

EDUCATIONAL MASTER PLAN

Goals & Objectives

1

GOAL

Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)

OBJECTIVES

1. Strategically recruit, support, train and retain a highly-qualified, diverse workforce.
2. Create and enhance multiple, ongoing opportunities for dialogue, engagement, and community-building; develop action plans that implement equity-focused, anti-racist, inclusive practices.
3. Review policies, procedures, outcomes, and operations to identify and eliminate any inherent biases or inequities; actively work to incorporate principles of diversity, inclusion, equity, and anti-racism throughout all institutional practices.
4. Utilize data to identify practices, prioritize actions, and allocate resources that address institutional inequities and achievement gaps for Black, indigenous, people of color (BIPOC), minoritized/marginalized, disproportionately-impacted, and historically-underserved/under-represented groups.
5. Foster and maintain a safe and welcoming learning and work environment for all by assessing campus climate and developing action plans to foster a more inclusive atmosphere.
6. Engage and support all members of the College community in anti-racism and anti-discrimination efforts; review and enhance support strategies and resources for employees and students who have experienced racism, sexism, or any form of discrimination at the College.

2

GOAL

Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)

OBJECTIVES

1. By 2020-22, develop and implement the Strategic Enrollment Management Plan (2020-23) to include flexible and strategic scheduling, curriculum, integrated student support, and distance education.
2. Implement the Student Equity Plan to meet institutional goals for reducing Equity Gaps and to ensure equitable success for all students.
3. Across all of the College's instructional sites, increase equitable access to courses, programs and student support services, improved infrastructure, and technology resources through 2022-23.
4. Improve the flexibility in the delivery of programs and services.
5. Design and offer culturally responsive, historically accurate, anti-racist curriculum.



3

GOAL

Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)

OBJECTIVES

1. Implement the Workforce Development Strategic Plan to include the development of new instructional programs – including degree, certificate, and transfer credit programs, as well as noncredit opportunities – that align to local and regional workforce needs through 2024-25.
2. Increase and strengthen internal collaborations to support students' preparation for high-demand and living-wage careers through 2024-25.
3. Expand the opportunities for internships and apprenticeships to prepare students for entering the workforce.

4

GOAL

To better support students in accomplishing their academic and career goals – from entry to completion/transition – and to enhance course-level and program-level achievement, expand and deepen educational, workforce, and community partnerships. (District #3)

OBJECTIVES

1. Increase dual enrollment and articulation with high school partners.
2. Expand articulation and pathways to four-year institutions by 2024-25.
3. Continue to expand and cultivate employer partnerships, advisory groups, and external partnerships through 2024-25.
4. Continue to expand partnerships with nonprofits and local agencies to address student basic needs through 2024-25.

5

GOAL

Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)

OBJECTIVES

1. By 2020-21, develop and implement the Distance Education Plan to include technology and instructional equipment, online student services, and technical professional development.
2. Develop and implement the Facilities Plan by 2021-22.
3. Develop a total cost of ownership policy model by 2021-22 and integrate it into all future institutional plans.