# Quick Guide: Educational Master Plan Goals and Objectives

**Strategic Direction 1: Student Transformation**

### 2030 Goal 1: (Access) Expand college access by increasing both headcount and FTES.

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| 2025 Objective 1.1 | Go from 7,366 to 8,759 total FTES |
| 2025 Objective 1.2 | Go from 14,624 headcount to 16,581 total headcount |
| 2025 Objective 1.3 | Expand enrollment with strategic groups (Dual Enrollment, International, Online, California Rehabilitation Center, Veterans, etc.) |
| 2025 Objective 1.4 | Increase capture rates from feeder high schools by 4% annually. |

### 2030 Goal 2: (Success) Implement Guided Pathways framework.

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| 2025 Objective 2.1 | Increase number of degrees completed by 15% annually |
| 2025 Objective 2.2 | Increase number of certificates completely by 15% annually |
| 2025 Objective 2.3 | Decrease AA degree unit accumulation from 88 to 74 total units on average |
| 2025 Objective 2.4 | Increase number of transfers 15% annually |
| 2025 Objective 2.5 | Increase the number of first-time, full-time enrolled students from 508 to 900 |
| 2025 Objective 2.6 | Increase percent of students who receive financial aid from 73% to 81% |
| 2025 Objective 2.7 | Increase number of students who complete transfer level math and English by 20% per year |

### 2030 Goal 3: (Equity) Close all student equity gaps.

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| 2025 Objective 3.1 | Reduce the equity gap for African American students by 40%. |
| 2025 Objective 3.2 | Reduce the equity gap for Latinx students by 40%. |
| 2025 Objective 3.3 | Reduce the equity gap for Men of Color by 40%. |
| 2025 Objective 3.4 | Reduce the equity gap for LGBTQ+ students by 40%. |
| 2025 Objective 3.5 | Reduce the equity gap for Foster Youth students by 40%. |

### 2030 Goal 4: (Professional Development) Implement Professional Development around Guided Pathways and equity framework; foster a culture of ongoing improvement.

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| 2025 Objective 4.1 | Increase percentage of employees who complete Guided Pathways training from 5% to 65% (305 out of 472 employees) |
| 2025 Objective 4.2 | Increase percentage of employees who complete Racial Micro aggressions certificate from 1% to 60% (285 out of 472 employees) |
| 2025 Objective 4.3 | Increase percentage of faculty who complete Teaching Men of Color in the Community College certificate from 3% to 40% (125 out of 315 faculty) |

**Strategic Direction 2: Regional Transformation**

*2030 Goal 5: (Workforce and Economic Development) Reduce working poverty and the skills gap*

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| 2025 Objective 5.1 | Increase the median annual earnings of all students |
| 2025 Objective 5.2 | Increase percent of CTE students employed in their field of study by 3% annually |
| 2025 Objective 5.3 | Increase percent of all students who attain a livable wage by 5% annually |
| 2025 Objective 5.4 | Establish the Center for Workforce Innovation to create and expand apprenticeships & work-based learning opportunities |

*2030 Goal 6: (Community Partnerships) Pursue, develop, & sustain collaborative partnerships*

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| 2025 Objective 6.1 | Establish and expand relationships with regional educational institutions |
| 2025 Objective 6.2 | Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations |
| 2025 Objective 6.3 | Expand partnerships with regional veterans' services and support organizations |
| 2025 Objective 6.4 | Work toward reducing recidivism through incarcerated student education |
| 2025 Objective 6.5 | Position the college's image and reputation as a leading academic institution in the region |
| 2025 Objective 6.6 | Develop regional outreach and recruitment systems |
| 2025 Objective 6.7 | Help establish a distinct regional identity, organization, and communication amongst our local communities |
| 2025 Objective 6.8 | Stimulate regional arts development |

**Strategic Direction 3: College Transformation**

*2030 Goal 7: (Programs) Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.*

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| 2025 Objective 7.1 | Develop comprehensive breadth of academic programs |
| 2025 Objective 7.2 | Develop Career & Technical Education programs and industry credentials related to regional needs |
| 2025 Objective 7.3 | Develop and implement plan for noncredit and noncredit-enhanced programming |
| 2025 Objective 7.4 | Develop and implement plan for expanded athletics offerings |
| 2025 Objective 7.5 | Add capacity to existing disciplines with a demonstrated need. |
| 2025 Objective 7.6 | Build and support student services to foster student engagement, wellness, and success in the classroom and outside the classroom. |

2025 Objective 7.7     Build and support academic support services to improve student success

## 2030 Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.

2025 Objective 8.1     Make program, student, and effectiveness (including assessment) data available, usable, and clear so critical data is visible in real time.

2025 Objective 8.2     Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.

2025 Objective 8.3     Revise governance process - formalize all unwritten governance processes for more effective implementation of the Educational Master Plan.

2025 Objective 8.4     Develop, evaluate, and monitor our governance, decision-making, and resource allocation processes on the basis of the college mission and plans.

2025 Objective 8.5     Continue to monitor and adjust the college's organizational chart for effective implementation of the Educational Master Plan

## 2030 Goal 9: (Workplace/Employees) Expand workforce to support comprehensive college and develop/sustain excellent workplace culture

2025 Objective 9.1     Plan and advocate for the funding augmentations needed to meet staff requirements to achieve the vision for a more comprehensive college.

2025 Objective 9.2     Develop systems and provide resources to preserve and foster a positive workplace culture for all constituent groups including full-time faculty, part-time faculty, classified professionals, student workers, and managers.

2025 Objective 9.3     Develop culture that recognizes/thanks employees on regular basis and celebrates college's successes

2025 Objective 9.4     Develop strategy to maximize the number of classified, faculty and managers involved in college governance without compromising mission-critical work

2025 Objective 9.5     Develop strategy to maximize student-faculty time; Resist pulling faculty from students to do administrative work; Evaluate release time

2025 Objective 9.6     Develop strategy and work collaboratively with the district to increase the proportion of full-time faculty toward the 75/25 ratio.

## 2030 Goal 10: (Facilities) Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.

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| 2025 Objective 10.1 | Plan and advocate for the funding needed to meet facilities growth to achieve the vision for a more comprehensive college |
| 2025 Objective 10.2 | Develop and maintain Facilities Master Plan |
| 2025 Objective 10.3 | Build out funded projects |
| 2025 Objective 10.4 | Finish Veterans Resource Center Phase 1 by Spring 2021 |
| 2025 Objective 10.5 | By Fall 2020, open Early Childhood Education Center |
| 2025 Objective 10.6 | Develop plans and strategies to capitalize on state facilities funding to maximize local project funding availability. |
| 2025 Objective 10.7 | Build 2nd access road |
| 2025 Objective 10.8 | Explore and pursue land acquisition adjacent to college property |
| 2025 Objective 10.9 | Develop and start implementing sustainable campus |
| 2025 Objective 10.10 | Design spaces that intentionally build community |
| 2025 Objective 10.11 | Install immediate/temporary facilities to address current capacity needs by summer 2021. |
| 2025 Objective 10.12 | Enhance transportation infrastructure |
| 2025 Objective 10.13 | Develop and implement plans for off-campus facilities for instructional purposes |

### 2030 Goal 11: (Operations) Implement professional, intuitive, and technology enhanced systems

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| 2025 Objective 11.1 | Design intuitive and simple student onboarding system |
| 2025 Objective 11.2 | Implement intuitive and technology-enhanced CRM (e.g., Salesforce) systems for the entire student life cycle ("from recruitment to alumni") |

### 2030 Goal 12: (Resources) Develop innovative and diversified resources to build and sustain a comprehensive college and achieve our visionary goals.

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| 2025 Objective 12.1 | Plan and advocate for the general fund budget augmentations needed to meet operational demands to achieve the vision for a more comprehensive college. |
| 2025 Objective 12.2 | Coordinate with RCCD to establish a BAM that allocates funding equitably |
| 2025 Objective 12.3 | Support General Obligation bond campaign and implementation |
| 2025 Objective 12.4 | Develop 30% of overall budget from non-general fund revenue sources |