



EDUCATIONAL MASTER PLAN  
2014 - 2020

ANNUAL EVALUATION OF PROGRESS

EVALUATION OF PROGRESS ON STRATEGIC GOALS

**1** STRATEGIC DIRECTION  
**DEDICATION TO LEARNING**

<b>STRATEGIC GOAL</b> 1.1	<b>Improve student achievement, both overall and among historically lower-achieving groups.</b>
<b>DIRECT GOAL MEASURE</b>	<ul style="list-style-type: none"> <li>• Successful course completion rates</li> <li>• Student Fall-to-Fall retention rates</li> <li>• Number of students receiving degrees</li> <li>• Number of students receiving certificates</li> <li>• Number of students transferring to 4-year schools</li> </ul>

	2011-2012	2012-2013	2013-2014	Short-term Target (1 Year)	Long-term Target (6 Years)	Institution Set Standard
<b>Direct Goal Measure</b>						
Successful Course Completion Completion Rate	59.4%	63.2%	63.2%	64%	66%	60%
College Prepared	63.4%	63.4%	68.0%	69%	72%	
Unprepared for College	34.2%	32.0%	32.5%	34%	37%	
Overall	39.1%	37.1%	37.8%	39%	42%	
Remedial Rate						
Math	19.1%	19.4%	18.7%	20%	23%	
English	31.3%	34.5%	31.9%	33%	36%	
ESL	25.9%	26.6%	22.1%	23%	26%	
Career Technical Education Rate	38.7%	37.1%	40.0%	41%	44%	
Completion of Degrees	423	351	426	430	443	330
Completion of Certificates	165	315	266	269	277	116
Transfers to 4-year schools	362	277	267	283	363	175

<b>STRATEGIC GOAL</b> 1.2	<b>Create a culture in which faculty develop and apply expertise in proven, effective learner-centered teaching strategies.</b>
<b>DIRECT GOAL MEASURE</b>	Proportion of faculty implementing practices Number and proportion of faculty who receive training Number and proportion of faculty reporting that they have employed these strategies in at least one class

<b>2</b>	<b>STRATEGIC DIRECTION</b> <b>CULTURE OF CONTINUOUS IMPROVEMENT</b>
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<b>STRATEGIC GOAL</b> 2.1	<b>Strengthen the processes for assessment and improvement of student learning outcomes and service area outcomes.</b>
<b>DIRECT GOAL MEASURE</b>	Number and proportion of faculty - both full-time and adjunct - involved in SLO assessment and dialogue

Semester	# of Faculty Who Taught	# of Faculty Who Assessed	% of Faculty Who Assessed	# of Faculty Who Dialogued	% of Faculty Who Dialogued
Fall 2013	355	116	33%	N/A	N/A
Spring 2014	340	98	29%	106	32%
Fall 2014	384	200	52%	75	20%
All three semesters	471	264	56%	139	30%

<b>STRATEGIC GOAL</b> 2.2	<b>Systematize the evaluation and improvement of West's effectiveness, focusing on planning and resource allocation processes.</b>
<b>DIRECT GOAL MEASURE</b>	Documentation of an ongoing cycle of adoption, implementation, evaluation, improvement, and reevaluation for each of the major College plans
<b>GOAL MEASURE</b>	

<b>STRATEGIC GOAL</b> 2.3	<b>Exercise financial stewardship that ensures fiscal stability while supporting educational excellence and the College mission.</b>					
<b>DIRECT GOAL MEASURE</b>	Ending balance as percent of General Fund budget					
	Direct Goal Measure	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
	Fund Balance as % of total expenditures	14.4%	17.1%	14.5%	13.1%	13.6%

3	<b>STRATEGIC DIRECTION</b> <b>PROGRAMS &amp; SERVICES RESPONSIVE TO STUDENT NEEDS</b>
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STRATEGIC GOAL 3.1	<b>Create clear completion pathways.</b>
<b>DIRECT GOAL MEASURE</b>	Rates of completion of certificates of achievement and degrees and transfers

STRATEGIC GOAL 3.2	<b>Develop and implement systematic services to help at-risk students identify goals early in their programs of study and to progress towards them.</b>
<b>DIRECT GOAL MEASURE</b>	Progress of at-risk students through critical milestones; comparison of at-risk students who received services with those who did not in terms of successful course completion and Fall-to-Fall retention; comparison with historical averages on the same dimensions.

STRATEGIC GOAL 3.3	<b>Prepare students to enter a competitive workforce.</b>
<b>GOAL MEASURE</b>	

4	<b>STRATEGIC DIRECTION</b> <b>COLLABORATION, ENGAGEMENT &amp; RESPECT</b>
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STRATEGIC GOAL 4.1	<b>Be collegial.</b>
<b>DIRECT GOAL MEASURE</b>	Faculty, staff, and administrator responses to survey questions regarding collegiality

5	<b>STRATEGIC DIRECTION</b> <b>CONNECTIONS WITH COMMUNITIES</b>
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STRATEGIC GOAL 5.1	<b>Forge effective alliances with local schools, organizations and individuals.</b>
<b>DIRECT GOAL MEASURE</b>	List of alliances with each target group