

STRATEGIC DIRECTION

2

CULTURE OF CONTINUOUS IMPROVEMENT

STRATEGIC GOAL 2.1	Strengthen the processes for assessment and improvement of student learning outcomes and service area outcomes.
DIRECT GOAL MEASURE	Number and proportion of faculty - both full-time and adjunct - involved in SLO assessment and dialogue
GOAL COORDINATOR	SLO Committee and Academic Senate

OBJECTIVE 2.1.1	Improve the frequency and quality of dialogue about SLO/SAO assessment and improvement within programs, disciplines, divisions and the Academic Senate.
Point Person/ Group	SLO Committee Co-Chairs
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; First documented improvement by Spring 2015; then ongoing
Measure of Progress 1	Number and proportion of faculty involved in assessment and dialogue
Measure of Progress 2	Faculty, staff, and administrator responses to survey questions regarding the quality of dialogue
Initiators	Dean, Teaching and Learning
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify and evaluate current practices of dialogue regarding SLO/SAO assessment and improvement, College-wide. 2. Identify best practices at other community colleges regarding dialogue about SLOs/SAOs. 3. Provide training, models, and strategies designed to facilitate effective dialogue. 4. Evaluate the frequency and quality of dialogue about SLOs. 5. Make appropriate changes where indicated.

OBJECTIVE 2.1.2	Apply the results of SLO/SAO assessment and dialogue to the ongoing improvement of the curriculum and services.
Point Person/ Group	SLO Committee Co-Chairs
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; then ongoing
Measure of Progress 1	Number of courses and services improved as a result of SLO/SAO assessment and dialogue
Initiators	Dean, Teaching and Learning
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify the changes proposed by each division/discipline/program as a result of the SLO process. 2. Each division/discipline/program implements changes based on SLO assessment and dialogue. 3. Evaluate and improve the SLO process annually. 4. Compile and disseminate a list of curricular and other improvements that are made each year

OBJECTIVE 2.1.3	Highlight and commend on an annual basis the best practices resulting from SLO /SAO assessment and dialogue.
Point Person/ Group	SLO Committee Co-Chairs
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; First recognition by Spring 2016; then annual
Measure of Progress 1	Published and posted best practices resulting from SLO/SAO assessment and dialogue
Initiators	Dean, Teaching and Learning
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify the best practices of divisions, disciplines and programs in the SLO/SAO process. 2. Determine a method for highlighting and commending those divisions, disciplines and programs that engage in the identified best practices. 3. Publicize the selected groups and their practices campus-wide.

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

OBJECTIVE 2.2.1	Establish and promote a systematic, evidence-based process for proposing, developing, implementing, evaluating and sustaining programs.
Point Person/ Group	College Council
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; Process in place by Spring 2015
Measure of Progress 1	Documentation of the process
Measure of Progress 2	Faculty, staff, and management awareness and understanding of process, as indicated in survey responses
Initiators	Dean, Research and Planning
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify best practices at other colleges. 2. Identify current policies and procedures related to program initiation. 3. Describe how new programs are currently developed. 4. Design a needs assessment process that takes into consideration the following: <ol style="list-style-type: none"> 4a. the education and training needs of the community and applicable industry, 4b. All resources required to sustain each applicable program, and 4c. Coordination with the program viability process. 5. Draft a proposed process for consultation and adoption through shared governance 6. Obtain approvals for the process as needed. 7. Implement the process. 8. Evaluate initial use of the process, and make changes as needed.

OBJECTIVE 2.2.2	Conduct an effective, evidence-based annual evaluation of progress on every major College plan, and report the results to the College Council.
Point Person/ Group	Dean, Research and Planning; College Council
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; Initial reports: by Spring 2016; then annual
Measure of Progress 1	Number and quality of reports made to College Council
Measure of Progress 2	Number of significant changes made to existing practices or to each plan as a result of the evaluation.
Initiators	Dean, Research and Planning
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify the major College plans. 2. Establish an evaluation process for each plan. 3. Conduct the evaluation of each plan. 4. Report the results of the evaluations to the College Council. 5. Identify necessary changes to each plan based on the evaluation. 6. Implement the changes, and evaluate again the next year.

OBJECTIVE 2.2.3	Establish a systematic, evidence-based process for the evaluation and improvement of the major College operational processes, and for dissemination of the results.
Point Person/ Group	PIE Committee
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; Initial reports by Spring 2016; then annual
Measure of Progress 1	Number and quality of reports made to College Council
Measure of Progress 2	Number of significant changes made to existing processes as a result of the evaluation
Initiators	Dean, Research and Planning
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify the major College operational processes. 2. Develop or refine methods to evaluate each process. 3. Report the evaluation results to the College Council and other appropriate bodies annually. 4. Make any necessary changes to operational processes indicated by the evaluation.

OBJECTIVE 2.2.4	Engage students systematically in evaluating and improving the learning environment and their learning experiences.
Point Person/ Group	Co-Chairs of Student Success Committee
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; implementation of improvements beginning in Fall 2017
Measure of Progress 1	1a) Number and proportion of students involved in evaluation 1b) Documentation of dialogue with student leadership
Measure of Progress 2	Documentation of evaluation findings and resulting improvements
Initiators	Administrative Co-Chair of Student Success Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify best practices at other colleges (e.g., Evergreen, Alverno, U of Michigan) using student reflections on their own learning. 2. Plan and implement a pilot (including the evaluation of student reflections as they pertain to Institutional SLOs) in a limited number of programs (e.g., Honors Program, EOPS, AJ). 3. Evaluate the effectiveness of the pilot and make improvements as needed. 4. Implement the most effective intervention(s) on a broader scale.

<p>STRATEGIC GOAL 2.3</p>	<p>Exercise financial stewardship that ensures fiscal stability while supporting educational excellence and the College mission.</p>
<p>DIRECT GOAL MEASURE</p>	<p>Ending balance as percent of General Fund budget</p>
<p>GOAL COORDINATOR</p>	<p>Budget Committee</p>

<p>OBJECTIVE 2.3.1</p>	<p>Ensure that grant development and administration processes are transparent.</p>
<p>Point Person/ Group</p>	<p>Dean, Sponsored Programs and Development; College Council</p>
<p>Relative Priority</p>	<p>High</p>
<p>Target Term</p>	<p>Initiate Actions by Fall 2014; then ongoing</p>
<p>Measure of Progress 1</p>	<p>1a. Number and frequency of reports to College Council and Academic Senate 1b. Number and frequency of grant-related items posted to the web site</p>
<p>Measure of Progress 2</p>	<p>Faculty, staff, and management awareness and understanding of grant development and administration processes, as indicated in survey responses</p>
<p>Initiators</p>	<p>Dean, Sponsored Programs and Development</p>
<p>Suggested Action Steps</p>	<ol style="list-style-type: none"> 1. Create an accurate written description of the current grant development and administration processes. 2. Evaluate the processes for possible areas of improvement related to transparency, including communication about grant application, implementation, and reporting with all entities potentially affected. 3. Make any process changes that the findings warrant. 4. Disseminate information about the processes related to grant development and administration through the shared governance process, College Council, and the College web site. 5. Provide an annual report to College Council and other appropriate groups about grant development and administration activities.

<p>OBJECTIVE 2.3.2</p>	<p>Double the number and size of grants that support the College mission.</p>
<p>Point Person/ Group</p>	<p>Dean, Sponsored Programs and Development</p>
<p>Relative Priority</p>	<p>Low</p>
<p>Target Term</p>	<p>Initiate Actions by Fall 2016; First documented increase by Spring 2017; then ongoing</p>
<p>Measure of Progress 1</p>	<p>Number and dollar amount of grants awarded each year</p>
<p>Measure of Progress 2</p>	<p>Proportion of grant applications that result in awards</p>
<p>Initiators</p>	<p>Dean, Sponsored Programs and Development</p>
<p>Suggested Action Steps</p>	<ol style="list-style-type: none"> 1. Identify current grant applications and funded grants. 2. Review Program Review Planning Sections to identify additional areas of need that might be addressed by grant support. 3. Research available grants suited to College needs on an ongoing basis. 4. Establish and maintain an annual grant application plan designed to achieve the Objective. 5. Determine the additional staffing and other resources likely needed to submit more successful grant applications. 6. Implement the grant application plan. 7. Communicate to College Council and other appropriate groups the status of increase in grant development. 8. Evaluate the effectiveness of the grant application plan and make improvements as needed.

OBJECTIVE 2.3.3	Collaborate with the College Foundation to support and enhance designated programs and initiatives.
Point Person/ Group	All Vice Presidents
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; First documented increase by Spring 2017; then ongoing
Measure of Progress 1	Funding provided by the Foundation to support and enhance designated programs and initiatives
Measure of Progress 2	Number of programs and initiatives fully or partially funded by the Foundation
Initiators	VP Administrative Services
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify initiatives and programs on which the College Foundation would collaborate with College groups. 2. Specify the role that the College Foundation and the relevant College groups would play in developing the initiatives/programs. 3. Launch the initiatives/programs. 4. Develop a method to communicate with the College community about the collaborative projects that are underway. 5. Evaluate the effectiveness of each collaborative initiative/program, identify improvements, and continue the initiative/program, if needed.

<p>STRATEGIC GOAL 2.4</p>	<p>Enhance and maintain facilities and technology to promote effective teaching and learning.</p>
<p>DIRECT GOAL MEASURE</p>	<p>CMMS completion measures</p>
<p>GOAL COORDINATOR</p>	<p>Facilities Committee</p>

<p>OBJECTIVE 2.4.1</p>	<p>Ensure that modifications of facilities optimize flexibility of use and build in appropriate technologies.</p>
<p>Point Person/ Group</p>	<p>Facilities Committee</p>
<p>Relative Priority</p>	<p>Medium</p>
<p>Target Term</p>	<p>Initiate Actions by Fall 2015; then ongoing</p>
<p>Measure of Progress 1</p>	<p>Number of classrooms/labs that have been upgraded in response to A&I requests</p>
<p>Initiators</p>	<p>Administrative Co-Chair of Facilities Committee</p>
<p>Suggested Action Steps</p>	<ol style="list-style-type: none"> 1. Evaluate current processes for completing A&I requests. 2. Survey neighboring colleges to determine best practice for prioritizing A&I requests. 3. Develop a plan and process to prioritize and implement A&I requests. 4. Ensure that criteria for evaluating A&I requests include alignment with College mission and goals, flexibility of use, and inclusion of appropriate technology coordinated with a Technology Plan. 5. Annually, evaluate the use of A&I resources to determine whether the criteria were met, and whether changes in process are needed. 6. Communicate the A&I request process to the College community so that it is well known and understood.

OBJECTIVE 2.4.2	Enhance the safety and cleanliness of the learning and teaching environment.
Point Person/ Group	Facilities Committee; Work Environment Committee
Relative Priority	Medium
Target Term	Initial evaluation by Fall 2015; then ongoing
Measure of Progress 1	Student evaluation in Student Survey Employee evaluation in Campus Climate Survey
Measure of Progress 2	CMMS completion measures
Initiators	Administrative Co-Chair of Facilities Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Systematically utilize the online system for reporting facilities problems. 2. Annually evaluate the timeliness and effectiveness of maintaining safety and cleanliness on campus by reviewing the number of problem reports and the outcomes from each report. 3. Review survey data from the Campus Climate Survey and the Student Survey to monitor campus community opinion about safety and cleanliness. 4. Make improvements as the findings of steps 2 and 3 warrant. 5. Inform the College community annually about how to use the online reporting system, and about the improvements that have been made.

OBJECTIVE 2.4.3	Expand the use of up-to-date technology for teaching and learning.
Point Person/ Group	Technology Committee
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; then ongoing
Measure of Progress 1	Faculty, staff, and administrator responses to survey questions regarding the effective application of technology to teaching and learning
Measure of Progress 2	Student responses to similar survey questions
Initiators	Administrative Co-Chair of Technology Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Compile an inventory of existing technology in each classroom/lab on campus. 2. Evaluate the inventory for currency and adequacy and develop a list of technology needs. 3. Create a 'total cost of ownership' (TCO) plan for the regular replacement of out-of-date technology and other enhancements of technology as appropriate. 4. Review Program Reviews to refine the list of technology needs campus-wide. 5. Research the latest technology available to and found useful by the broader higher education community, and refine the list further based on the research. 6. Prioritize technology needs. 7. Obtain and implement the new technology in accord with the TCO plan.

OBJECTIVE 2.4.4	Promote student engagement in campus life through creation and/or enhancement of inviting spaces.
Point Person/ Group	Facilities Committee
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; then ongoing
Measure of Progress 1	Student evaluation in Student Survey
Initiators	Administrative Co-Chair of Facilities Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify primary needs for creation or enhancement of inviting spaces. 2. Design specifications for the work. 3. Implement improvements as resources permit. 4. Evaluate results in terms of student engagement, and make improvements as warranted.