



Santiago Canyon College

What happens here matters.

2016-2022 Educational Master Plan



VIII. EDUCATIONAL MASTER PLAN GOALS

During the creation of the 2016-2022 Educational Master Plan, the development activities were described as being similar to drawing the map for a trip that will last the next six years. To extend this metaphor, a map requires a sense of the direction to be traveled, important stops along the way, and a final destination. Just as importantly, a roadmap suggests a route, as this EMP suggests a plan. When first reflected on the 2016-2022 EMP, we realized that the conditions present during the development of a plan may change quickly in unforeseen ways, requiring flexibility and adjustment in the college's goals. As a result, the next six years will be a continuation of stabilization and refocusing by the college, rather than a period of dramatic growth in enrollments, funding, and programming.

As the Educational Master Planning Committee drove the development of the 2016-2022 Educational Master Plan and the institutional goals for the next six-year period, it remained constantly aware of the need to be as inclusive and transparent as possible. This was achieved, in part, through a concentrated effort to share important environmental scan and internal scan information at numerous dedicated data-sharing events, at governance committee meetings, as well as advisory and council meetings. Further, the Educational Master Planning Committee requested from all collegial governance committees that have representation from each of the college's constituency groups suggested educational master plan goals. From the proposed goals received by College Council, Academic Senate, Associated Student Government, Enrollment Management Committee, Curriculum & Instruction Council, Student Success & Equity Committee, Facilities Committee, Technology Committee, Budget Committee, Distance Education

Program Committee, Professional Development Committee, and the Honors Program Committee, Planning Committee synthesized the information into five overarching themes:

- Communication, Access, and Visibility
- Pathways
- Professional Development
- Integration for Success
- Fiscal, Physical, and Technological Resources.

Each of the proposed goals was grouped under an overarching theme and a ranking survey was distributed to the college community to determine the importance and priority of each goal.

From the feedback received by the college community, the Educational Master Planning Committee developed nine broad institutional goals with 35 specific action items designed to move the college toward achieving those goals.

Taken as a whole, the college's planning goals provide a roadmap for institutional actions that will promote academic excellence, support student success and equity, enhance effectiveness and efficiency, demonstrate accountability, and focus institutional efforts on the achievement of students' academic goals.

The goals are consistent with the Accrediting Commission for Community and Junior College's accreditation standards. Finally, it is important to note that the goals and action items identified in this plan have gained the widespread support of the Santiago Canyon College community.

GOALS AND ACTION ITEMS

- I. Support a college culture of academic excellence and personalized education
 - a. Ensure the catalog is user-friendly and fully accessible to users
 - b. Support signature programs and the college's identity
- II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives
 - a. Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff
 - b. Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes
 - c. Develop and implement strategies to minimize achievement gaps among disproportionately impacted students
 - d. Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)
 - e. Expand opportunities for student involvement both inside and outside of the classroom

- III. Focus on student completion of pathways
 - a. Increase student access to college credit and noncredit courses
 - b. Increase student completion rates
 - c. Provide innovative and accelerated pathways to course and program completion
 - d. Research and develop online-specific pathways
 - e. Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses
 - f. Provide students with innovative and relevant workforce training which aligns with local and regional needs
 - g. Minimize economic barriers and increase access by supporting Open Educational Resources
- IV. Improve communication within the college community
 - a. Evaluate current communication practices
 - b. Analyze the current governance structure to determine how the committees could better communicate and support each other
- V. Support faculty and staff development
 - a. Provide broader access to professional development for faculty and staff
 - b. Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design
 - c. Provide training opportunities to make online instruction more effective
- VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes
 - a. Establish structural procedures for using data in decision-making processes across the college
 - b. Provide training to staff and faculty in use of data for planning and continuous quality improvement
- VII. Maintain and enhance the college's technological infrastructure and facilities
 - a. Optimize the college's use of technology in learning environments
 - b. Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes
 - c. Expand sustainable green practices
- VIII. Strengthen and refine the processes that integrate planning and resource allocation
 - a. Allocate resources in alignment with SCC goals and priorities
 - b. Expand the use of data to all levels in resource allocation decisions
 - c. Assess the effectiveness of resource allocation processes and make improvements as necessary
 - d. Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue
 - e. Identify and leverage existing resources to produce alternative, unrestricted revenues
 - f. Educate the campus community about the availability, procedures and processes for acquiring funding
 - g. Streamline the grant application process
- IX. Enhance and expand the college's community presence
 - a. Ensure the website and student portal connect information successfully and easily
 - b. Strengthen outreach and recruitment endeavors
 - c. Strengthen partnerships with key community stakeholders
 - d. Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations

Identification of Responsible Parties

SCC Goal	Action Item	Responsible Parties
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users	<ul style="list-style-type: none"> • Academic Affairs • Curriculum & Instruction Council
	b) Support signature programs and the college's identity	<ul style="list-style-type: none"> • Academic Senate • Office of the President i.e. President's Cabinet and Marketing Task Force
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff	<ul style="list-style-type: none"> • Student Services • Academic Affairs • Continuing Education
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes	<ul style="list-style-type: none"> • Initiatives Integration Task Force • Student Success & Equity Committee
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students	<ul style="list-style-type: none"> • Office of Student Equity & Success • Student Success & Equity Committee
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	<ul style="list-style-type: none"> • Learning Support Service • Student Services • Continuing Education • Information Technology
	e) Expand opportunities for student involvement both inside and outside of the classroom	<ul style="list-style-type: none"> • Student Life & Leadership • Professional Development Committee

SCC Goal	Action Item	Responsible Parties
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	<ul style="list-style-type: none"> • Enrollment Management Committee • Student Services • Continuing Education
	b) Increase student completion rates	<ul style="list-style-type: none"> • Student Services • Academic Affairs • Continuing Education
	c) Provide innovative and accelerated pathways to course and program completion	<ul style="list-style-type: none"> • Academic Affairs • Continuing Education • Curriculum & Instruction Council
	d) Research and develop online-specific pathways	<ul style="list-style-type: none"> • Institutional Effectiveness & Research • Distance Education Program Committee
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	<ul style="list-style-type: none"> • Student Success & Equity Committee • Basic Skills Committee
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs	<ul style="list-style-type: none"> • Career Technical Education • Continuing Education • Community Services
	g) Minimize economic barriers and increase access by supporting Open Educational Resources	<ul style="list-style-type: none"> • Academic Affairs • Academic Senate • Bookstore
IV. Improve communication within the college community	a) Evaluate current communication practices	<ul style="list-style-type: none"> • President • College Council • Technology Committee (WebCom) • ASG • Student Services • Information Technology
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other	<ul style="list-style-type: none"> • College Council • Academic Senate

SCC Goal	Action Item	Responsible Parties
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff	<ul style="list-style-type: none"> Professional Development Committee Student Success & Equity Committee
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design	<ul style="list-style-type: none"> Professional Development Committee Academic Senate Student Success & Equity Committee
	c) Provide training opportunities to make online instruction more effective	<ul style="list-style-type: none"> Distance Education Distance Education Program Committee Professional Development Committee
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college	<ul style="list-style-type: none"> College Council Institutional Effectiveness & Research
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement	<ul style="list-style-type: none"> Institutional Effectiveness & Research Professional Development Committee
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments	<ul style="list-style-type: none"> Technology Committee Professional Development Committee Information Technology
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes	<ul style="list-style-type: none"> Administrative Services Facility, Safety & Emergency Preparedness Committee
	c) Expand sustainable green practices	<ul style="list-style-type: none"> Administrative Services Facility, Safety & Emergency Preparedness Committee

SCC Goal	Action Item	Responsible Parties
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities	<ul style="list-style-type: none"> • Planning & Institutional Effectiveness • Budget Committee
	b) Expand the use of data to all levels in resource allocation decisions	<ul style="list-style-type: none"> • Institutional Effectiveness & Research • Planning & Institutional Effectiveness • Educational Master Planning Committee
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary	<ul style="list-style-type: none"> • Planning & Institutional Effectiveness Committee
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue	<ul style="list-style-type: none"> • Administrative Services • Budget Committee • Office of the President
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues	<ul style="list-style-type: none"> • Foundation • Resource Development
	f) Educate the campus community about the availability, procedures and processes for acquiring funding	<ul style="list-style-type: none"> • Foundation • Resource Development • College Council
	g) Streamline the grant application process	<ul style="list-style-type: none"> • Planning & Institutional Effectiveness Committee • Academic Senate • College Council
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily	<ul style="list-style-type: none"> • Information Technology • Student Services • Technology Committee • Distance Education Program Committee
	b) Strengthen outreach and recruitment endeavors	<ul style="list-style-type: none"> • Student Services • Office of the President i.e. Marketing Task Force • Continuing Education

SCC Goal	Action Item	Responsible Parties
	c) Strengthen partnerships with key community stakeholders	<ul style="list-style-type: none"> • Office of the President • Foundation • Administrative Services • Continuing Education
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations	<ul style="list-style-type: none"> • Office of the President • Foundation • Administrative Services • Continuing Education • Academic Affairs • Student Services

Mapping EMP Goals to RSCCD Goals

SCC Goal	Action Item	RSCCD Goal
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users	
	b) Support signature programs and the college's identity	1
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff	1
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes	1
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students	3, 4
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	1
	e) Expand opportunities for student involvement both inside and outside of the classroom	4
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	4
	b) Increase student completion rates	3
	c) Provide innovative and accelerated pathways to course and program completion	4
	d) Research and develop online-specific pathways	4
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	3
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs	2, 4
	g) Minimize economic barriers and increase access by supporting Open Educational Resources	4
IV. Improve communication within the college community	a) Evaluate current communication practices	5
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other	5
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff	4
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design	4
	c) Provide training opportunities to make online instruction more effective	4

SCC Goal	Action Item	RSCCD Goal
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college	
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement	
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments.	4
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes	5
	c) Expand sustainable green practices	5
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities	1
	b) Expand the use of data to all levels in resource allocation decisions	1, 5
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary	5
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue	5
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues	1
	f) Educate the campus community about the availability, procedures and processes for acquiring funding	5
	g) Streamline the grant application process	5
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily	
	b) Strengthen outreach and recruitment endeavors	4
	c) Strengthen partnerships with key community stakeholders	2
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations	2

Mapping EMP Goals to Accreditation Actionable Improvement Plans (AIPs)

SCC Goal	Action Item	SCC Accreditation Actionable Improvement Plans
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users	
	b) Support signature programs and the college's identity	

SCC Goal	Action Item	SCC Accreditation Actionable Improvement Plans
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff	3, 4, 6
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes	
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students	4
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	4, 6
	e) Expand opportunities for student involvement both inside and outside of the classroom	
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	
	b) Increase student completion rates	4
	c) Provide innovative and accelerated pathways to course and program completion	
	d) Research and develop online-specific pathways	
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	4
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs	
	g) Minimize economic barriers and increase access by supporting Open Educational Resources	
IV. Improve communication within the college community	a) Evaluate current communication practices	1, 2, 10
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other	2, 10
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff	
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design	
	c) Provide training opportunities to make online instruction more effective	4

SCC Goal	Action Item	SCC Accreditation Actionable Improvement Plans
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college	1, 2, 3, 5, 8, 10
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement	1, 2
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments.	
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes	8
	c) Expand sustainable green practices	
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities	2, 8
	b) Expand the use of data to all levels in resource allocation decisions	1, 2, 3, 5, 8
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary	1, 2, 10, 11
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue	9, 11
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues	9
	f) Educate the campus community about the availability, procedures and processes for acquiring funding	9
	g) Streamline the grant application process	9
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily	
	b) Strengthen outreach and recruitment endeavors	
	c) Strengthen partnerships with key community stakeholders	
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations	

Mapping EMP Goals to Accreditation Standards

SCC Goal	Action Item	ACCJC Accreditation Standard I	ACCJC Accreditation Standard II	ACCJC Accreditation Standard III	ACCJC Accreditation Standard IV
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users	B.7, C.1, C.2, C.4, C.5, C.6, C.8, C.10, C.13	A.10, A.12, C.6,		
	b) Support signature programs and the college's identity	A.1, A.2, A.3, A.4, B.1, C.14	A.1, A.2, A.7, A.13, B.1, C.1, C.4,		A.1, B.1, C.5
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff	B.1, B.2, B.4, B.7, B.8	A.7, B.1, C.1, C.3,		
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes	B.4, B.6, B.7, B.8, B.9	A.4, A.7, B.1, C.1, C.5, C.6,		B.3
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students	B.1, B.4, B.6, B.7, B.8	A.4, A.7, B.1, C.1, C.3, C.7,		A.5
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	B.7	B.1, C.1, C.3,	C.1, C.3, C.4	
	e) Expand opportunities for student involvement both inside and outside of the classroom		C.4,		A.1, A.2

SCC Goal	Action Item	ACCJC Accreditation Standard I	ACCJC Accreditation Standard II	ACCJC Accreditation Standard III	ACCJC Accreditation Standard IV
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	B.1, B.5, B.6	A.1, A.7,		B.3
	b) Increase student completion rates	B.1, B.3, B.5, B.6	A.6,		B.3
	c) Provide innovative and accelerated pathways to course and program completion	B.1, B.7	A.6, A.7, C.6, C.7,		A.4
	d) Research and develop online-specific pathways	B.1, B.7	A.5, A.6, A.7, C.6,		A.4
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	B.1, B.3, B.5, B.6	A.4, C.6,		B.3
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs	B.1, B.3, B.5, B.6	A.2, A.7, A.14,		A.4, A.5
	g) Minimize economic barriers and increase access by supporting Open Educational Resources	B.1, B.7	A.7, B.1,		A.4
IV. Improve communication within the college community	a) Evaluate current communication practices	B.1, B.3, B.7, B.8, B.9, C.1, C.3, C.4, C.5, C.6, C.7, C.8	A.10,		A.6
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other	B.1, B.7, B.8, B.9			A.1, A.2, A.3, A.4, A.5, A.6, A.7, B.1, B.3
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff	B.7		A.14, C.4	B.1
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design	B.7	B.2,	A.14	B.1
	c) Provide training opportunities to make online instruction more effective	B.1, B.5, B.6, B.7		A.14, C.3, C.4, C.5	B.1

SCC Goal	Action Item	ACCJC Accreditation Standard I	ACCJC Accreditation Standard II	ACCJC Accreditation Standard III	ACCJC Accreditation Standard IV
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college	A.2, A.3, B.1, B.2, B.3, B.4, B.5, B.6, B.7, B.8, B.9	A.16, B.3, B.4, C.2, C.7,		A.1, A.2, A.3, A.4, A.5, A.6, A.7, B.3, C.8
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement	A.2, B.1, B.2, B.3, B.4, B.5, B.6, B.7, B.8, B.9	A.3, A.16, B.3, B.4, C.2,		A.1, A.2, A.3, A.4, A.5, A.6, A.7, B.3
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments.		A.7, B.2,	C.2, C.3, C.4, C.5	
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes			B.1, B.2, B.3	
	c) Expand sustainable green practices				
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities	A.3, B.4, B.6, B.7, B.8, B.9		D.2, D.3	A.1, B.5
	b) Expand the use of data to all levels in resource allocation decisions	A.3, B.1, B.2, B.3, B.4, B.5, B.6, B.7, B.8, B.9		D.5	A.3, A.4, A.5, B.3
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary	B.4, B.7, B.8, B.9		D.3, D.5, D.8	A.7, B.3
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue			D.1, D.2, D.4, D.5	B.5
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues			D.1, D.4	
	f) Educate the campus community about the availability, procedures and processes for acquiring funding			D.2, D.3, D.6	
	g) Streamline the grant application process	B.7		D.10, D.14, D.16	

SCC Goal	Action Item	ACCJC Accreditation Standard I	ACCJC Accreditation Standard II	ACCJC Accreditation Standard III	ACCJC Accreditation Standard IV
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily	B.7, C.1, C.2, C.3, C.4, C.5, C.6, C.8, C.10, C.13	A.10, A.12,	C.1, C.3	
	b) Strengthen outreach and recruitment endeavors	C.3			B.6
	c) Strengthen partnerships with key community stakeholders	C.3			B.6
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations	C.3			B.6

Mapping EMP Goals to Enrollment Management Plan Goals

SCC Goal	Action Item	Enrollment Management Plan
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users	
	b) Support signature programs and the college's identity	6
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff	5
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes	5
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students	5
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	5
	e) Expand opportunities for student involvement both inside and outside of the classroom	5
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	3
	b) Increase student completion rates	4
	c) Provide innovative and accelerated pathways to course and program completion	3,4
	d) Research and develop online-specific pathways	3,4

SCC Goal	Action Item	Enrollment Management Plan
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	4
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs	3
	g) Minimize economic barriers and increase access by supporting Open Educational Resources	
IV. Improve communication within the college community	a) Evaluate current communication practices	
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other	
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff	
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design	
	c) Provide training opportunities to make online instruction more effective	
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college	6
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement	6
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments.	
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes	
	c) Expand sustainable green practices	
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities	
	b) Expand the use of data to all levels in resource allocation decisions	
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary	
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue	
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues	
	f) Educate the campus community about the availability, procedures and processes for acquiring funding	
	g) Streamline the grant application process	

SCC Goal	Action Item	Enrollment Management Plan
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily	
	b) Strengthen outreach and recruitment endeavors	1,2
	c) Strengthen partnerships with key community stakeholders	2
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations	2

Mapping EMP Goals to BSI, Student Equity, SSSP Credit and Noncredit, and Integrated Plan Goals

SCC Goal	Action Item	BSI Goals	Student Equity Goals	SSSP Credit Goals	SSSP Noncredit Goals	Integrated Plan Goals
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users					
	b) Support signature programs and the college's identity					
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff		1, 2, 3, 4, 5	2, 3	2, 3	4
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes					
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students		1, 2, 3, 4, 5			1
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	3	1	1, 2, 3	1, 2, 3	2, 4
	e) Expand opportunities for student involvement both inside and outside of the classroom		1			
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	3	1	1	1	1
	b) Increase student completion rates	1, 2	2, 3, 4, 5	2, 3	2, 3	3
	c) Provide innovative and accelerated pathways to course and program completion	4, 5	2, 3, 4, 5			1, 3

SCC Goal	Action Item	BSI Goals	Student Equity Goals	SSSP Credit Goals	SSSP Noncredit Goals	Integrated Plan Goals
	d) Research and develop online-specific pathways		2, 4, 5			
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	1, 2	4, 5			1, 3
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs					
	g) Minimize economic barriers and increase access by supporting Open Educational Resources		1			
IV. Improve communication within the college community	a) Evaluate current communication practices					
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other					
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff		2			5
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design		2, 3			5
	c) Provide training opportunities to make online instruction more effective		2			5
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college					
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement					
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments		2, 3			
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes					
	c) Expand sustainable green practices					

SCC Goal	Action Item	BSI Goals	Student Equity Goals	SSSP Credit Goals	SSSP Noncredit Goals	Integrated Plan Goals
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities					
	b) Expand the use of data to all levels in resource allocation decisions					
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary					
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue					
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues					
	f) Educate the campus community about the availability, procedures and processes for acquiring funding					
	g) Streamline the grant application process					
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily		1, 2, 3			
	b) Strengthen outreach and recruitment endeavors		1			
	c) Strengthen partnerships with key community stakeholders		1			
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations		4, 5			

Mapping EMP Goals to Technology Master Plan Initiatives

SCC Goal	Action Item	Technology Master Plan Initiatives
I. Support a college culture of academic excellence and personalized education	a) Ensure the catalog is user-friendly and fully accessible to users	Student Portal, WebMaster
	b) Support signature programs and the college's identity	
II. Support student success and equity by enhancing the integration of student services, instructional areas, and institutional initiatives	a) Increase awareness, access, and utilization of student services and instructional programs among students, faculty, and staff	Social Media
	b) Integrate planning and coordination of SSSP, BSI, and Student Equity initiatives and activities and incorporate them into current planning processes	
	c) Develop and implement strategies to minimize achievement gaps among disproportionately impacted students	Open Educational Resources, Americans with Disabilities Act
	d) Ensure access to comprehensive student services support for all students (distance education, face-to-face, etc.)	Student Portal, Online Student Education Plans, Student HelpDesk
	e) Expand opportunities for student involvement both inside and outside of the classroom	Social Media
III. Focus on student completion of pathways	a) Increase student access to college credit and noncredit courses	Learning Management System, Common Assessment Initiative
	b) Increase student completion rates	Online Student Education Plans
	c) Provide innovative and accelerated pathways to course and program completion	Common Assessment Initiative
	d) Research and develop online-specific pathways	Learning Management System, Online Teaching Certification Program
	e) Increase the number of students who earn degrees and certificates after completing basic skills or noncredit courses	
	f) Provide students with innovative and relevant workforce training which aligns with local and regional needs	
	g) Minimize economic barriers and increase access by supporting Open Educational Resources	Learning Management System, Open Educational Resources
IV. Improve communication within the college community	a) Evaluate current communication practices	
	b) Analyze the current governance structure to determine how the committees could better communicate and support each other	

SCC Goal	Action Item	Technology Master Plan Initiatives
V. Support faculty and staff development	a) Provide broader access to professional development for faculty and staff	Learning Management System, Instructional Design Center, Computer Refresh Budget, Maintain Up-to-Date Software and Operating Systems
	b) Increase faculty development opportunities in the areas of innovative pedagogies and curriculum design	Learning Management System, Instructional Design Center, Instructional Design
	c) Provide training opportunities to make online instruction more effective	Learning Management System, Instructional Design Center, Online Teaching Certification Program, Instructional Design, Technology Innovation, Americans with Disabilities Act
VI. Optimize access to physical, technological, human, and fiscal resources through data-informed, integrated planning and resource allocation processes	a) Establish structural procedures for using data in decision making processes across the college	
	b) Provide training to staff and faculty in use of data for planning and continuous quality improvement	
VII. Maintain and enhance the college's technological infrastructure and facilities	a) Optimize the college's use of technology in learning environments	Learning Management System, Instructional Design Center, Online Teaching Certification Program, Bring Your Own Device, Wireless Printing, Technology Innovation, WiFi Improvements, Classroom Audio/Visual Media Refresh Budget
	b) Identify and prioritize safety and maintenance needs and ensure compliance with applicable regulations and building codes	
	c) Expand sustainable green practices	

SCC Goal	Action Item	Technology Master Plan Initiatives
VIII. Strengthen and refine the processes that integrate planning and resource allocation	a) Allocate resources in alignment with SCC goals and priorities	
	b) Expand the use of data to all levels in resource allocation decisions	
	c) Assess the effectiveness of resource allocation processes and make improvements as necessary	
	d) Continue to monitor the SCC budget to ensure the alignment of expenditures with revenue	
	e) Identify and leverage existing resources to produce alternative, unrestricted revenues	
	f) Educate the campus community about the availability, procedures and processes for acquiring funding	
	g) Streamline the grant application process	
IX. Enhance and expand the college's community presence	a) Ensure the website and student portal connect information successfully and easily	Student Portal, WebMaster
	b) Strengthen outreach and recruitment endeavors	Social Media
	c) Strengthen partnerships with key community stakeholders	
	d) Strengthen regional partnerships with industries, businesses, four-year universities and community-based organizations	