

PRIORITY 1

Retention “Students First”

STRATEGY ONE : Create and scale initiatives that contribute effectively to retention, completion, success, and an improved student experience

1.1 Increase access and student enrollment

- 1.1.1 Expand financial resources to improve affordability {Finance & Business: Year 1, Year 2, Year 3}
- 1.1.2 Enhance existing high school relationships to increase student recruitment opportunities, including underserved populations {Student Affairs: Year 1, Year 2, Year 3}
- 1.1.3 Develop initiatives to attract and retain students ages 25+ {Student Affairs: Year 2, Year 3}
- 1.1.4 Increase number of programs offered completely online and through alternate scheduling formats {Academic Affairs: Year 3}
- 1.1.5 Initiate a pre-apprenticeship program {Workforce, Economic Development & Continuing Education: Year 1, Year 2, Year 3}

1.2 Increase student retention

- 1.2.1 Establish and implement a comprehensive advising model for all students that supports persistence, success and career planning {Student Affairs: Year 2, Year 3}
- 1.2.2 Integrate culturally-specific career and success coaching with academic and financial aid advising {Student Affairs: Year 2, Year 3}
- 1.2.3 Improve support for students to transition from high school to college {Student Affairs: Year 1, Year 2, Year 3}
- 1.2.4 Develop a mentorship program that includes diversity training and awareness {Student Affairs: Year 1, Year 2, Year 3}

1.3 Implement completion and transfer programs

- 1.3.1 Create a strong foundation for liberal arts education by enhancing AA/AS programs {Academic Affairs: Year 2, Year 3}
- 1.3.2 Develop structured academic and career pathways to guide students toward completion {Academic Affairs: Year 1, Year 2, Year 3}

1.3.3 Expand and enhance marketing of articulation agreements {Academic Affairs: Year 1, Year 2, Year 3}

1.4 Enhance and scale the learning environment through an improved student experience

1.4.1 Develop opportunities for student leadership and engagement {Student Affairs: Year 1, Year 2, Year3}

1.4.2 Create, repurpose, and sustain facilities and technology to better support student engagement and learning {Finance & Business: Year 1, Year 2, Year 3}

1.4.3 Create a robust student employment program {Human Resources: Year 1, Year 2, Year 3}

PRIORITY 2

Academic Programs

“Respond with Excellence”

STRATEGY TWO: Align academic programs with the needs of students, workforce, and community

2.1 Create and scale programs that meet “in demand” occupations for current and future careers

- 2.1.1 Develop and align programs with curriculum and regional workforce needs {Academic Affairs: Year 1, Year 2, Year 3}
- 2.1.2 Coordinate college resources and employer relations to ensure apprenticeship success {Workforce, Economic Development & Continuing Education: Year 1, Year 2, Year 3}
- 2.1.3 Enhance the co-ops and/or internships program {Academic Affairs: Year 1, Year 2, Year 3}
- 2.1.4 Develop alternative resources for program development and expansion {Academic Affairs: Year 2, Year 3}

2.2 Engage partners to promote innovation, growth, and entrepreneurial activities

- 2.2.1 Expand and create new consortia in regional industries and professions {Workforce, Economic Development & Continuing Education: Year 2, Year 3}
- 2.2.2 Promote higher education, business and government collaborations {Cabinet: Year 1, Year 2, Year 3}
- 2.2.3 Increase continuing education to support professionals and meet workforce needs {Workforce, Economic Development & Continuing Education: Year 1, Year 2, Year 3}

PRIORITY 3

Culture

"Ahead of the Curve"

STRATEGY THREE: Promote a culture that inspires innovation, collaboration, and entrepreneurship; and creates a workplace climate that supports and celebrates employees, students and other constituents

3.1 Promote a culture that encourages innovation and excellence

- 3.1.1 Enhance the college-wide framework for ensuring compliance with government and accrediting agencies {Institutional Effectiveness: Year 1, Year 2, Year 3}
- 3.1.2 Create a budget model for the development of new programs {Finance and Business: Year 1, Year 2, Year 3}

3.2 Create a brand and identity that is welcoming and responsive.

- 3.2.1 Improve customer satisfaction {Cabinet: Year 1, Year 2, Year 3}
- 3.2.2 Recognize and increase faculty and staff engagement in the community and service areas {Human Resources: Year 1, Year 2, Year 3}

3.3 Build a diverse, inclusive, and engaging work environment that promotes faculty and staff success

- 3.3.1 Increase a qualified and diverse applicant pool: {Human Resources: Year 1, Year 2, Year 3}
- 3.3.2 Increase employee retention {Human Resources: Year 1, Year 2, Year 3}
- 3.3.3 Support and develop faculty and staff through progressive professional development {Human Resources: Year 1, Year 2, Year 3}
- 3.3.4 Celebrate faculty and staff accomplishments {Human Resources: Year 1, Year 2, Year 3}

3.4 Generate and analyze data to inform decision making

- 3.4.1 Enhance systemic and periodic program review {Academic Affairs: Year 1, Year 2, Year 3}
- 3.4.2 Foster a college-wide culture of assessment and evaluation {Institutional Effectiveness: Year 1, Year 2, Year 3}

3.4.3 Develop processes to improve the distribution of college-wide information to support enrollment, retention, persistence, and completion {Institutional Effectiveness: Year 1, Year 2, Year 3}

3.5 Think BIG, BOLD and STRATEGIC

3.5.1 Develop and offer baccalaureate degree programs related to regional workforce needs {Academic Affairs: Year 2, Year 3}

3.5.2 Advance the use of technology to enhance College operations {Finance and Business: Year 1, Year 2, Year 3}

PRIORITY 4 **Communications** **“Tell Our Story”**

STRATEGY FOUR: Establish a comprehensive communication infrastructure

4.1 Create and implement a comprehensive marketing plan

- 4.1.1 Capture the attention of prospective students and employees through new and existing media {Marketing and College Relations: Year 1, Year 2, Year 3}
- 4.1.2 Redesign the College website to enhance the brand {Marketing and College Relations: Year 1, Year 2, Year 3}
- 4.1.3 Collect, analyze, and utilize data to support marketing and communications {Institutional Effectiveness: Year 1, Year 2, Year 3}
- 4.1.4 Develop and implement communication strategies to engage faculty and staff {Cabinet: Year 1, Year 2, Year 3}