

STRATEGIC DIRECTION

3

PROGRAMS & SERVICES RESPONSIVE TO STUDENT NEEDS

STRATEGIC GOAL 3.1	Create clear completion pathways.
DIRECT GOAL MEASURE (if applicable)	Rates of completion of certificates of achievement and degrees and transfers
GOAL COORDINATOR	Student Success Committee

OBJECTIVE 3.1.1	Create and promote roadmaps for all degrees and certificates and align class scheduling with them.
Point Person/ Group	Dean, CTE
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; then ongoing maintenance
Measure of Progress 1	Publication of roadmaps to degree and certificate completion in catalog and website.
Measure of Progress 2	Number of programs aligned with roadmaps
Initiators	Dean, CTE
Suggested Action Steps	<ol style="list-style-type: none"> 1. Design a template to be used for roadmaps. 2. Divisions create roadmaps based on the templates. 3. Curriculum committee validates roadmaps and presents final roadmaps to Academic Senate for approval. 4. Dean, CTE takes final set of roadmaps to PIO for publication in the next catalog. 5. Counselors present roadmaps in workshops and orientations. 6. Curriculum committee establishes timeline for periodic review and update of roadmaps. 7. Assess the current alignment of course offerings with roadmaps. 8. Hold conversation with divisional council as to how courses are being scheduled. 9. Schedule campus-wide discussions of how scheduling aligns with roadmaps.

	<ol style="list-style-type: none"> 10. Review scheduling practices and make recommendations for changes to improve alignment with roadmaps. 11. Implement those changes. 12. Monitor alignment with roadmaps every semester and take corrective action as needed.
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OBJECTIVE 3.1.2	Provide access and follow-up services to ensure that students enter and follow the correct pathways until they attain their goals.
Point Person/ Group	Student Equity, Access and Completion Committee
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; Initial services by Spring 2014; then ongoing
Measure of Progress 1	Number and proportion of students who entered the correct pathways, and who remained in it after one, two, and three years
Measure of Progress 2	Periodic summary of significant achievements of students who followed the correct pathways distributed College wide
Initiators	Administrative Co-Chair of Student Equity, Access and Completion Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Orient new students effectively to ensure they understand College campus resources, including tools for career exploration and other pathway components. 2. Prepare students effectively for assessment in English and math. 3. Assess students' English and math levels. 4. Counselor meets for advising: abbreviated Ed plan, then comprehensive Ed plan. 5. Establish an effective student follow-up system to ensure they stay on path (e.g., monitoring of probation and basic skills limit). 6. Tentative: Faculty advising

<p>STRATEGIC GOAL 3.2</p>	<p>Develop and implement systematic services to help at-risk students identify goals early in their programs of study and to progress towards them.</p>
<p>DIRECT GOAL MEASURE (if applicable)</p>	<p>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.</p>
<p>GOAL COORDINATOR</p>	<p>Student Success Committee</p>

<p>OBJECTIVE 3.2.1</p>	<p>Improve pre-enrollment services targeted to potential at-risk students.</p>
<p>Point Person/ Group</p>	<p>Student Equity, Access and Completion Committee</p>
<p>Relative Priority</p>	<p>High</p>
<p>Target Term</p>	<p>Initiate Actions by Fall 2014</p>
<p>Measure of Progress 1</p>	<p>Number and proportion of at risk students participating in pre-enrollment services</p>
<p>Measure of Progress 2</p>	<p>Summary report of evaluation of action plan</p>
<p>Initiators</p>	<p>Administrative Co-Chair of Student Equity, Access and Completion Committee</p>
<p>Suggested Action Steps</p>	<ol style="list-style-type: none"> 1. Research and identify the at-risk groups who would benefit from pre-enrollment services. 2. Identify target groups in categories. 3. Assess each target group's needs for services. 4. Assess existing services in light of identified group needs, identify gaps, and develop a plan to address those gaps appropriately for each group by improving services. 5. Implement the plan to address the gaps. 6. Evaluate the effectiveness of the improvements to services, and make further changes as warranted.

<p>OBJECTIVE 3.2.2</p>	<p>Enhance services to improve the retention and success rates of Black/African American and Hispanic/Latino students.</p>
<p>Point Person/ Group</p>	<p>Student Equity, Access and Completion Committee</p>
<p>Relative Priority</p>	<p>High</p>
<p>Target Term</p>	<p>Initiate Actions by Fall 2014</p>
<p>Measure of Progress 1</p>	<p>Creation and dissemination of the enhancement plan</p>
<p>Measure of Progress 2</p>	<p>2a) Success rates of the two groups 2b) Retention rates of the two groups</p>
<p>Initiators</p>	<p>Administrative Co-Chair of Student Equity, Access and Completion Committee</p>
<p>Suggested Action Steps</p>	<ol style="list-style-type: none"> 1. Identify the needs of the targeted groups related to improving retention and success. 2. Assess existing services in light of the identified needs, identify gaps, and develop an enhancement plan to address those gaps, including a list of successful program practices to institutionalize. 3. Implement the plan to address the gaps appropriately by improving services. 4. Evaluate the effectiveness of the improvements to services and make further improvements as needed.

OBJECTIVE 3.2.3	Investigate the possible causes of the decrease in the proportion of African/American student enrollment, and initiate any corrective or supportive action warranted.
Point Person/ Group	Student Equity, Access and Completion Committee
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015
Measure of Progress 1	Completion and dissemination of the results of the study
Measure of Progress 2	Proportion of African American student enrollment before and after implementation of any needed improvements
Initiators	Administrative Co-Chair of Student Equity, Access and Completion Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Conduct and disseminate a study to assess the factors contributing to the enrollment shift. 2. If the results suggest that specific improvements in recruitment or supportive services for African American students are warranted: <ol style="list-style-type: none"> 2a. Develop a plan to make those improvements. 2b. Engage in discussion among applicable shared-governance groups regarding the plan, and solicit feedback on proposed actions. 2c. Incorporate feedback into the plan as appropriate, and obtain all necessary approvals. 2d. Implement the plan. 2e. Evaluate the effectiveness of the improvements, and implement changes as warranted.

OBJECTIVE 3.2.4	Identify critical milestones for student success based on research, monitor progress of at-risk students through those milestones, and initiate supportive action as needed.
Point Person/ Group	Student Equity, Access and Completion Committee
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015
Measure of Progress 1	Periodic distribution of reports on milestone achievement
Measure of Progress 2	Number and proportion of at-risk student reaching critical milestones for student success, both overall and disaggregated by applicable characteristics
Initiators	Administrative Co-Chair of Student Equity, Access and Completion Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Research literature and current student data for milestones and determine the milestones that are appropriate for the College. 2. Develop and implement a system for monitoring and reporting student

	<p>progress through those milestones.</p> <ol style="list-style-type: none"> 3. Distribute reports to programs and services that work with at-risk students. 4. Programs and services take appropriate action to support at-risk students in need of assistance.
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OBJECTIVE 3.2.5	Enhance services and programs to meet the needs of students and the community for whom English is a second language.
Point Person/ Group	ESL Faculty; Student Equity, Access and Completion Committee
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016
Measure of Progress 1	Disaggregated achievement data on students for whom English is a second language.
Measure of Progress 2	Reassessment of needs to determine the extent to which the improvements have met them
Initiators	Administrative Co-Chair of Student Equity, Access and Completion Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Perform a needs assessment of the applicable community. 2. Assess existing services in light of the needs assessment, identify gaps, and develop a plan to address those gaps. 3. Implement the plan to address the gaps appropriately by improving services. 4. Evaluate the effectiveness of the improvements to services and make further improvements as needed.

STRATEGIC GOAL 3.3	Prepare students to enter a competitive workforce.
GOAL COORDINATOR	VP Academic Affairs and VP Student Services

OBJECTIVE 3.3.1	Develop a career and job placement center.
Point Person/ Group	Dean, CTE; Counseling Chair
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; Opening by Fall 2015; then ongoing
Measure of Progress 1	Documentation of center establishment and services
Measure of Progress 2	Number and proportion of students who gain work experience through the center
Initiators	Counseling Chair
Suggested Action Steps	<ol style="list-style-type: none"> 1. Research best practices in career and job placement centers. 2. Determine the primary needs of West's students in career and job placement and in gaining work experience. 3. Develop and implement a plan to address those needs and implement best practices through establishment of a career and job placement center.

OBJECTIVE 3.3.2	Close gaps in the preparation of students for employment in applicable fields.
Point Person/ Group	Dean, CTE; Dean, Teaching and Learning; Dean, Sponsored Programs and Development
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; First documented improvement by Fall 2016; then ongoing
Measure of Progress 1	Employment percentages by discipline/program
Measure of Progress 2	Summary of reports from advisory committees on the preparation of West graduates
Initiators	Dean, CTE
Suggested Action Steps	<ol style="list-style-type: none"> 1. Complete research to identify gaps in preparation of graduates (e.g., current curriculum, industry needs, projected job growth). 2. Develop and implement a comprehensive plan to close those gaps. 3. Disseminate information from all disciplines/programs on employment patterns and requirements. 4. Evaluate the results of the plan and make improvements as needed.

OBJECTIVE 3.3.3	Enhance career counseling for undecided students.
Point Person/ Group	Dean, Student Support Services
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; then ongoing
Measure of Progress 1	Number and proportion of students receiving career counseling
Measure of Progress 2	Number and proportion of undecided students identifying a goal after career counseling
Initiators	Counseling Chair
Suggested Action Steps	<ol style="list-style-type: none"> 1. Research the number of undecided-major students. 2. Offer and promote services to assist students with career exploration and career assessments.

OBJECTIVE 3.3.4	Strengthen and broaden relationships with industry leaders.
Point Person/ Group	Dean, CTE and Divisional Council
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; then ongoing
Measure of Progress 1	1a) Map of advisory committees tied to CTE programs (to assess coverage) 1b) Number of recommendations made by advisory committees, and number and description of those implemented
Measure of Progress 2	2a) Contact database of industry leaders 2b) Number of applicable events involving industry leaders
Initiators	Dean, CTE
Suggested Action Steps	<ol style="list-style-type: none"> 1. Map the advisory committees tied to CTE programs (to assess coverage). 2. Ensure that advisory committees members include industry leaders. 3. Identify additional industries with which to establish and strengthen relationships, based in part on promising or emerging fields, and initiate contacts accordingly. 4. Review relationships on an annual basis, and make improvements as needed.

STRATEGIC GOAL 3.4	Enhance curriculum vitality, viability, and relevance.
DIRECT GOAL MEASURE	Evaluation of course, program/division SLO assessments
GOAL COORDINATOR	Academic Senate/SLO Committee

OBJECTIVE 3.4.1	Ensure the accuracy of curriculum-related records and publications.
Point Person/ Group	Chair of Curriculum
Relative Priority	Medium
Target Term	First updates and archives by Fall 2015; then annually
Measure of Progress 1	Number and proportion of courses being updated and archived as appropriate
Measure of Progress 2	Accurately updated course and program information in all applicable printed and electronic publications.
Initiators	Chair of Curriculum
Suggested Action Steps	<ol style="list-style-type: none"> 1. Create a process to ensure that CORs are regularly updated. 2. Create a process to ensure that the College catalog and class schedules are accurate upon publication. 3. Align course offerings with updated CORs. 4. Archive courses deemed to be inactive.

OBJECTIVE 3.4.2	Systematically evaluate and improve the program viability process.
Point Person/ Group	Academic Senate
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; then ongoing evaluation
Measure of Progress 1	Documentation of improved viability process
Initiators	Academic Senate President or designee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Research and evaluate the current program viability process. 2. Make recommendations to update the current viability process. 3. Obtain the necessary approvals for the updated viability process. 4. Disseminate information about the process campus-wide. 5. Launch the updated viability process. 6. Evaluate the process at least every two years, and make improvements as needed.