continue to grow and flourish. A manufacturing summit with area companies, colleges, hs's, ms's, SCC faculty and staff and BACCC took place at Anheuser Busch on December 2011.. Work with local companies to develop IMMM program continues. Continuing. Vacaville Center hosted two Chamber Major Employers Meetings and Chamber Mixer in 2011-12. Regular attendance at Select Committee on City & School Relations, Business Issues Committee, English Learners Community Connection (VVUSD) meetings. SCC recognized at Vacaville School Board Meeting for Hispanic community outreach effort. Dean serves on Strategic Plan Committee for Vacaville Unified and City's Post-High School Youth Master Plan Committee. Vallejo Center : Worked with Vallejo Community Access Television to reestablish organization including renewed Contract with the City of Vallejo. , began preliminary plans for extended coverage of SCC; established cooperative with Mayor's Interagency Committee, provided monthly report to Economic Development Committee of SCC and VEBA activities and plans, hosted Annual Business and Economic Symposium/Mayors' Forum with Fil/Am Chamber, hosted SBDC workshop 11/11, hosted, Leadership Vallejo meeting with Superintendent to</p>

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	School Deans; Director, MESA; Director, Workforce and Economic Dev.	2011 -2013	Enhance the visibility of student accomplishments, for example performances and displays. Raise community awareness of the Solano Community College educational programs.	MESA students will present independent student research and community service projects to local and national science, technology and engineering organizations and their conferences; utilize campus bulletin boards to post student accomplishments and research poster projects; send out local and national press releases; publish a semester MESA newsletter. Contract education, workforce development and HS students in articulated programs matriculate to the college. Send weekly campus releases on Athletics and on our student-athlete accomplishments.	A website and other marketing collaterals will enhance the visibility of W/WW and BACWWE program, as well as middle school to high school to college career pathways. News about students success, hires and promotions are regularly circulated.
	Director, SBDC	June 2013	Negotiate Cooperative Agreements with all the chambers of commerce in Solano County.	Signed Cooperative agreements with all the chambers of commerce in Solano County are secured detailing how the SBDC and chambers will work together to promote economic development in the community.	The Center no longer negotiates cooperative agreements with the chambers since it now officially falls under the college's membership to the chambers. A total of 12 workshops were held at chamber facilities in 2011.
	Director, SBDC	June 2013	Explore sources of cash match for the SBDC program that can be used to match the federal Small Business Administration (SBA) funds that the Center receives.	An additional \$120,000 in cash match is secured to match federal Small Business Administration (SBA) funds to expand training and counseling services to small businesses in Solano County.	The SBDC secured \$111,690 in cash match in CY 2011 to leverage \$100,000 in federal SBA funding.
	Director, SBDC	June 2013	Convene a SBDC Advisory Board comprised of small business representatives, lenders, economic development representatives, chambers of commerce and other business communities.	The SBDC Advisory Board meets a twice a year to provide guidance on SBDC programs. An estimated 50% of the SBDC Advisory Board members are small business owners.	The SBDC Lead Center now longer requires the individual SBDCs to maintain Advisory Boards. Instead, there is a new regional Advisory Board administered by the SBDC Lead Center.
	MESA Director; Director, Workforce and Economic Dev.	June 2012 On-going	Expand network and develop partnerships with community organizations, schools, governmental entities and business/industry, with emphasis on the development of revenue streams, student internships/work experience, career pathways, and workforce development collaborative.	The MESA program will create and build on an industry council to solicit program direction, internships, mentors, and scholarships for current SCC students. Contract education, workforce development and HS students in articulated programs matriculate to the college. New curriculum, materials, software and equipment to better serve employers and workers. Prepare workers for jobs/careers; provide companies and agencies with trained workers, provide students/workers with skills for high and middle wage jobs/careers. Revenue generation for the college.	Contract education, workforce development and HS students in articulated programs matriculate to the college. Contract ed programs and services prepare students and workers for middle and high wage/skill jobs/careers and promotions; provide companies and agencies with trained workers.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Director, Workforce and Economic Dev.; Student Development Center; Interim Supervisor, Bookstore	2011-2013	Develop and maintain relationships with community groups and resources. These include community based organizations, business and professional organizations, and cities. Negotiate and implement Online Textbook Rental Program Summer 2011	Contract education, workforce development and HS students in articulated programs matriculate to the college. Prepare workers for jobs/careers; provide companies and agencies with trained workers, provide students/workers with skills for high and middle wage jobs/careers. Revenue generation for the college. Students will gain access to a cost reduction in textbooks and more options to providing course materials.	Regularly talk and meet with industry groups, companies, city resources and community resources. SCC is currently participating in state-wide effort to collect data on student outcomes, including completers/for non-completers, Exit with job/matriculation/ other. Job in college discipline. Wage at placement. Time on job., etc. Many BACWWE students enroll at SCC; many SCC students take BACWWE courses. Grant revenue" almost \$1,000,000; contract ed, \$300,000-\$400,000 per annum. EWD Director has been selected to be on ED team that hosts roundtable discussions with all county cities to achieve business retention, expansion and new business/ industry attraction
	Director, Workforce and Economic Dev.	2011-2013	Respond to requests to participate in community organizations, ad-hoc committees, initiatives, etc.	Meet with and participate in community events/ projects/think the placement is a mistake.	When requested to meet with/call employers and/or community groups, it is an office priority.
	Center Dean, Vallejo Center	2011-2012	Establish membership with City Sister Coalition; development partnership in providing ESL training with students from Akashi Japan	SCC will become an active member of City Sister Coalition and provide summer ESL training for students from Akashi Japan	ESL Committee to provide ESL training to all 6 cities from abroad Worked with Sister City Int, VCUSD, and VCAT to establish Education Subcommittee with goal of advancing International Student Program, and ESL training. Working on extended grant proposal project to provide funding, equipment.
	Director, Fiscal Services	12/31/2011	Become active in community outreach	Promotion of SCCD	
	Human Resources Manager	Dec 2012	Develop on-line employee recruitment process to reach the communities we serve.		NEOgov applicant tracking system will go to the Board for approval on June 20, 2012. Implementation process will begin July 2 nd and will be completed by mid August, 2012.

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
	Human Resources Manager	Dec 2012	Through the newly established Equity and Inclusion Advisory Council, build community relationships to enhance and support our goals to promote equity and inclusion for the College.		Committee has met three times and is developing a campus climate survey, revising the Diversity Plan and editing the EEO Plan
	Director, Human Resources	Dec 2012	Conduct a Business Process Analysis in the Office of Human Resources to improve response time and effectiveness.	The Office of Human Resources will be more functional and streamlined.	With the implantation of the applicant tracking system, HR will conduct a business process analysis on the recruitment function first in order to set up the new system. The next area that will be viewed will be operations within the HR office.

California Community College Goal E: RESOURCE DEVELOPMENT

- I. Provide enhanced resources and allocation methods to ensure high-quality education for all. [CCC/E]
- D. Resource Optimization. *Ensure that existing resources are used efficiently in meeting State priorities.* [CCC/E4]

President’s Goals:

- 1. Accreditation
- 2. Fiscal and financial stability with accuracy
- 3. Compliance with regulations and reporting
- 5. Long-term planning vision

Strategic Goal #4: Optimize Resources

Objective	Responsibility	Timeline	Activity(ies)	Expected Outcome(s)	Actual Result(s)
4.1 Develop and manage resources to support institutional effectiveness.	Dean, Vallejo Center	2011-2013	Engage Vallejo Center Expansion Advisory Committee to plan for Stage II.	Preliminary plans made for Phase II of Vallejo Center.	Completed meetings with Expansion Advisory Committee and Subcommittees and planning for Phase II. Provided Phase II report for input into EMP Completed planning of Phase II and drafted Executive Report of for Proposed Recommendations to for SCC. Second parking lot for installation underway with completion date of 8/2012.
	Dean, Vacaville Center	2011-13	Convene Vacaville Center Expansion Committee	Faculty/staff/community input provided to Ed Master Plan and Facilities Master Plan	Expansion Committee and Center Faculty subcommittee met several times in Spring 2012, and provided input to Ed Master Plan and Facilities Master Plan consultants. Work ongoing.
	Center Deans (Vacaville/TAFB, Vallejo)	2012-13	Further develop Center budgets as separate cost center.	Completed Center budgets with all revenue streams and expenses included.	Met with Finance officials and proposed Center budget in 2011-12. Further discussion and planning needed. Vallejo Center: Completed VJO Budget.
	Center Dean (Vacaville/TAFB)	2011-12	Expand personnel resources for Center.	Adequate science lab and learning lab staffing as well student worker hours at the front counter will be made available to Vacaville Center.	Science lab staffing increased Fall 11: Science lab tech (.5 FTE); assisted by 2 student workers. Two college work study students hired and trained to provide front counter service.

	Center Dean (Vacaville/TAFB)	June 2012	Assess and provide Center staff with staff development training.	Staff will continue Banner training in additional areas of enrollment and financial aid services.	Financial Aid, Admissions and Records, CalWORKs, EOPS/CARE, Veterans Affairs, and other student support services provide ongoing training to VV Center staff Services Generalists reassigned to OAR & FAO on main campus during summer 2012 and are undergoing additional training.
	Dean, Vallejo Center	June 2012	Develop 2020 Vision for Vallejo Center	Phase II Facilities, Curriculum, Personnel, and Budget developed	Completed 2020 Vision projecting growth and commensurate future needs/resources
	Dean, Vallejo Center	2012-2013	Expand Library	Library area extended, security established, dedicate annual budget allocation to Library, extend service hrs	Met with Library Committee and Vallejo Librarians-made plans to dedicate \$3000 to Vallejo Library annually, and to extend library and establish security during Summer 2012. Provided \$4000+ to Texts Reserves.
	Dean, School of Liberal Arts; ESL Faculty ; Executive Director, Institutional Advancement; Director, Workforce and Economic Dev.; Interim Bookstore Supervisor	2011 -2013	Increase the programs that serve and attract international students by identifying potential partners and form campus work group for developing International Student Program (ISP) strategic proposal. Work with international entities to develop workforce development training programs for international students. Work with the Nigerian government has started. The Solano College Bookstore will continue to partner and connect with the military, community, state, federal and local government programs to become a stronger and more efficient resource for outside organizations to provide resources for higher education training in all areas of training.	Generate more revenue from student fees that international students pay. Enhance the learning environment for all SCC students by diversifying the campus community with the addition of more international students. Provide international students and other countries with a skilled labor force. Create awareness of Solano Community College capacity to serve international students and their host countries. The bond of community partnership will strengthen throughout the community.	Nigerian project is on hold. Students not able to acquire visa's.. Currently 600 applications are being vetted by the state department. Proposals have moved through the Nigerian system, and been approved, to serve an initials 100 students. As of June 2012, no update. Money is in U.S. banks to proceed with project.

	Superintendent/President; Executive Vice President, Academic & Student Affairs; Deans; Executive Director, Institutional Advancement, Vice President of ; VP, Finance & Administration Coordinator of Recruitment	May 2011/June 2012	Develop program to recruit international students; development of a business plan to show if profitable and how it can impact culture and student outcomes.	Program to recruit international students developed and approved through process.	Funding set aside for selected initiatives Vacaville Center Dean assisted on development of proposals to train Asian and Pacific Islanders in modern fire technology. practices. Follow up on . Recruiter hired. Recruiter is working with others to develop partnerships and standards for recruitment. Brochure has been developed. Orientation for students took place. Student Recruitment & Marketing Coordinator organized the infrastructure of an international education program. She has presented program information to the Governing Board, developed housing opportunity partnerships, chair of international education committee, created an int'l recruitment brochure, submitted int'l program information for new website, participated in a virtual education fair to develop partnerships in Brazil, conducted int'l student focus group meeting, hosted int'l student party, applied for and granted CCIE funds to assist with brochure development, and met with various local colleges int'l program colleagues to obtain feedback and best practices in the field. Vallejo Center: Worked with International Student Program Committee: wrote and obtained grant and developed marketing brochure.
	Superintendent/President; Director of Facilities, Vice President of; VP, Finance & Administration	May 2011 and ongoing	Develop and implement plan for maintenance of grounds on all campuses. Develop standards of care.	Plan developed and implementation begun.	OPEN – see comment below. Prepared drafts, awaiting new Facilities Director to review, update as appropriate, then implement. Ongoing. Grounds care upgraded. Standard of care not yet developed. Ongoing.
	Superintendent/President; Director of Human Resources	May 2012	Develop District Organization Succession Plan for key departments and positions.	Plan developed.	No formal plan was developed, due to staff changes. Need to update for 2012-2013. Succession achieved in Finance and Administration, Human resources and IT.

	Director, Research and Planning	July 2012 June 2013	Develop a Data Mart to provide better access to needed data by users.	Funding of strategic proposal for Research Analyst and software to develop Data Mart.	Strategic Proposal requesting additional funds for database programmer and/or software has been submitted. ARGOS software evaluated. First steps to implement have been taken. Downloaded CCCO data and put in single database. Links between tables have been defined and a selection of lookup tables added. CCCO Database has been expanded to include 10 years and summer data increasing range of research. A number of interactive workbooks have been developed using this data. Data sheets presented at recent Flex Cal and instructions emailed to \$ALL
	Director, Fiscal Services; VP, Finance & Administration	12/31/2011	Finalize purchasing manual (this is a grant audit issue)	District personnel will have a reference for how to purchase goods and services for the district.	In progress.
	Director, Fiscal Services	12/31/2011	Training and functional guides for budget managers	Budget managers will be able to better manage their budgets by seeing in Banner the purpose of expenses and sources of revenues.	2011/2012 classroom training delivered to functional managers, budget managers have requested update training which will be provided in 2012/2013
	Director, Fiscal Services	06/30/2012	Regular, timely monthly close, complete with balance sheet reconciliations and timely posting of expenses	Budget managers will be able to better manage their budgets because the numbers will be available for their review	Close schedule developed in Q4 2012 and is currently in use. Balance Sheet reconciliations being performed monthly.
	Director, Fiscal Services; VP, Finance & Administration	12/31/2012	Examine potential for utilization of Cal Card to improve efficiencies and save money (via rebates)	Realize savings from care rebate programs. Improve efficiencies.	In progress
	Director, Fiscal Services	12/31/2012	Image fiscal documents which will begin with review and revision of district records retention policy	Reduced cost from the purchase of storage supplies & folders. Improved efficiency data will be quickly available.	Being re-assessed for cost-benefit, journal entries currently stored electronically.
	Director, Fiscal Services	06/30/2013	Develop written business processes for areas of fiscal responsibility	District staff will better understand what we do and why and identify the stakeholders involved in a process	In progress
	Director, Fiscal Services; Director, Facilities	06/30/2013	Improve fixed asset management	Cost savings by reducing consultant expense	Scheduled for post 2012 audit.

4.2 Maximize organizational efficiency and effectiveness.	Director, Admissions & Records	June 2011	Establish comprehensive seasonal employee training plan. Train seasonal employees more quickly, accurately and efficiently to provide optimal service at a low cost to the District.	More knowledgeable staff who are adequately trained in a more efficient time frame thereby saving the institution money previously needed for seasonal staff.	Based on review of staffing needs, pursuing discontinuance of use of seasonal staff in exchange for permanent staff. Better use of employee resources since no longer need to continually retrain and be subject to seasonal staff limits for days and hours. Due to budget constraints, have had to continue reliance on seasonal staff. Training manual completed. (June, 2012)
	Director, Workforce and Economic Dev.	2011-2013	Work with CTE to expand faculty pools, curriculum, materials and equipment.	Provides college with important resources for our college and community.	Faculty have been hired through contract ed and BACCC. Most recently for the hybrid automotive grant. BACCC partner SFCC also gave SCC curriculum to teach the course. . Many materials were purchased for W/W/W. Currently working with Kingsborough CC, a CUNY college, to bring entrepreneurship programs to SCC.A two- day training for faculty was held in Spring 2012. A \$10,000 grant was awarded to integrate entrepreneurship into CTE using the VE platform.
	Chief Information Systems Officer	June 2011	Implementation of Banner 8 and improvement in use of Banner to reduce staff workloads.	Banner 8 will be implemented and functions automated to reduce staff workloads.	Banner 8 was implemented in Nov. 2010. Work continues to occur on areas identified as needing improvement to reduce staff workloads.
	Superintendent/President	2011-12	Develop policy about class cancellation	Improve customer service to our students by canceling classes one or two weeks before the start of the semester.	This issue was dealt with at some meetings, but policy or guidelines to be developed with the deans in July 2012.
	Deans, School of Sciences, Vallejo, Vacaville	2011-2012	Ensure adequate and stable staffing of the science labs on the main campus as well as at both centers.	There will be a permanent lab technician at each center to oversee the science labs. This will increase the level of safety as well allowing an increase in the variety of courses that can be taught at the centers.	Vallejo Center: Hired permanent Science lab tech. Lab technicians now at both centers
	Director, Admissions & Records	2010-2013	Update all relevant Board Policies and Administrative Procedures	Provide accurate, up to date resource information to internal and external clientele. Ensure audit compliance and minimize confusion regarding handling of various processes.	First drafts of 7 policies and procedures complete. To begin being reviewed by various campus committees fall 2012.
	Information Competency Coordinator, Director Admissions and Records, Director of Technology/	Continuing 2012-2013	Work with Director of Admissions and Records to implement a more streamlined method for dealing with first census/add/drops for LR10 and English 001.	Decrease in number of students dropped for not attending LR10 by first census Decrease in number of students	This project has not yet moved to the top of the priority list for local customizations. The need has been reported to SunGard in hopes they can do an enhancement that meets the needs. Other schools have been encouraged to support our request to

	Interim CISO		Work with Director of Technology/Interim CISO to streamline concurrent add/drops in Banner for LR10 and English 001 on the instructor side.	needing to be re-instated or late adds Replacement of manual adds/drops by English 001/LR10 instructors (e.g. student is dropped from one class, system automatically drops student from the other class)	build critical mass needed to make SunGard's priority list. Project will remain on our local project list until staff are able to do a local mod or SunGard provide the capability as a baseline feature.
	Superintendent/President	June 2011	Organize the College to maximize the use of personnel.	Re-organization completed.	<ul style="list-style-type: none"> - Package is completed - Deans are assigned Classified are assigned
	Superintendent/President	June 2011 October 2011 January 2012 April 2012	Make four presentations on issues of national importance to the Board.	Presentations completed.	Presentation on Pell Grants Presentation on Middle College Presentation on Middle College Presentation on financial aid
	Superintendent/President	September 2011 November 2011 February 2012 May 2012	Facilitate four Board work sessions on issues of importance to the college community, involving all stakeholders.	Work sessions completed.	Pell grants discussion Middle College discussions Budget issues took over our time and no more discussions took place.
	Superintendent/President	July 2011 March 2012	Complete two surveys of the Board regarding development activities.	Surveys completed.	Survey conducted and input gathered and used.
	Superintendent/President	April 2012	Provide opportunities for the Board to participate in advocacy.	Fifty percent of Board members participated in advocacy at the local, state, or national levels.	T. Chapman and SCEI; Young and Chapman at WRCBAA Letters of support for issues Resolution for Parcel tax
	Superintendent/President	November 2011	Facilitate joint meetings between the Board and Foundation Board.	Meetings held.	Meeting to be held on February 1
	Superintendent/President; Executive Director, Institutional Advancement	April 2012	Facilitate the Board participating in resource identification for the foundation.	Resource identification completed.	BOT directed us toward sustainability to save funds and approved application for solar energy.
	Superintendent/President	June 2011	Facilitate the reformation of the Board agenda to allow time for in-depth discussions.	Agenda reformed.	Accomplished
	Superintendent/President	June-October 2011	Reduce length of presentations at Board meetings.	Presentation times reduced.	Accomplished
	Superintendent/President	August 2011	Facilitate Board discussions of long-term ideas prior to votes.	Discussions completed.	Accomplished
	Superintendent/President	2011-12	Facilitate the Board supporting efforts to improve the College's fiscal picture.	Board supported College efforts to improve fiscal picture.	Accomplished with budget approval and other actions.
	Director, Research and	June 2012	Provide training to faculty and managers		Two trainings completed. FlexCal presentation

	Planning		regarding how to access and interpret needed data.		delivered. Written instructions emailed.
	Director, Research and Planning	June 2012	Revise the Integrated Planning Process (IPP) so that it is more effective and user friendly.	Results of evaluation conducted by the Process Evaluation and Review Team (PERT) demonstrate that the revised IPP is more effective and user friendly than the current version. Currently looking at simplifying the planning process using a central relational database structure.	Database has been programmed and will be trialed with 2 users in Spring semester. Trial completed and now available to all users. Written instructions emailed and classroom sessions scheduled for summer. Strategic proposal process overhauled and 39 proposals have started moving through the evaluation process. Draft non-faculty hiring process being discussed with staff, CSEA and HR representatives
	Director, Research and Planning	June 2012	Develop college-wide institutional research agenda.	research agenda completed	Institutional research agenda is developed and disseminated to the internal college community.
	Director, Human Resources	June 2013	Evaluate the Human Resources Board agenda process to improve efficiency and effectiveness of reported information.	The Board agenda process will be more transparent, will provide detailed information, and will ensure Board action is assigned to appropriate staff and implemented.	In progress
4.3 Maintain up-to-date technology to support the curriculum and business functions.	Director, Admissions & Records	June 2011	Implement Banner 8.	Complete A&R Banner goals established to bring database to a point of being reasonably well functioning for all major business needs.	Completed.
	Manager, Technology Services & Support	2011-2013	Replace all faculty and staff desktop computers that are over five years old. 345 – Desktops out or will go out mid-year 367 – More out next year. (All Vjo Center will be past) Note: 184 laptops out or will be by mid-year, 156 more by mid-2012	All faculty and staff desktop computers will be newer than 5 years old.	We attempt to update older systems as we get newer ones into the district. Most of this is accomplished by VTEA from the 500 bldg or Measure G. Since Measure G is coming to an end and there are so many computers going past the 5 year mark we simply cannot do all upgrades to some sort of budget is established to do so.
	Chief Information Systems Officer, Vice President of; VP, Finance & Administration	2011-2012	Reestablish the Strategic Technology Advisory Committee (STAC) and work with it to update the district's technology plan.	The STAC will exist and the district's technology plan will be updated.	OPEN – developed drafts and intend to finalize in fall of 2012. The STAC has been reestablished as of October 2011 with it's first meeting to be held November 2011 at which time it will begin updating the Technology Plan.
	Chief Information Systems Officer	2012-2013	Develop a plan of needed ongoing maintenance and upgrading of technology.	We will have a plan for ongoing maintenance and upgrading of technology.	VP Ligioso has worked to include money in a proposed Nov. 2012 bond measure that would fund IT needs for several years.
	Chief Information Systems Officer	2012-2013	Prepare an RFP and perform the RFP process to complete the installation of the remaining ERP software that has been	RFP will be created, executed and approved so work can begin on the installation of the listed software.	Funding for the RFP does not exist. Projects will be made part of the proposed Nov. 2012 bond measure.

			purchased but not yet installed. Specifically this refers to DegreeWorks, Banner Document Management System, Workflow, and R25 Room Scheduler.		
	Director, Admissions & Records	2012	Implement Banner 8.6	Compliance with state and federal legal requirements, improved efficiencies for staff, up to date and properly functioning database.	Complete
	Chief Information Systems Officer; Executive Director of Institutional Advancement	2011-2012	Implement redesigned Website.	College will have an updated website with added functionality	Other priorities have delay implementation of the new website. It is now priority one and the plan is to move forward with a prototype site that will be vetted with the campus community spring 2012 for rollout Summer/Fall 2012. – Completed
	Chief Information Systems Officer; Executive Director of Institutional Advancement	2012-2013	Implement a content management system for the college website.	There will be a mechanism for updating and maintaining the web site that will make it easier to update and maintain.	It is planned that rollout of the content management system will be made part of the rollout of the new web site in summer/fall 2012.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012	Develop a plan for technology staffing.	A report/proposal for technology staffing will be presented.	Some research and updating of job description has been done in preparation for developing a plan proposal.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012	Upgrade the district eFax system to the latest version.	eFax system will be on the latest version offering improved performance, supportability and features.	Due to budget restrictions nothing has been done regarding this project and cannot be done until budgets permit.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012-2013	Update Call Manager system to maintain supportability.	Call Manager system will be on supported hardware and software.	Due to budget restrictions nothing has been done regarding this project and cannot be done until budgets permit.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012-2013	Update Contact Manager system to maintain supportability.	Contact Manager system will be on supported hardware and software.	Due to budget restrictions nothing has been done regarding this project and cannot be done until budgets permit.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012-2013	Update digital signage system to maintain supportability.	Digital Signage system will be on supported hardware and software.	Due to budget restrictions nothing has been done regarding this project and cannot be done until budgets permit.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012-2013	Update Emergency Responder system to maintain supportability.	Emergency Responder system will be on supported hardware and software.	Due to budget restrictions nothing has been done regarding this project and cannot be done until budgets permit.
	Chief Information Systems Officer; Manager of	2011-2012	Develop a plan to bring all smart classrooms up to standards.	We will have a plan for bringing all smart classrooms up to standards.	Data has been collected on the tasks/equipment needed to accomplish this item but budget will likely

	Technology Services & Support				not permit anything to be done.
	Chief Information Systems Officer; Manager of Technology Services & Support	2012-2013	Update the district Storage Area Network (SAN) to a supported scalable solution.	District will be on a supportable, scalable SAN solution.	Completed
	Chief Information Systems Officer; Manager of Technology Services & Support	2011-2013	Update the district's wireless network to 802.11N technology.	The district wireless network will be on the latest technology offering greater speeds and thru-put for students, faculty and staff.	Plans are to upgrade the server as part of the building 1300 remodel however, due to budget restrictions nothing else can be done regarding this project and cannot be done until budgets permit.
	Chief Information Systems Officer; Manager of Technology Services & Support	2011-2012	Participate in development of the district's Facilities Master Plan (FMP).	Technology infrastructure needs will be a major part of the Facilities Master Plan.	IT staff continue to be involved in the FMP as well as the Educational Master Plan and the proposed Nov 2012 Bond Measure.
	Director, Human Resources; Training Resources Committee	Jan 2011	On-line training via Keenan & Associates. Training system to establish compliance to state and federal regulations and professional development.	Better informed faculty and staff; fewer internal complaints; safer work practices and fewer accidents; fewer worker's comp claims; compliance with state and federal regulations.	New staff are now required to complete on-line training for job specific safety reasons
	Dean, School of Human Performance and Development	2011-2013	Work with IT and Maintenance and Operations to expand the network to the outdoor facilities to improve teaching and to improve State-mandated reporting of sport statistics.	Find ways to access funds to successfully expand the network to outdoor teaching facilities.	Fundraising is underway.
	Dean, School of Liberal Arts; Director of Facilities; Chief Information Systems Officer	2011-2012	Design and renovate the 1300 building with smart classrooms and a computer lab for graphic design.	Classrooms will have new technology built in as part of the building design.	A technology list for building 1300 has been developed and should be completed by December 2011. Realistically, we won't be in the building until Spring 2013.
	Vice President ofVP, Finance & Administration	Summer 2011	Engage consultant to assist with pre-campaign bond activities; hire bond counsel, send request for qualifications to an investment banker/underwriter and a pollster.	Determine community support for a 2012 facilities bond	Completed; hired bond counsel, underwriters, a polling firm and a strategist. Conducted a base poll in November 2011 which showed a near 2/3 community support for a November 2012 bond. Hired the investment bankers, pollsters, campaign strategists and bond counsel and all were Board approved by September.
	Vice President ofVP, Finance & Administration, Director of, Facilities	Summer 2011	Review and update the 5 year capital outlay plan; as well as update a capital project list for a new facilities bond	Refreshed 5 year capital project plan and updated capital projects list for a potential 2012 bond	Completed and submitted to CCCC05 year capital outlay plan was updated and submitted to the State Chancellor's Office; the tentative new bond project list has been presented to FaBPAC, SCG, and SPC
	Vice President ofVP, Finance & Administration	Fall 2011	Develop and send out a request for proposal for a facilities master plan	Update the Facilities Master Plan as driven by the Educational Master Plan.	Completed – hired Architecture VBN to lead the district through the facilities master planning. Sent out, reviewed proposals, and recommended a firm. Board approved VBN Architects at its Sep 21

					meeting
	Vice President ofVP, Finance & Administration	Fall 2011	Clear potential DSA and CCCCCO contingencies associated with the prospective purchase of the Vacaville (previously leased) site	Purchase of Vacaville (previously leased) site	Board decided to not move forward with the purchase but instead expand parking. Cleared aeronautics board contingency and pursued assessment for Field Act compliance. Fees for the assessment study and the estimated rehabilitation costs were deemed too costly by the Board and the prospective purchase process was stopped.
	Vice President ofVP, Finance & Administration; Director of, Facilities	2011-2012	Work with campus and center constituents on developing facilities, grounds and custodial related upkeep standards.	Facilities Fitness Plan; Standards of care	OPEN - Prepared drafts, awaiting new Facilities Director to review, update as appropriate, then implement. The M&O Director developed standards of care and we will now work with center and school deans to implement during spring 2012. The district is severely understaffed for custodians to reach APPA and NCES Level 1 or Level 2 standards. We are currently staffed at Level 4 (Moderate Dinginess) should be the expected level. Without more staffing(approx. 5-7 FT) it will be difficult to reach the higher levels.
	Vice President ofVP, Finance & Administration	2011-2012	Build bond campaign team, readying for a November 2012 facilities bond	November 2012 Prop 39 bond	Established a bond steering team, a speakers' bureau and also a Blue Ribbon Committee, comprised of community leaders as well as local elected officials.
	Vice President ofVP, Finance & Administration; Director of, Fiscal Services; Accounting Manager	Summer 2011 – 2012	Update and streamline various business and accounting processes; obtain closing procedures from surrounding Banner districts	Financial audits with reduced findings	Expect audit draft by December 14 Incorporated closing procedures from three Banner districts, and Sungard into district procedures.
	Vice President ofVP, Finance & Administration	Summer 2011 and ongoing	Provide Self Service Banner budget training to managers and administrative staff; training to include chart of accounts, financial queries, requisitions, researching transactions.	Improved staff access to Banner and understanding of budget information.	Provided Banner training to deans in October 2011 as well as trained around twenty individuals, managers and admins through, additional trainings are planned for spring 2012.
	Vice President ofVP, Finance & Administration	Summer 2011 – Fall 2011	Send out Bookstore request for proposal; work with Bookstore staff to negotiate a final contract with a prospective vendor	Outsource Bookstore operations, creating improved access to programs and services to students and staff; improved efficiencies; generating additional funds to the college	Completed; new vendor Barnes & Noble began managing bookstore operations on December 1, 2011.Developed RFP with Bookstore staff, reviewed proposals with them, then recommended B&N. Board approved B&N at its Sep 21 meeting.
	Vice President ofVP, Finance & Administration	2011-2012	Streamline/develop new copying service model working toward an increased decentralized model; assess equipment needs and purchase more robust equipment ; digitize forms	2 staff reprographics department	For FY 2011-12 reprographics has been staffed with 2 full-time and occasional temp/student staff; the department worked toward greater decentralization, updated equipment and in conjunction with IT and user departments has migrated many printed materials over to digital

					format. Transitioned college staff toward decentralized copy model; updated remote equipment,, and reprographics is now operating with 2 staff.
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