



**Mendocino
College**

Strategic Plan

2009-2015

*Revised 09/23/2009
(Incorporates Revisions from Annual Planning Retreat)*

Mendocino College

Mission, Vision and Values

(Revised July 8, 2009)

Our Mission

Mendocino College provides education to our students and our communities by offering academic programs, transfer preparation, career and technical training, lifelong learning opportunities and student support programs that are dedicated to the achievement of student learning outcomes.

Our Vision

The vision of Mendocino College is to be a major contributor to the vitality of our communities by inspiring student learning and motivating personal development. We strive to deliver excellent, innovative educational and support programs that are accessible to all and focus on student success.

Our Core Values

Student Success: We are committed to helping students achieve their educational goals.

Collaboration: We participate in communities to become informed about and engaged in local and global issues. We work collegially, both on campus and in our communities.

Respect: We recognize the worth of individuals by encouraging active participation, open exchange of ideas and collaborative decision-making.

Integrity: We maintain public trust by being honest, fair and equitable and by honoring our commitments to our students, staff and communities.

Diversity: We respect the dignity of each individual; we value the creativity and insight that emerge from individual differences; and we recognize the importance of diversity in achieving our goals.

Responsiveness: We respond to requests and concerns in a timely and helpful manner. We listen to our students and our communities and institute changes based on identified needs.

Continuous Improvement: We work to integrate the best practices in education and evaluate our progress toward achieving our goals.

Mendocino College

Strategic Goals and Objectives

2009-2015

Strategic Goal	Objectives	Strategic Goal	Objectives	
1. Become a learner-centered institution by focusing on student success	1.1 Success Rate	3. Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom	3.1 Opportunities Outside the Classroom	
	1.2 Basic Skills Advancement		3.2 Wi-Fi Infrastructure	
	1.3 Student Learning Outcomes		3.3 Study Spaces	
	1.4 Retention Rate		3.4 Student Clubs and Organizations	
	1.5 Persistence Rate		3.5 Student Social Events	
	1.6 Learner-centered Activities		3.6 Community Service and Service Learning	
	1.7 Completion Rate			
	1.8 Awareness of Student Success		4. Maximize the procurement and efficient use of financial, human and physical resources.	4.1 Integration of Planning and Budgeting
	1.9 Certificates and Degrees			4.2 Emergency Response
	1.10 Student Support Programs			4.3 Funding from non-State Sources
	1.11 Transfer Rate			4.4 Measure W Projects
2. Improve student access to college programs and services	2.1 Web Site	4.5 Professional Development		
	2.2 Student Portal	4.6 Facility Use Policy		
	2.3 Under-represented Students	4.7 Human Resource Productivity and Efficiency		
	2.4 Child Development Center Services	4.8 Foundation and Board Relationship		
	2.5 On-line Education	5. Build new and stronger relationships with businesses, educators, agencies and other constituents of our communities	5.1 K-12 Faculty Connections	
	2.6 Financial Aid and Book Scholarships		5.2 Community Organizations	
	2.7 Student Ambassadors		5.3 K-12 Connections and Outreach	
	2.8 After-hours and Weekend Services		5.4 Guest Speakers	
	2.9 Regional Coordinators			
	2.10 Student Housing			

Mendocino College Strategic Objectives for Goal #1

Strategic Goal #1: Become a learner-centered institution by focusing on student success.

	Strategic Objectives	Target Completion Date
1.	Increase student success rate in classes by 10% (see KPI 1)	May 2010
2.	Increase number of students in basic skills who then complete college level courses in same discipline by 10%	January 2011
3.	Increase rate of students meeting or exceeding course level SLOs	June 2015
4.	Increase retention rate in classes by 10% (See KPI 1)	February 2011
5.	Increase persistence rate (Fall to Spring and Fall to Fall) by 10% (See KPI 1)	December 2011
6.	Increase learner-centered activities in the classroom by 30%	December 2013
7.	Increase completion rate (students who meet their stated goal) by 10%	June 2014
8.	Increase awareness of student success	June 2014
9.	Increase the number of certificates and associate degrees awarded by 10%	September 2012
10.	Implement programs to support all Mendocino College students in meeting their educational goals	September 2011
11.	Increase transfer rate to 4-year institutions by 10%	October 2013

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #1: <i>Increase success rate in classes by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Identify courses with historically low success rates	None. Use existing data resources	Dir. of Institutional Research; Dean of Instruction	December 2009	Courses will be identified and a list compiled
2.	Establish baseline success rates for specific courses/classes identified in strategy 1.	None. Use existing data resources	Dir. of Institutional Research; Dean of Instruction	May 2010	Completion and distribution of report to VPSS
3.	Pilot workshops in Learning Center and advertise them	Funds for tutor (\$150.00)	BSI Coordinator; Counselor; LRC Director	Ongoing to May 2010	Attendance/faculty feedback; assess grades of students who attend v. those who don't attend; student survey at workshop; report to Dean of Instruction / Dean of SSOR
4.	Plan workshops for 2010 - 2011	No cost	BSI Coordinator; Counselor; LRC Director	May 2010	Plan developed and in place; report to Dean of Instruction / Dean of SSOR
5.	Develop and research a "First Year Experience" plan, potentially including learning communities and/or study groups	Group of students, staff and faculty	BSI Coordinator; Counselor; LRC Director; Dean of Instruction	May 2010	Plan ready to implement for Fall 2010 semester; Plan to VPSS

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #2: <i>Increase number of students in basic skills courses who then complete college-level courses in the same discipline by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish baselines for English and Mathematics for cohorts that have been through the College (Fall 2005 and Fall 2006). Determine base for comparison	None. Use existing data resources	Dir. of Institutional Research; Dean of Instruction	May 2010	Completion and distribution of report to Dean of Instruction; BSI Coordinator, VPES
2.	Provide professional development to basic skills instructors	Funds for workshop supplies	BSI Coordinator; Dean of Instruction	Ongoing + May 2010	Number of instructors attending workshops; instructor survey at end of workshop
3.	Increase communication and collaboration between basic skills instructors and counselors through workshops and other activities	Staff and faculty time	Dean of SSOR; BSI Coordinator; Dean of Instruction	Ongoing + May 2010	Survey faculty on satisfaction of interaction; analysis of responses
4.	Develop a plan for learning communities	Funds for faculty stipends, supplies	BSI Coordinator; Dean of Instruction	June 2010	Enroll students; assess utility; present plan to EAP; report to VPES
5.	Determine number of students in August 2010 cohort that complete basic skills and enroll in college level course in discipline	None; Use existing data	Dir. of Institutional Research	January 2011	Compare to results of previous cohorts.

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #3: <i>Increase rate of students meeting or exceeding course level SLOs by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Complete all course-level SLOs	Faculty time	Dean of Instruction; SLO Task Force; SLOT Coordinator	December 2009	Analysis of courses and SLOs; report to EAP
2.	Implement and maintain course-level SLO assessment cycle	Faculty time	Dean of Instruction; SLO Task Force; SLOT Coordinator; Faculty	Ongoing – May 2010	Review of student assessment results; Program Review
3.	Review results of assessment	Faculty and staff time	Dean of Instruction; Dir. of Institutional Research; SLO Task Force; SLOT Coordinator; Faculty	On-going – May 2010	Summary and analysis of results of assessment data in first cycle as baseline. Program Review
4.	Improve teaching methods; class activities and appropriateness of assessment methods	Faculty time	Dean of Instruction; SLO Task Force; SLOT Coordinator; Faculty	On-going – May 2010	Revisions to class syllabi and course-level SLOs; Program Review
5.	Repeat cycle of assessing students for accomplishment of SLOs	Faculty and staff time	Dean of Instruction; Dir. of Institutional Research	On-going beginning July 2012; ending June 2015	Annual analysis to assess change in percentage of students reaching SLOs; report to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #4: <i>Increase retention rate by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish baseline retention rates for specific courses/classes	Use existing data resources. Staff time	Dir. of IR; Dean of Instruction	May 2009	Completion and distribution of report to VPES
2.	Develop list/flyer of services available on campus to send out, add to syllabus, etc.	Staff or faculty time	Academic Senate; Dean of SSOR	April 10, 2009	Flyer/list in production and sent to faculty
3.	Develop letter for all new students: invitation, raffle tickets, etc. Include information about services available to students (e.g. tutoring, counseling)	\$500/student worker time/staff time	Dean of SSOR; Graphics; Marketing Assist.	July 1, 2009 (Send letter August 10)	Letters sent out/evaluate later/returned tickets; Report to VPES
5.	Personally contact all first-time students	Staff time/ funds for PT assistance	Dean of SSOR	November 2009	Log of contacts made; analysis and report to VPES
6.	Develop and research a "First Year Experience" plan, potentially including learning communities and/or study groups	Group of students, staff and faculty	BSI;Dean of SSOR	March 2010	Plan ready to implement for August 2010
7.	Assess retention rate in selected classes for Spring 2010 semester	Use existing data resources. Staff time	Dir. of IR; Dean of Instruction	June 2010	Completion of research and distribution of report to VPES and PBC
8.	Assess retention rate in selected classes for Fall 2010 semester	Staff time	Dir. of IR	September 2010	Report to Dean of SSOR
9.	Implement "First Year Experience"	Staff time/funds	Dean of Instruction; Dean of SSOR	August 2010	Report to VPES
10.	Assess retention rate for students in "Experience" in Fall semester	Staff time; existing data	Dir. of IR	February 2011	Report to Deans, VPES

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #5: <i>Increase persistence rate (Fall to Spring and Fall to Fall) by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Increase student retention rate in classes (see objective 1)			June 2010	
2.	Increase student success rate in classes (see objective 2)			June 2010	
3.	Develop baseline rates for Fall-to-Fall and Fall-to-Spring persistence for all students and identified groups	Staff time; existing data resources	Dir. of Institutional Research; VPES; Dean of SSOR; Dean of Instruction	June 2010	Report to VPES; Dean of Instr.
4.	Provide program advising to students in classes, especially at end of semester	Faculty time	Dean of SSOR	On-going beginning April 2010	Survey of faculty regarding number of students advised; attitudes; analysis of results
5.	Develop and distribute promotional material promoting continual enrollment	Promotional materials, web pages, Faculty time.	Dean of SSOR; Graphics; Marketing Assist.	Ongoing beginning August 2010	Review enrollment data and assess persistence rates.
6.	Call students who do not re-enroll in subsequent semester	Staff time (lots!)	Dean of SSOR	On going beginning August 2010	Log of students called and responses
7.	Identify and contact students with 45+ units toward a degree	Staff time; funds for postage	Dean of SSOR	Annually beginning January 2010	Number of letters mailed; number of those students who re-enroll.
8.	Assess Fall-to-Fall and Fall-to-Spring persistence for identified students	Staff time; existing data	Dir. of Institutional Research; Dean of SSOR	On-going beginning Fall 2011; completion of first analysis by December 2011	Analysis to be completed. Report to VPES; PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #6: <i>Increase learner-centered activities in the classroom by 30%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Survey faculty to establish baseline for number and types of learner-centered activities currently in use	Staff time	Dir. of Institutional Research; Dean of Instruction	December 2010	Report to Dean and VPES
2.	Provide professional development workshop for faculty on the topic of active/participatory learning	Funding for guest speaker, workshop supplies, food, staff time	VPES; Dean of Instruction	April 2011	Event(s) held and evaluated by attendees; analyze responses
3.	Provide multi-media/PowerPoint training to faculty on topic of active/participatory learning	Funding for development of multimedia; Staff time	VPES; Dean of Instruction	September 2011	Training available via intranet to faculty
4.	Add learner-centered activity questions to student evaluation form	Faculty and staff time to bargain with MCFT and MCPA	VPES; Dir. of HR; Faculty	December 2011	Completion of revised student evaluation form
5.	Add learner-centered activity criteria to faculty evaluation form	Faculty and staff time to bargain with MCFT and MCPA	VPES; Dir. of HR; Faculty	December 2011	Completion of revised student evaluation form
6.	Administer revised evaluation forms and analyze results	Faculty and staff time; cost of reproduction	VPES; Dean of Inst.; Dir. of IR	On-going beginning Spring 2012	Report of survey
7.	Survey faculty to establish change in number and types of learner-centered activities currently in use	Staff time	Dir. of IR, Dean of Instruction	December 2013	Report to Dean and VPES

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #7: <i>Increase completion rate (students who meet their stated goal) by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Identify cohort of students which will serve as measurement baseline	Staff time; existing data resources	Dir. of IR; Dean of SSOR	December 2009	Report to VPES
2.	Assess number of students who have met their goal; changed their goal; or abandoned pursuit	Staff time, existing data resources	Dir. IR; Dean of SSOR;	June 2010	Identify original cohort students still attending Mendocino; transferred or graduated; identify those still enrolled; survey non-completers.
3.	Identify members of study cohort and begin tracking progress	Staff time, existing data resources	Dir. of IR; Dean of SSOR	September 2011	Report
4.	Increase retention/success rate	See Objective #1 & 2			
5.	Provide program advising in classes, especially at end of semester	Faculty time	Dean of SSOR	Beginning Sept 2011	Survey of Faculty Activity; analyze results; report to VPES
6.	Increase number of students enrolling in subsequent semester prior to end of current semester	Promotional materials, Faculty time for class discussion	Dean of SSOR; Dean of Instr. Graphics; Mkt. Assist.	Beginning Sept. 2011	Review enrollment data; analyze results .
7.	Call students who do not re-enroll in subsequent semester	Staff time (lots!)	Dean of SSOR; Counselors	Each semester beginning 2011	Log of students called and responses recorded.
8.	Send letters to students with more than 45 units toward a degree	Staff time; funds for postage	Dean of SSOR	Annually beginning June 2012	Number of letters mailed and subsequent enrollments
9.	Review progress of study cohort	Staff time, existing data resources	Dir. of IR; Dean of SSOR	June 2014	Report to VPES

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #8: <i>Increase awareness of student success.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Identify successful students (e.g. students who have met their goals and completed programs or transferred)	Staff time	Dean of SSOR	Ongoing, starting June 2010	Number of students; report to VPES
2.	Interview students and compose press releases and web features	Staff time; funding for part-time news writer	Dean of SSOR	Monthly, starting July 2010	Number of press releases sent to media
3.	Write monthly newspaper column	Staff time; agreement with local media	Supt/President; VPES; VPAS	Monthly starting July 2010	Column printed in local papers
4.	Inform media about scholarship winners, athletic scholar awards, honor students, etc.	Staff time	Dean of SSOR; Dean of Instruction; Marketing Assist.	Annually starting July 2010	Number of press releases sent to media
5.	Identify and track cohort of students for three years to determine success	See objective #6			

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #9: <i>Increase the number of certificates and associate degrees awarded by 10%</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Determine average annual number of degrees and certificates awarded and characteristics of completer population	Staff time	Dir. of Institutional Research	December 2009	Analysis of data and report to VPES and PBC
2.	Implement Task Force to identify underachieving populations and develop strategies to remediate success rate	Faculty and staff time	VPES; Dean of Instruction; Counselors	February 2010	Development of plans to address underserved populations
3.	Develop sustainable process to identify students within 1-2 semesters of certificate/degree eligibility and provide targeted counseling.	Faculty and staff time	Counselors; Dir. of A&R, Programming Staff	August 2010	Process in place and operating
4.	Implement suggestions of Task Force	Faculty and staff time	VPES, Counselors, Dean of Instruction;	On-going, beginning Sept 2010	Summary and analysis of results of assessment data in first cycle as baseline.
5.	Assess number of students who receive certificate and/or associate degree. Assess how many are a result of processes	Staff time	Dir. of Institutional Research	On-going, beginning September 2011	Analysis of data and report to VPES and PBC
6.	Adjust processes as needed based upon report; assess number of students who received certificate and/or associate degree	Faculty and staff time	VPES, Dir. of Institutional Research	On-going beginning Sept. 2012	Annual analysis to assess change in percentage of students awarded certificates and/or degrees

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #10: <i>Implement programs to support all Mendocino College students in meeting their educational goals</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Form Task Force to explore successful strategies used with specific populations which could be used to help all Mendocino College students reach their goals	Faculty and Staff time	President; VPES	December 2009	Membership determined and first meeting of task force
2.	Implement Task Force to examine student needs and develop appropriate strategies.	Faculty and staff time	Task Force Members	December 2012	On-going reporting to PBC
3.	Implement suggestions of Task Force	Faculty and staff time	VPES, Counselors, Dean of Instruction;	On-going, beginning Sept 2010	Summary and analysis of results of assessment data in first cycle as baseline.
4.	Assess number of students who reached their goals based upon survey of non-returning students	Staff time	Dir. of Institutional Research	On-going, beginning September 2011	Analysis of data and report to VPES and PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal: #1: <i>Become a learner-centered institution by focusing on student success.</i>		Objective #11: <i>Increase transfer rate to 4-year institutions by 10%</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New resources required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Identify number of transfer students, characteristics of transfer students and destinations. Identify new cohort for service and tracking.	Faculty and Staff time	Dir of Institutional Research; Dir. of Career & Transfer Center	June 2010	Report to VPES
2.	Determine specific needs of receiving transfer institutions; develop strategies to assist students planning to transfer to these receiving institutions	Faculty and staff time	Dir. of Career & Transfer Center	December 2011	Report to VPES
3.	Provide targeted counseling for students identified as transfer candidates.	Faculty and staff time	Counselors, Dir. of Career & Transfer Center	On-going, beginning Jan 2012	Track activities and counseling meetings.
4.	Assess number of students who reached their goals and transferred; explore why students did not transfer successfully. Determine change in transfer rate from cohort.	Staff time	Dir. of Career & Transfer Center. Dir. of Institutional Research	October 2013	Analysis of data and report to VPES and PBC

MENDOCINO COLLEGE STRATEGIC OBJECTIVES FOR GOAL #2

Strategic Goal #2: Improve student access to college programs and services.

	Strategic Objectives	Target Completion Date
1.	Establish Web Committee and improve College web site for easier access to information and services.	November 2011
2.	Implement student portal using Datatel and develop accessible web-based services for students (orientation, advising, financial aid, tutoring).	September 2011
3.	Increase number of traditionally under-represented students at Mendocino College (Native Americans, Latinos) by 2% per year. (See KPI 2.3)	December 2012
4.	Research expansion of Child Development Center to accommodate more children.	June 2010
5.	Increase number of courses offered on-line and enrollments in on-line classes by 20%. (See KPI 2..2)	December 2010
6.	Increase number of students receiving financial aid and book scholarships by 10%. (See KPI 2.1)	July 2011
7.	Establish a student ambassador program to assist new and potential students.	July 2014
8.	Research student demand for after hours and weekend programs and services.	August 2012
9.	Research advantages and costs of hiring Regional Coordinators for outlying areas.	July 2012
10.	Investigate possible student housing.	June 2011

Note: March 2011 dates derived from timing of next student survey for Fall 2010. Questions regarding these topics will be included on survey instrument.

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #1: <i>Establish Web Committee and improve College web site for easier access to information and services.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Recruit members of Web Committee.	Faculty, Staff and Students	Dir. of IR; Dir. of DE; Director of A&R; IT rep.	November 2009	List of committee members and meeting dates
2.	Review other College web sites and document characteristics of preferred web sites.	Faculty, Staff and students	Members of Web Committee	February 2010	Review documents preferred characteristics; report to PBC
3.	Research cost of new website	Faculty, Staff and students	Members of Web Committee	By June 2010	Report on costs prepared and presented to PBC for approval
4.	Develop design, structure, look-and-feel and maintenance plan for College web site.	Faculty, staff and students; may cost up to \$50,000	Dir. of Institutional Research; Dir. of IT	June 2011	Review of web site design complete by ad hoc committee; report
5.	Implement new web site (Phase 1)	Staff time	Director of IT; Marketing	November 2011	Review of new web site; solicit feedback from community

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #2: <i>Implement student portal using Datatel and develop accessible web-based services for students (orientation, advising, financial aid, tutoring).</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Complete implementation (hardware and software) of Datatel portal	Staff time	Dir. of IT	February 2010	Portal access granted
2.	Conduct professional development for faculty and staff in use of portal features	Faculty and Staff time	Dir. of IT; Dean of Instruction	Fall 2010	Rosters of training sessions
3.	Introduce portal to students	Faculty and Staff time	Dir. of IT, Marketing Assist.; Graphics;	Fall 2010	Review of materials
4.	Survey students for satisfaction and additional services needed on-line	Staff and Faculty time	Dir. of Institutional Research; ASMC; Counselors	Fall 2010 – Spring 2011	Review survey data
5.	Develop plan and budget for expansion of on-line services	Staff and Faculty time	Dean of SSOR; Director of IT	Sept 2011	Review plan

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #3: <i>Increase number of traditionally under-represented students enrolled at Mendocino College (Native Americans, Latinos) by 2% annually.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish baseline of number of students currently enrolled at Mendocino College and trends over past 5 years	Staff time	Dir. of Institutional Research	October 2009	Report to PBC
2.	Determine unique needs of various populations based upon student and community interviews	Staff time	Dean of SSOR; Counselors	January 2010	Report from SS Council
3.	Create targeted outreach programs for specific populations	Staff time	Dean of SSOR	June 2010	Report to VPES
4.	Implement programs	Staff time	Dean of SSOR	July 2012	Report to VPES
5.	Determine change in enrollment for Fall semester	Staff time	Dir. of Institutional Research	December 2012	Report to VPES
6.	Develop and implement services to help with orientation and retention of special populations	See Strategic Goal #1			

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #4: <i>Research expansion of Child Development Center to accommodate more children.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Research best practices at other colleges regarding numbers served; hours of operation; facilities, etc.	Staff time	Dir. of CDV; CDV Faculty; Advisory Comm.	March 2010	Reports to CTE Dean and in Program Review
2.	Research grant opportunities to support expansion	Staff time	Same as above	March 2010	List of possibilities
3.	Determine student need for additional services and hours of operation	Staff time	Dir. of CDV; Dir. of Institutional Research	March 2010	Reports to CTE Dean and in Program Review
4.	Create budget proposal for targeted expansion as supported by data	Staff time	Dir. of CDV; Dir. of Facilities Planning	June 2010	Budget proposal to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #5: <i>Increase number of courses offered on-line and enrollments in on-line classes by 20%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish baseline information on classes and enrollment using Fall 2008	Staff; Data from CCCCCO	Dir. of IR	April 2009	Report to VPES
2.	Determine classes and programs that can be delivered online.	Staff and Faculty time	Dir Distance Education; Dean of Instruction	June 2009	List of potential classes and programs
3.	Recruit and train faculty pool of instructors to staff potentially 15-20 new courses	Staff and Faculty	Dir. of Distance Education	On-going process; sufficient pool established by Spring 2010.	Statistics from Dir of Distance Education
4.	Complete Curriculum Committee processes for approval.	Faculty time	Dir. of Distance Education	Ongoing, beginning Spring 2009	Number of courses approved
5.	Provide professional development for faculty designing and teaching online courses.	Faculty time, Funds for workshop supplies	Dir. of Distance Education	Each semester, beginning Spring 2009	Number of faculty participating
6.	Schedule new online classes at a sufficient rate to achieve planned increase (about 5 per semester)	Staff and Faculty time	Dir. of Distance Education	Each semester, beginning Fall 2009; target completion Spring 2011	Number of classes/ enrollments
7.	Advertise new online classes.	Funding for marketing	VPES	Each semester, beginning Summer 2009	Number of students taking online classes
8.	Support students taking classes online.	Funds for online services	VPES; Dean of SSOR	Ongoing, beginning Fall 2009	Number of students accessing online services
9.	Analyze enrollment data to assess growth in on-line enrollment	Staff time, existing data sources	Dir. of IR; Dir. of Distance Education	December 2010	Statistical analysis report; Summary report to Dean of Instruction and VPES

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #6: <i>Increase number of students receiving financial aid and book scholarships by 10%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish baseline data regarding number of students currently receiving financial aid and trends over past five years	Staff time	Dir. of Institutional Research	June 2009	Report to PBC
2.	Communicate with students regarding all financial aid opportunities	Staff time	Dean of SSOR; Assist. Dean for Financial Aid; Marketing; Graphics	Each year, beginning Summer 2009	Review of materials created
3.	Revise book scholarship process	Staff and Faculty time	Supt/President	August 2009	Review process; new process in place
4.	Request additional funding for student scholarships (Foundation, community)	Staff time	Supt/President; Foundation	December 2010	Amount of funding from private sources
5.	Determine increase in financial aid as result of activities	Staff time	Dir. of Institutional Research	July 2011	Report to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #7: <i>Establish a student ambassador program to assist new and potential students.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Research similar programs at other colleges to establish best practices	Staff time	Dean of SSOR	April 2012	Review documentation; report to VPES
2.	Develop description of Student Ambassador position and program	Staff time	Dean of SSOR; ASMC	June 2012	Review description
3.	Solicit students to participate in program; orientation and training	Staff time	Dean of SSOR; ASMC	September 2012	List of students; training materials
4.	Include student ambassadors in outreach events and orientation activities	Funds for stipends; Staff and Faculty time for supervision	Dean of SSOR; ASMC	June 2013	Number of activities involving ambassadors
5.	Debrief students and assess best practices for program; include in next cycle of students	Staff time	Dean of SSOR	September 2013	Report to VPES
6.	Initiate next annual cycle	See Strategy 3 (above)		June 2014	

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #8: <i>Research student demand for after hours and weekend programs and services.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Document current programs and activities operating days and hours	Staff time	Dir. of Institutional Research	December 2010	Report to PBC
2.	Develop student needs survey question	Staff time	Dir. of Institutional Research; Dean of SSOR; ASMC	April 2011	Report to PBC
3.	Include questions in next scheduled iteration of student survey	Staff time and Faculty time	Dir. of Institutional Research	September 2011	Administer survey
4.	Administer survey with focus upon evening classes	Faculty and Staff time	Dir. of Institutional Research; VPES; Dean of Instruction; Center Directors	December 2011	Collection of data completed
5.	Review data and conduct needs assessment	Staff time	Dir. of Institutional Research	March 2012	Report to PBC
6.	Implement additional after hours programs and services	Staff time; funding for additional staff or flexible scheduling; marketing	VPES; Dean of SSOR; Marketing	August 2012	Number of hours and services/programs offered.

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #9: <i>Research advantages and costs of hiring Regional Coordinators for outlying areas.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Research Shasta College “Each One Reach One Program” and other colleges’ programs for best practices	Staff time	Supt./President; Dean of SSOR; Center Directors	April 2011	Report to PBC
2.	Identify community leaders in each community within the District	Staff time	Supt./President; Center Directors; VPESS; VPAS	June 2011	Compiled roster
3.	Establish semester or quarterly breakfasts with community leaders around District	Staff time; Funds for events	Supt. President/VPs; Center Directors	June 2012	Completion of events
4.	Based upon feedback from community leaders, develop position descriptions and responsibilities for Regional or Community Coordinators for Mendocino College	Staff and Faculty time	Supt./President; Dir. of HR; Staffing Committee	Jan 2012	Open position advertised
5.	Recruit and hire coordinators	Staff and Faculty time	Dir. of HR	June 2012	Positions filled

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #2: <i>Improve student access to college programs and services.</i>		Objective #10: <i>Investigate possible student housing.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Review two previous student housing studies	Staff time	VPAS	June 2010	Report to PBC
2.	Create Task force to determine needs of students and levels of affordability	Staff and Faculty time	VPAS	September 2010	List of Task Force members and meeting dates
3.	Investigate student housing at other community colleges to establish best practices; costs and benefits	Staff and Faculty time	VPAS and Task Force	February 2011	Report to PBC
4.	Determine current student need at Mendocino College through inclusion of questions on annual student survey	Staff and Faculty time	Dir. Of Institutional Research	March 2011	Report to PBC
5.	Investigate off campus housing options in the Ukiah community which could be pursued by College	Staff time	VPAS and Task Force	June 2011	Report with recommendations to PBC

MENDOCINO COLLEGE STRATEGIC OBJECTIVES FOR GOAL #3

Strategic Goal #3: Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.

	Strategic Objectives	Target Completion Date
1.	Identify educational, cultural and social opportunities desired by current students	April 2011
2.	Install Wi-Fi infrastructure for student access at all campus and center locations	August 2013
3.	Create additional study spaces on campus and at centers	August 2014
4.	Increase number of student clubs/organizations and number of students participating by 20% over 3 years	May 2012
5.	Develop five additional annual student social events for Ukiah campus and centers	December 2012
6.	Integrate community service/service learning requirements into courses across the curriculum	August 2014

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #3: <i>Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.</i>		Objective #1: <i>Identify educational, cultural and social opportunities desired by current students.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Create ad hoc steering committee	Faculty, Staff and Student time	ASMC; Dean of SSOR	December 2009	Committee membership; meeting minutes
2.	Create student survey	Faculty, Staff and Student time	Steering Committee; Dir. of Institutional Research	May 2010	Survey instrument developed
3.	Administer survey in person to students	Student time	ASMC	December 2010	Statistically valid survey sample (about 300 responses)
4.	Evaluate Survey responses	Staff time	Dir. of Institutional Research	April 2011	Presentation of survey results to Ad Hoc committee/Dean SSOR

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #3: <i>Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.</i>		Objective #2: <i>Install Wi-Fi infrastructure for student access at all campus and center locations.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Develop map of current campus and center Wi-Fi locations	Staff time	Dir. of IT	November 2009	Map completed
2.	Prepare list of resources needed (budget)	Staff time	Dir. of IT	May 2010	List of resources with estimated costs.
3	Research funding options using non-State general fund.	Staff time	Dir. of IT	December 2010	Report to VPAA
4	Submit budget request through Program Review	Staff time	Dir. of IT	March 2011	Submission of Prog. Review
5.	Acquire equipment and install necessary infrastructure	Funding for equipment; Staff time	Dir. of IT	August 2013	Test Wi-Fi installation in all areas

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #3: <i>Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.</i>		Objective #3: <i>Create additional study spaces on campus and at centers.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Review campus space utilization to identify available rooms and times. Identify square footage currently used for study spaces on campus	Staff time	Facilities Assistant	December 2009	Presentation of inventory and assessment by Facilities Director to PBC
2.	Schedule and publicize "Study Time" in available class rooms and non-class room spaces	Budget for flyers, staff time to post to web site	Dean of SSOR; Graphics Design; Mkt. Assist.	February 2010	Review flyer and web page
3.	Request funding for student lab monitors to allow students to use computer labs/rooms when no classes are scheduled	Request budget for Work Study or temp hourly workers	Dean of Instruction	March 2010 (Program review submission)	Program Review submitted; budget approved
4.	Hire student workers as lab monitors	Funding	Dean of Inst.	August 2010	Workers hired
5.	Monitor use of dedicated computer labs/rooms dedicated to assess use rate	Staff time	Dean of Inst.; Dir. of IR	December 2010	Evaluate daily record of number of users;
6.	Identify reconfigurable current spaces to accommodate dedicated study spaces in Ukiah and centers and develop renovation budget	Budget for construction (Bond Funds or other available support)	Director of Facilities Planning	March 2011	Evaluate additional space added for student space
7.	Remodel Lowery Building and other identified spaces to create student study areas along north wall of bldg.	Budget for construction (Bond Funds)	Director of Facilities Planning; BIPC	August 2014	Completion of renovations.

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #3: <i>Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.</i>		Objective #4 <i>Increase number of student clubs/organizations and number of students participating by 20% over 3 years.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Create and maintain database of approved student organizations, officers, faculty advisors, number of members	Staff time	Admin Assist. to Dean of SSOR	December 2009	Database established and up to date from roster.
2.	Hold annual "Club Day" at Ukiah campus and off-campus centers to promote club involvement and register members	Tables, signs, publicity, student volunteers	Dir. of Student Activities; ASMC	December 2009	Review record of clubs and count number of students participating
3.	Promote existing clubs; participate in Super Saturday	Tables, advisers, students, publicity	ASMC	May 2010	Flyers, emails sent out
4.	Publicize all club meetings by creating and posting monthly/weekly schedule	Staff time; web page; bulletin board announcements	Dir. of Student Activities	On-going; monthly basis	Dean of SSOR evaluates
5.	Update club count and student count from database	Staff time	Admin Assist to Dean of SSOR	May 2010	Assess level of growth from May 2009
6.	Update club count and student count from database	Staff time	Admin Assist to Dean of SSOR	May 2011	Assess level of growth from May 2010
7.	Update club count and student count from database	Staff time	Admin Assist to Dean of SSOR	May 2012	Assess level of growth

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #3: <i>Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.</i>		Objective #5: <i>Develop five additional annual student social events for Ukiah campus and centers.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Analyze data from Objective 1 to determine student needs	Staff time	ASMC; Dean of SSOR	April 2011	Presentation of prioritized list to VPES and ASMC
2.	Identify resources needed for top priority events	Staff time	Dean of SSOR; Dir. of Student Activities	June 2011	Report to VPES
3.	Develop plans for top priority events	Staff time	Dean of SSOR; Dir. of Student Activities; ASMC	December 2011	Report to VPES; Program Review
4.	Schedule and conduct events	Staff time	Dean of SSOR; Dir. of Student Activities; Marketing Assist.; Graphics	December 2012	Record number of events and participants

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #3: <i>Enhance the student learning experience by providing educational, cultural and social opportunities beyond the classroom.</i>		Objective #6: <i>Integrate community service/service learning requirements into courses across the curriculum.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Form Task Force to develop a proposal for integrating service learning into college curriculum	Staff and Faculty time	Dean of Instruction; Pres. of Academic Senate	March 2011	Review Task force roster; report to PBC
2.	Task Force investigates current practices at Mendocino College; investigates programs at other community colleges to assess best practices; develops and presents proposals	Staff and Faculty time	Task Force members	June 2012	Report to PBC and Academic Senate
3.	Present proposal to EAP for review and inclusion in Educational Master Plan	Staff and Faculty time	Dean of Instruction; Pres. of Academic Senate	October 2012	Report to PBC
4.	Develop and present professional development workshop to train faculty on integrating service learning	Faculty time; funding to support workshop presentation.	Dean of Instruction; Pres. of Academic Senate	June 2013	Report of activities to VPSS and PBC
5.	Present to advisory committees for CTE Programs	Faculty time	Faculty	June 2013	Report of activities to Dean of Instruction
6.	Development and approval of revised syllabi through Curriculum Committee	Faculty time	Faculty	February 2014	Curriculum Committee report
7.	Solicit participation from community agencies and businesses	Faculty time	Dean of Instruction	June 2014	Report to VPSS
8.	Inclusion of service learning in programs	Faculty time	Faculty	Beginning August 2014	Catalog

MENDOCINO COLLEGE STRATEGIC OBJECTIVES FOR GOAL #4

Strategic Goal #4: Maximize the procurement and efficient use of financial, human and physical resources.

	Strategic Objectives	Target Completion Date
1.	Ensure the long-term fiscal stability of the College by fully integrating the budgeting and strategic planning processes	June 2011
2.	Review and Revise the Emergency Response Plan	June 2011
3.	Review and increase amount of funding derived from non-State sources by 15%	June 2013
4.	Complete selected Measure W projects; specifically Datatel implementation and energy retrofit	June 2021
5.	Institute a comprehensive professional development plan for all faculty and staff	December 2010
6.	Revisit facility use by College and community groups and revise policy on facility charges	August 2011
7.	Review and increase human resource productivity and efficiency (See KPI 4.1, 4.2 and 4.3)	Ongoing
8.	Develop stronger relationship between College Foundation and Board of Trustees in support of the College's mission	December 2011

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #1: <i>Ensure the long-term fiscal stability of the college by fully integrating the budgeting and strategic planning processes.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Revise Program Review process to address prioritized strategic objectives	Faculty and Staff time	PBC/PRTF	March 2010	Implementation of revised process
2.	Review integrated planning timeline for possible improvement	Faculty and Staff time	PBC	December 2009	Implementation of revised timeline
3.	Examine health care costs for reducing District costs	Staff time; Consultant cost	Director of HR	Annual	Reduced or controlled costs
4.	Evaluate cost/benefit of programs and departments	Staff and Faculty time	Dir. of Institutional Research; Fiscal Services	June 2010	Data to PBC
5.	Create reserve fund for scheduled maintenance	Staff time; annual set aside of funds	VP Admin.	June 2012	Accumulation of reserve fund; report to PBC
6.	Work with Foundation to increase donations to College & students	Shared vision of Foundation/College relationship	Supt./Pres.	June 2011	Increase scholarship funds to students. Report to Board and Foundation on scholarships

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #2: <i>Review and Revise the Emergency Response Plan.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish an Emergency Preparedness Committee	Faculty and Staff time	VPAS	September 2009	List of Committee members
2.	Review current emergency plans and plans at other colleges to determine if revisions are necessary	Faculty and Staff time	VPAS	June 2010	Revised plan
3.	Document new plan and distribute to all employees	Staff time	VPAS	October 2010	New plan developed and approved by PBC
4.	Provide professional development opportunities for faculty and staff	Faculty and Staff time	VPAS; Dir. of HR	June 2011	Workshops completed; Summary report to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #3: <i>Review and increase amount of funding derived from non-State sources by 15%.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Determine current level of funding from grants and contracts; donations, COMEX, contract education and other sources	Staff time	VPAS, Dir. of Fiscal Services	December 2009	Report to PBC
2.	Form Task Force to identify possibilities for increasing revenue from COMEX and contract education	Faculty and Staff time	VPAS, VPASS, Dean of Instruction, CTE Dean	December 2009	Membership of task force defined; first meeting report to PBC
3.	Identify characteristics of “grant writer/research officer” position. Determine efficacy of part-time (shared position) v. full-time position	New funding	Dean of Instruction; CTE Dean	March 2010	Recommend creation of new position to Staffing Committee, PBC
4.	Establish Institutional Advancement Office	New funding (jointly funded by Foundation and College); space	Pres./Supt.	Dec 2010	Report to PBC, Board and Foundation
5.	Hiring of “grant writer/research officer to assist faculty and staff with identification of grant sources and writing grants	New funding (new position) office space, supplies	Pres./Supt., VPAS, VPASS, Dean of Instruction, CTE Dean	Dec 2010	Establishment of office
6.	Assess change in funding	Staff time	VPAS, Dir. of Fiscal Services	June 2013	Report to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #4: <i>Complete selected Measure W projects, specifically Datatel implementation and energy retrofit.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Datatel: Bring "Student" module live	Staff time; Bond funds	Dir. of IT	May 2009	New module in use
2.	Datatel: Train staff in new software modules	Staff time; Bond Funds	Dir. of IT	December 2009	# of staff who have completed training
3.	Datatel: review and revise timeline for implementation of other modules	Staff time	Dir. of IT	Biannual, beginning June 2009	Record of decisions made and plans developed and approved by Steering Committee
4.	Energy: Follow work plan for implementation developed by consultant	Staff time; Bond funds	VPAS	June 2010	Review implantation and invoices
5.	Continue with implementation of other Measure W projects and timelines (East Campus, Library/Learning Center/Student Center)	Faculty and Staff time; Bond Funds	VPAS; BIPC	June 2021	Plan monitoring; Progress report to Board and community,

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #5: <i>Institute a comprehensive professional development program for all faculty and staff.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Hold regular meetings of Professional Development Committee	Staff and Faculty time	Dir. of HR; Classified Senate Pres.; Academic Senate Pres.	Ongoing	Review meeting minutes
2.	Survey employees for professional development needs, both full-time and part-time	Staff and Faculty time	Dir. of HR; Dir. of Institutional Research; Prof. Dev. Committee	December 2009	Report to Senates and PBC
3.	Review current employee orientation process for potential improvements	Staff and Faculty time	Dir. of HR; Professional Dev. Committee	March 2010	Review documented process; report to PBC
4.	Determine professional development priorities and identify funding	Staff and Faculty time; funds to support workshops	Dir. of HR; Prof. Dev. Committee	May 2010	Funds allocate to professional development activities
5.	Complete list of annual professional development activities attended by employees; assess on-going needs	Staff time	Dir. of HR	Ongoing beginning December 2010	Review of list; report to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #6: <i>Revisit facility use by College and community groups and revise policy on facility charges.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Review current Facilities policy	Staff time	VPAS	December 2009	Review completed
2.	Discuss community use with College leadership	Staff time	VPAS	December 2009	Discussions completed
3.	Review class scheduling for efficient use of facilities	Staff time	VPESS	June 2010	Report of findings to PBC
4.	Determine weekend and evening use of facilities	Staff time	VPAS; VPESS	October 2010	Report of findings to PBC
5.	Examine use of current facilities at Lakeport and Willits	Staff time	VPAS; VPESS; Dean of Instruction	June 2011	Report of findings to PBC
6.	Revise policy as necessary based upon research	Staff time	VPAS	August 2011	Review of revised policy

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #7: <i>Review and increase human resource productivity and efficiency.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Analyze vacant positions for potential changes or elimination	Staff and Faculty time	Supt/President; Staffing Committee; Dir. of HR	Ongoing	Review staffing requests; activity of Staffing Committee; PBC decisions
2.	Examine outsourcing where possible	Staff time	Supt/President; VPAS	Ongoing	Review reports
3.	Compute and track FTES/FTEF efficiency ratios	Staff time	Dir. of Institutional Research	Each semester	Review data in Program Review
4.	Complete all employee evaluations as schedule	Staff and Faculty time	Dir. of HR	Annually in June	Review summary of completed evaluations; note outstanding
5.	Provide professional development opportunities for all employees	Staff and Faculty time; funding for workshops	Dir. of HR	Ongoing	Record of workshops and attendees
6.	Examine and review current organization structure for possible streamlining and reorganization	Staff and Faculty time	Supt/President	Ongoing	Review org structure; report to PBC and Board

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #4: <i>Maximize the procurement and efficient use of financial, human and physical resources.</i>		Objective #8: <i>Develop stronger relationship between College Foundation and Board of Trustees in support of the College's mission</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Increase overlap between Foundation Board and Board of Trustees in regards to joint membership.	Staff time	Pres./Supt.	June 2010	Review board memberships
2.	Integrate strategic planning of Foundation with College Mission, Vision and Values	Staff time	Pres./Supt.	Sept 2010	Report to both Boards
3.	Hire Director of Institutional Advancement to assist fund-raising for specific programs and needs identified by the College	Staff time; joint funding from Foundation and College; Space	Pres./Supt.; Dir. of Human Resources; VPAS, Search Committee	Dec. 2010	Staff on board and office running.
4.	Develop multi-year campaign with specific targets for private donations	Staff time	Dir. of Institutional Advancement; Pres./Supt.	Dec. 2011	Plan approved by both Boards; plan being implemented.
5.	Increase employee participation in Foundation fund-raising.	Staff time	Dir. of Institutional Advancement	Dec. 2011	Participation of faculty and staff; success in fund raising from private sources.

MENDOCINO COLLEGE

STRATEGIC OBJECTIVES FOR GOAL #5

Strategic Goal #5: Build new and stronger relationships with businesses, educators, agencies and other constituents of our communities.

	Strategic Objectives	Target Completion Date
1.	Develop a plan for increasing and improving K-12 and faculty connections	April 2010/Ongoing
2.	Develop a plan for increasing and improving ties between community organizations/entities and Mendocino College and College employees	June 2011/Ongoing
3.	Develop a plan for increasing and improving K-12 connections and outreach	May 2010/Ongoing
4.	Develop a plan for increasing and improving the quantity and diversity of guest speakers on campus	June 2010

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #5: <i>Build new and stronger relationships with businesses, educators, agencies and other constituents of our communities.</i>		Objective #1: <i>Develop a plan for increasing and improving K-12 connections and faculty connections.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Update program review language to address faculty interest in participating in K-12 outreach activities Next step: Gather baseline data	Update of program review document	Dir of Inst Research; PRTF	Fall 2009, initial data to be gathered by August 2010	Baseline data has been collected Next step: set targeted increase
2.	Add documentation of faculty connections within program reviews Next step: Gather baseline data	Update of program review document	Dir of Inst Research; PRTF	Fall 2009, initial data to be gathered by August 2010	Baseline data has been collected Next step: set targeted increase
3.	Make existing HS teacher contact lists easily available via web	Staff time	Dean SSOR	January 2010	Current Contact information available via web
4.	Create system for granting flex time for faculty outreach activities Next step: gather baseline data	Action item for the Professional Development Committee	Director of HR	March 2010, initial data to be gathered Fall 2010	Flex Handbook has been revised
5.	Create a program of study for all CTE program with one or more district High Schools	Faculty to faculty meeting time	Dean of CTE	April 2010	All program of study posted on CAPathways website
6.	Establish a yearly CTE Career Pathways and HS articulation meeting	Staff and faculty time, possible \$ for HS subs, food, materials (can be paid for with CTE grant funds)	Dean of CTE;	April 2010	Articulations agreements established in a majority of CTE programs

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #5: <i>Build new and stronger relationships with businesses, educators, agencies and other constituents of our communities.</i>		Objective #2: <i>Develop a plan for increasing and improving ties between community organizations/entities and Mendocino College and College employees.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Increase the number of businesses participating in Cooperative Work Experience program	Staff and Faculty time	CWE Director; CTE Dean	Continuous, beginning May 2009	Participants have increased by 5% for 2010-11
2.	Establish baseline data of number and type of employee memberships in community organizations	Staff time; include questions on Faculty/Staff survey	Dir. of Institutional Research	March 2010	Baseline data has be gathered; targeted increases set
3.	Research and record number of community events in which the College participates	Capture events as they are scheduled	VPESS; Outreach Committee; Schedulers	Continuous beginning June 2011	Baseline data has been gathered
4.	Increase effectiveness of CTE program advisory committees; create advisory handbook; identify committees in need of improvement	Faculty time; Staff time Advisory committee survey	Dean of CTE; CTE faculty	Continuous beginning January 2010	Advisory Handbook Created Summary of Advisory Activities created Survey results disseminated
5.	Research and record number of community members serving as guest speakers in college classes	Staff and Faculty time (See objective 3)			
6.	Research and record number of community events in which the College participates	Staff time	Dir. of Institutional Research	Continuous beginning June 2011	Data input and maintenance
7.	Increase exposure to college programs by establishing/growing program advisory committees	Faculty time	Dean of Instruction; CTE faculty	Continuous beginning June 2011	Annual report to PBC

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

Strategic Goal #5: <i>Build new and stronger relationships with businesses, educators, agencies and other constituents of our communities.</i>		Objective #3: <i>Develop a plan for increasing and improving K-12 connections and outreach.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Establish a standing Outreach Committee (Possibly combine with Marketing committee)	Staff and Faculty time	VPESS	January 2010	Committee roster; minutes of meetings
2.	Invite K-12 principals, counselors and District Superintendents to campus and/or centers annually	Staff time; funds for food and supplies	VPESS; Outreach Committee	Annually, beginning Spring 2010	Number of visitors attending
3.	Develop and maintain on-line calendar of outreach activities; also see objective 2 strategy	Scheduler Time	VPESS; Outreach Committee	May 2010	Calendar system in place
4.	Maintain College Career Day event	Staff and Faculty time	Dir. of Career and Transfer Ctr.	Annually in Spring	Report of event activities to VPESS/DSSOR

MENDOCINO COLLEGE
STRATEGIES TO ACCOMPLISH OBJECTIVES

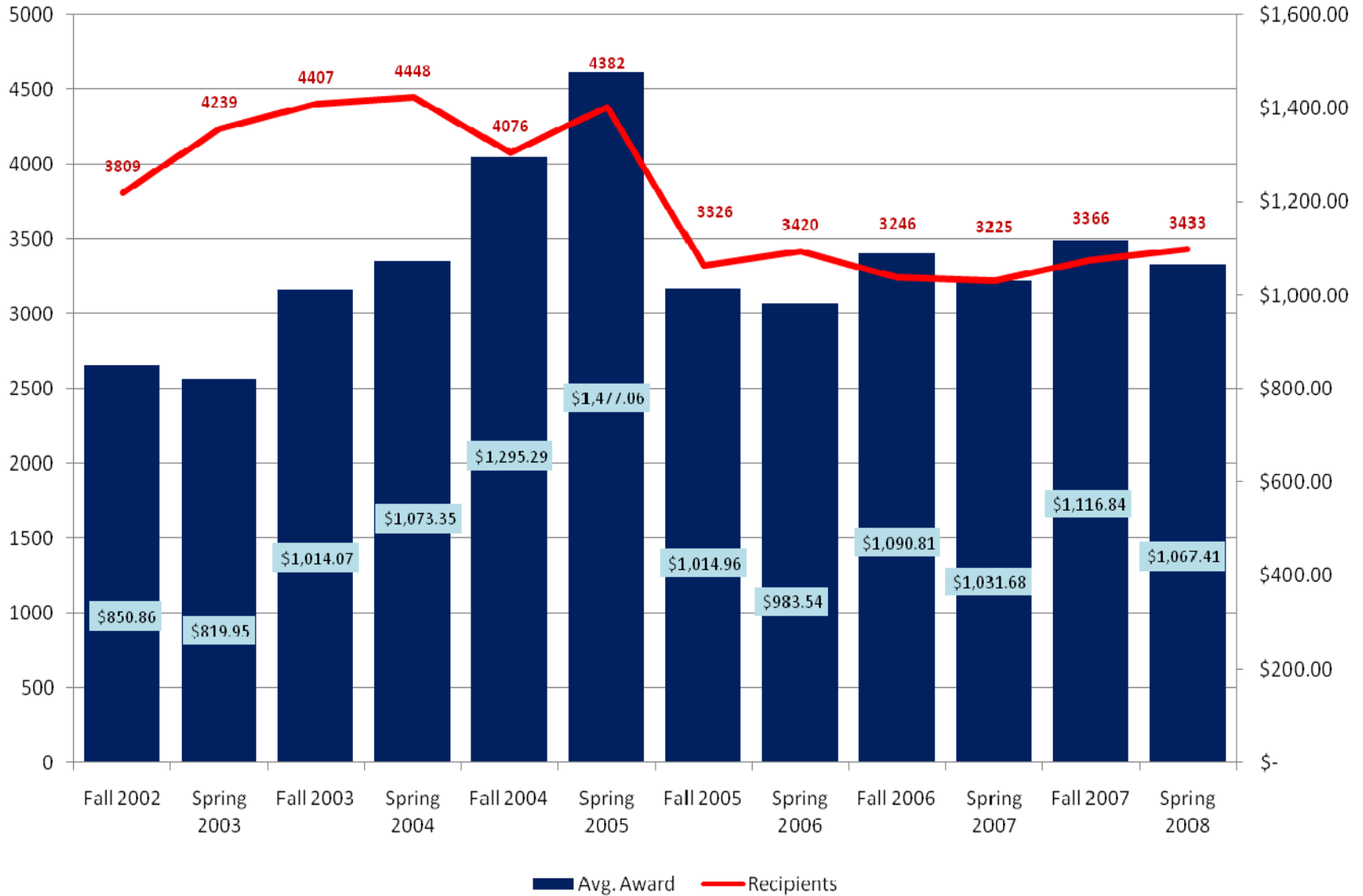
Strategic Goal #5: <i>Build new and stronger relationships with businesses, educators, agencies and other constituents of our communities.</i>		Objective #4: <i>Develop a plan for increasing and improving the quantity and diversity of guest speakers on campus.</i>			
Strategies	What is to be done? (Description of Activity)	What is needed to do it? (New Resources Required)	Who is MRP? (Most Responsible Person)	When will it be done? (Timeline)	How will we measure the results? (Assessment)
1.	Develop a faculty/staff generated list of potential guest speakers	Staff time	Dean of Instruction	December 2009	Roster of names and topics
2.	Develop a calendar of scheduled guest speakers and topics in classrooms	Faculty and staff time	Dean of Instruction	June 2010	Review of scheduled days and times
3.	Develop annual schedule of discipline-driven guest speaker series	Faculty and Staff Time	Dean of Instruction	Annually beginning August 2010	Schedule
4.	Make arrangements for speaker series	Staff time; funding for stipends, travel.	Dean of SSOR; Dean of Instruction	Annually, beginning November 2010	Room resources, funds expended; attendance
5.	Produce appropriate advertising and publicity campaign to promote speakers	Staff time	Dean of Instruction; Marketing; Graphics	Annually Beginning November 2010	Number of ads placed, PSAs, handouts produced. Report to PBC

Key Performance Indicators

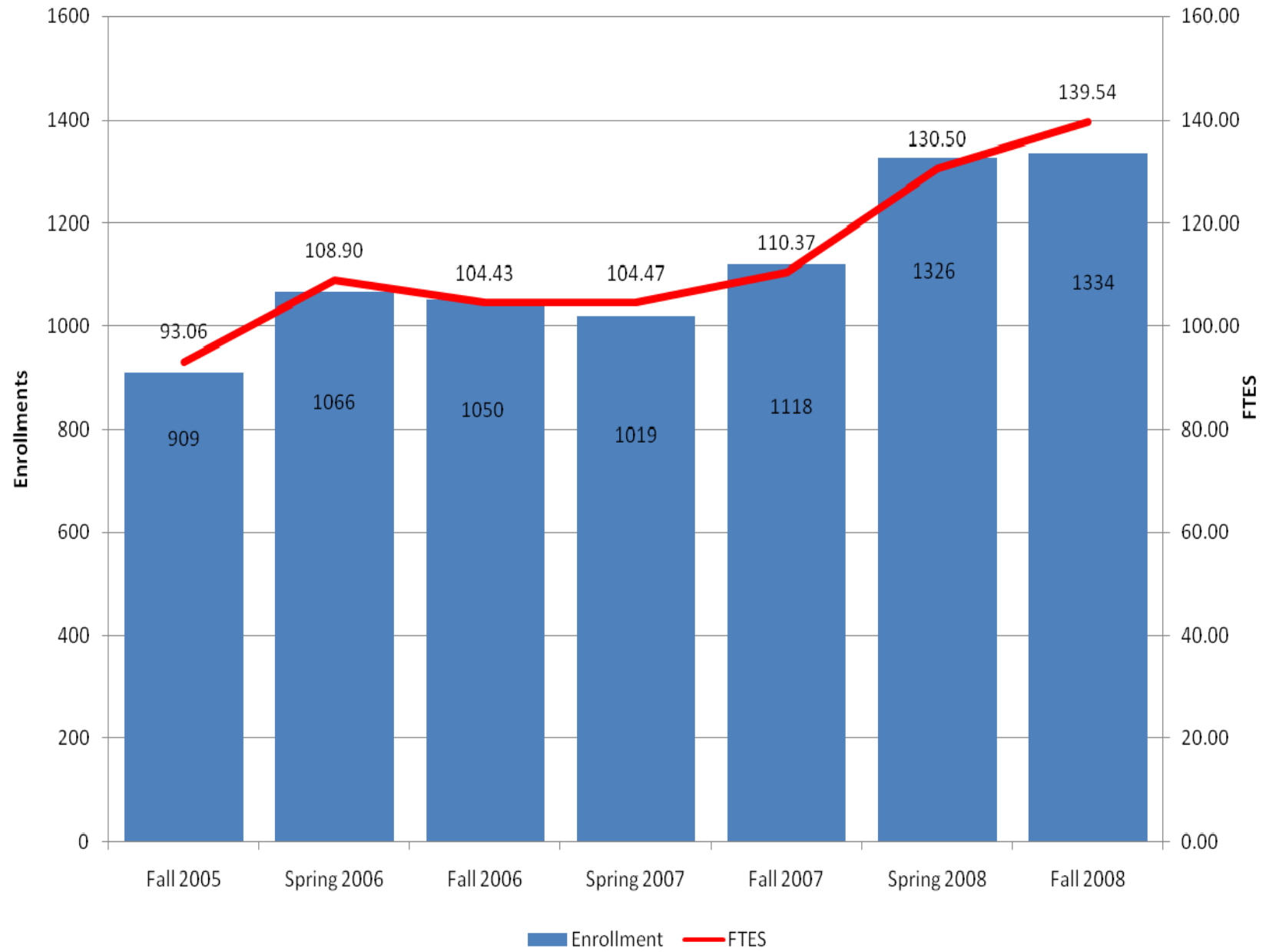
KPI 1: Student Retention, Success and Fall-to-Spring Persistence



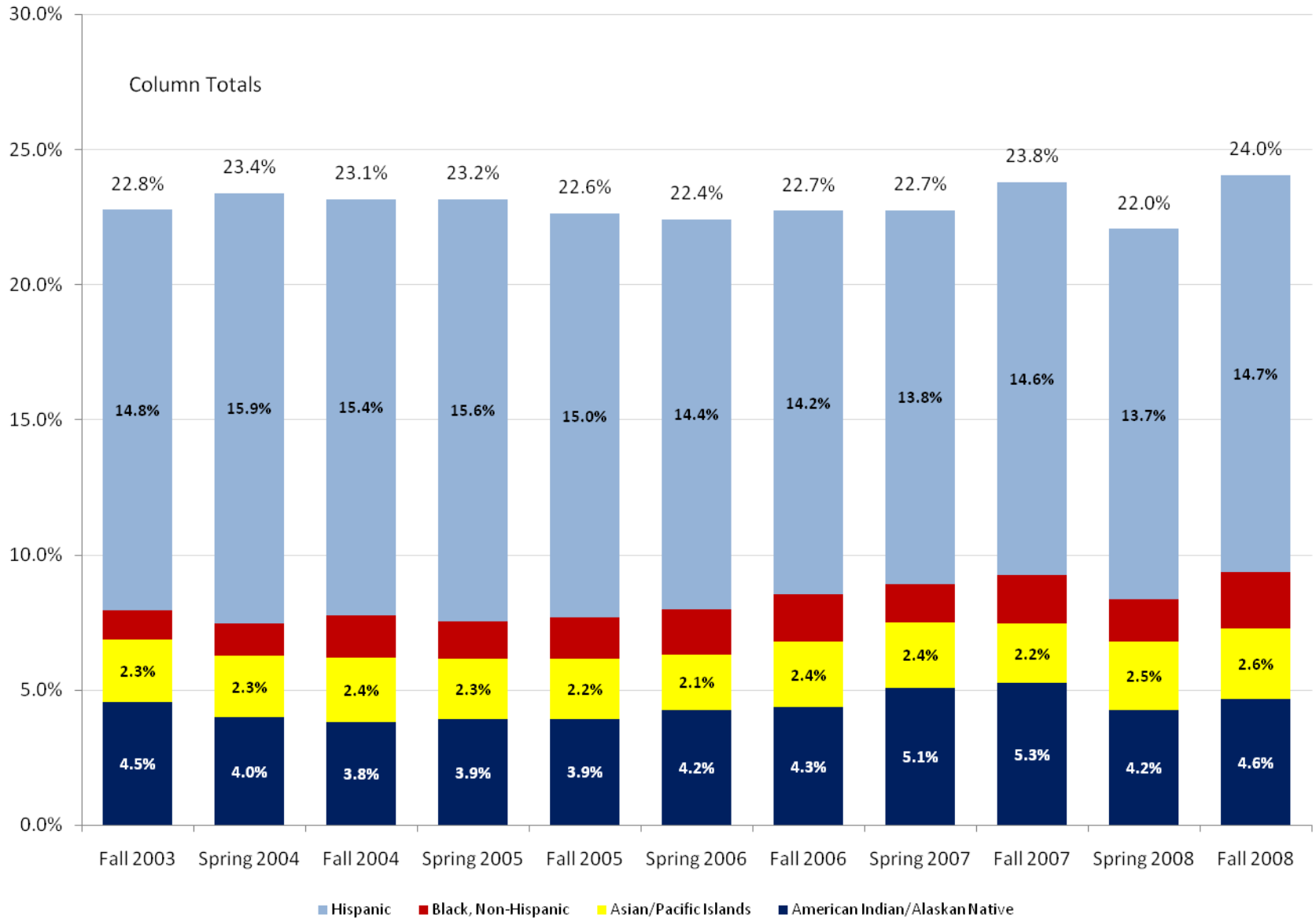
KPI 2.1: Financial Aid: Number of Recipients and Average Award per Semester



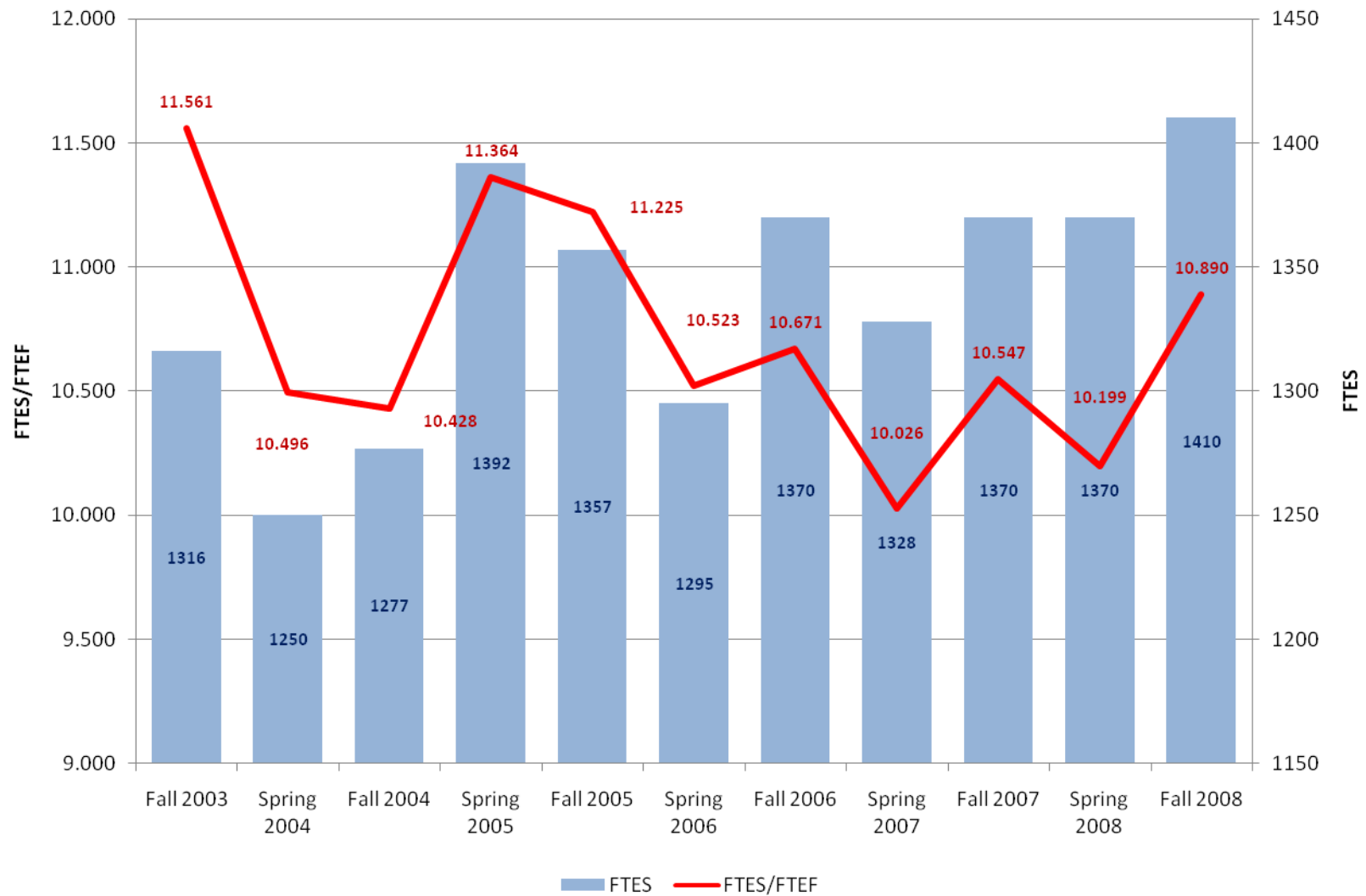
KPI 2.2: Enrollment and FTES from Distance Education Courses



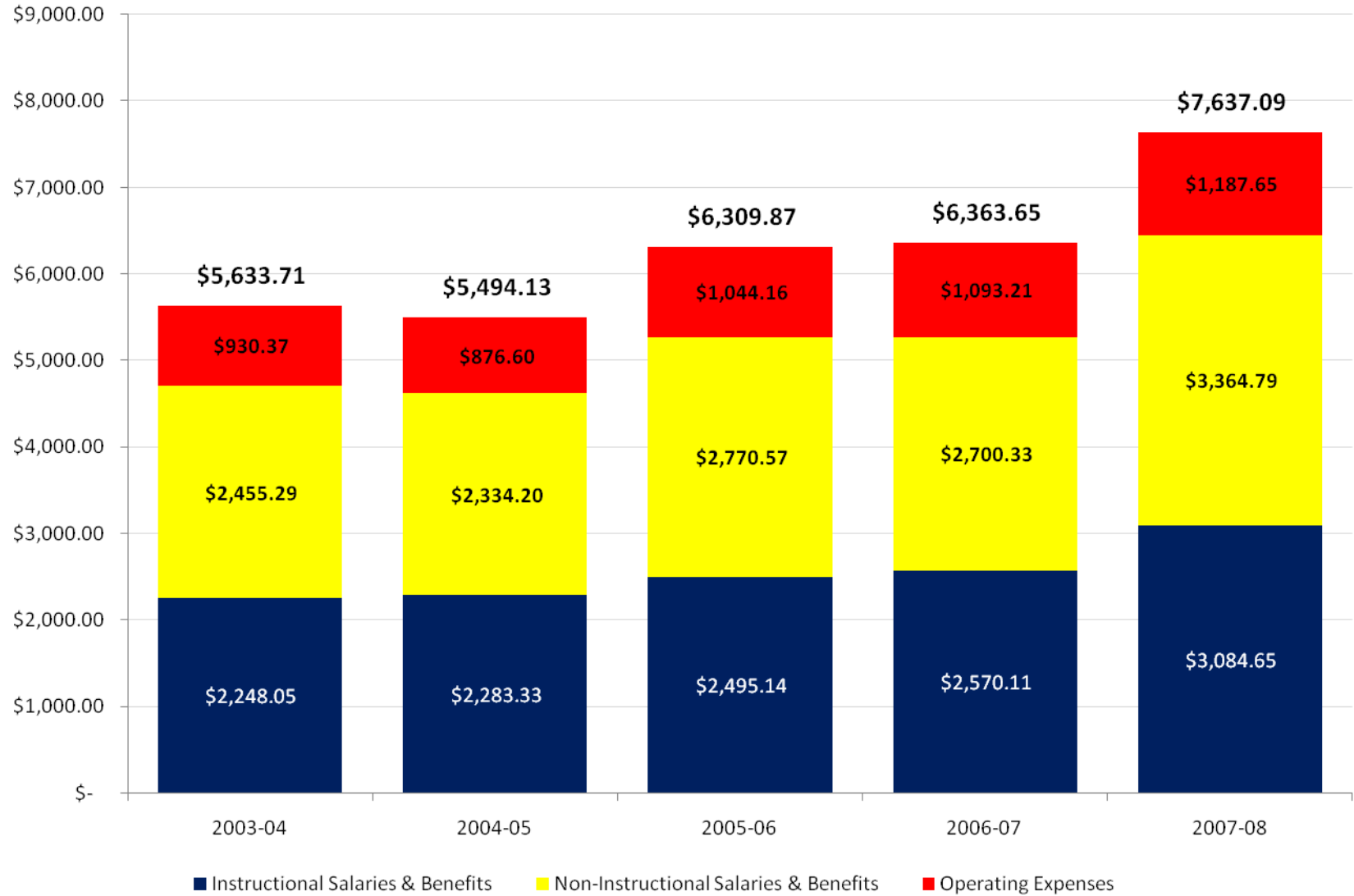
KPI 2.3 Traditionally Under-represented as Proportion of Total Students



KPI 4.1 FTES and FTES/FTEF Ratio



KPI 4.2: Expenditures By FTES (Source: San Joaquin Delta College)



KPI 4.3: Health Care Costs at Mendocino College

