

Planning Themes

Planning Themes are intended to provide a guide to the topics addressed in the Educational Master Plan, a sort of quick reference road map to the Objectives and activities envisioned over the coming years to support student learning and success.

Themes	Objectives
Achievement Gap	1.1.1 Refine and/or develop and implement effective programs and services to improve the performance of targeted groups of historically lower-achieving students (e.g., ACE).
	3.2.2 Enhance services to improve the retention and success rates of Black/African American and Hispanic/Latino students.
	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.
	5.1.2 Establish a mentoring program for low-achieving students, drawing mentors from among community leaders and West alumni and retirees.
At-risk Students	1.1.1 Refine and/or develop and implement effective programs and services to improve the performance of targeted groups of historically lower-achieving students (e.g., ACE).
	3.2.1 Improve pre-enrollment services targeted to potential at-risk students.
	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.
	5.1.2 Establish a mentoring program for low-achieving students, drawing mentors from among community leaders and West alumni and retirees.
Beyond Freshman Drive	3.2.1 Improve pre-enrollment services targeted to potential at-risk students.
	5.1.1 Establish pathways for students at specific high schools to transition to West and succeed.
	5.1.2 Establish a mentoring program for low-achieving students, drawing mentors from among community leaders and West alumni and retirees.
	5.1.3 Strengthen relationships with local cities, businesses, and residents.
	5.2.1 Open students to global issues through curriculum and co-curricular activities.
Campus Climate	2.2.4 Engage students systematically in evaluating and improving the learning environment and their learning experiences.
	2.4.2 Enhance the safety and cleanliness of the learning and teaching environment.

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	<p>2.4.4 Promote student engagement in campus life through creation and/or enhancement of inviting spaces.</p> <p>4.1.1 Design and implement an initiative to systematically raise the proportion of faculty, staff, students and administrators involved in committees and leadership activities.</p> <p>4.1.2 Train the College community in shared governance processes.</p> <p>4.2.1 Develop and implement a plan to improve collaboration between instructional and student services departments.</p>
Career Education	<p>3.3.1 Develop a career and job placement center.</p> <p>3.3.2 Close gaps in the preparation of students for employment in applicable fields.</p> <p>3.3.3 Enhance career counseling for undecided students.</p> <p>3.3.4 Strengthen and broaden relationships with industry leaders.</p>
Celebrating Successes	<p>2.1.3 Highlight and commend on an annual basis the best practices resulting from SLO/SAO assessment and dialogue.</p> <p>4.3.1 Collect and effectively disseminate information about significant achievements by campus community members.</p>
Communication	<p>1.2.3 Facilitate forums for dialogue on newly developed and implemented learning/teaching strategies.</p> <p>2.1.1 Improve the frequency and quality of dialogue about SLO/SAO assessment and improvement within programs, disciplines, divisions and the Academic Senate.</p> <p>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.</p> <p>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.</p> <p>3.4.1 Ensure the accuracy of curriculum-related records and publications.</p> <p>4.3.1 Collect and effectively disseminate information about significant achievements by campus community members.</p>
Facilities	<p>2.4.1 Ensure that modifications of facilities optimize flexibility of use and build in appropriate technologies.</p> <p>2.4.2 Enhance the safety and cleanliness of the learning and teaching environment.</p> <p>2.4.4 Promote student engagement in campus life through creation and/or enhancement of inviting spaces.</p>
Instructional Programs and Curriculum	<p>1.1.1 Refine and/or develop and implement effective programs and services to improve the performance of targeted groups of historically lower-achieving students (e.g., ACE).</p> <p>1.1.4 Create a Math Lab.</p>

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	1.1.5 Evaluate the developmental math sequence in light of alternative models and make changes as warranted.
	1.1.6 Develop and implement an accelerated pathway through the English sequence.
	2.1.2 Apply the results of SLO assessment and dialogue to the ongoing improvement of the curriculum.
	2.2.1 Establish and promote a systematic, evidence-based process for proposing, developing, implementing, evaluating and sustaining programs.
	2.2.4 Engage students systematically in evaluating and improving the learning environment and their learning experiences.
	3.1.1 Create and promote roadmaps for all degrees and certificates and align class scheduling with them.
	3.2.5 Enhance services and programs to meet the needs of students and the community for whom English is a second language.
	3.3.2 Close gaps in the preparation of students for employment in applicable fields.
	3.4.1 Ensure the accuracy of curriculum-related records and publications.
	3.4.2 Systematically evaluate and improve the program viability process.
	4.2.1 Develop and implement a plan to improve collaboration between instructional and student services departments.
	5.2.1 Open students to global issues through curriculum and co-curricular activities.
Math and English Gateways	1.1.4 Create a Math Lab.
	1.1.5 Evaluate the developmental math sequence in light of alternative models and make changes as warranted.
	1.1.6 Develop and implement an accelerated pathway through the English sequence.
Organizational Improvement	1.1.7 Establish College-wide targets for each of the measures in the institution-set standards for student achievement, and monitor improvement.
	1.4.1 Establish an exemplary professional learning program.
	2.1.3 Highlight and commend on an annual basis the best practices resulting from SLO/SAO assessment and dialogue.
	2.2.1 Establish and promote a systematic, evidence-based process for proposing, developing, implementing, evaluating and sustaining programs.
	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.

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	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.
	2.2.4 Engage students systematically in evaluating and improving the learning environment and their learning experiences.
	2.3.1 Ensure that grant development and administration processes are transparent.
	2.3.2 Double the number and size of grants that support the College mission.
	2.3.3 Collaborate with the College Foundation to support and enhance designated programs and initiatives.
	3.4.1 Ensure the accuracy of curriculum-related records and publications.
	3.4.2 Systematically evaluate and improve the program viability process.
	4.1.1 Design and implement an initiative to systematically raise the proportion of faculty, staff, students and administrators involved in committees and leadership activities.
	4.1.2 Train the College community in shared governance processes.
	5.1.3 Strengthen relationships with local cities, businesses, and residents.
Outcomes Assessment and Improvement	2.1.1 Improve the frequency and quality of dialogue about SLO/SAO assessment and improvement within programs, disciplines, divisions and the Academic Senate.
	2.1.2 Apply the results of SLO assessment and dialogue to the ongoing improvement of the curriculum.
	2.1.3 Highlight and commend on an annual basis the best practices resulting from SLO/SAO assessment and dialogue.
Pathways	1.1.5 Evaluate the developmental math sequence in light of alternative models and make changes as warranted.
	1.1.6 Develop and implement an accelerated pathway through the English sequence.
	3.1.1 Create and promote roadmaps for all degrees and certificates and align class scheduling with them.
	3.1.2 Provide access and follow-up services to ensure that students enter and follow the correct pathways until they attain their goals.
	5.1.1 Establish pathways for students at specific high schools to transition to West and succeed.
Professional Development	1.2.1 Offer and incentivize ongoing training in proven, effective learner-centered teaching strategies (e.g., RA, FELI).
	1.2.3 Facilitate forums for dialogue on newly developed and implemented learning/teaching strategies.

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	<p>1.3.1 Facilitate training on ethical and affective development, and apply the resulting knowledge to all student populations (e.g., RA, FELI, Habits of Mind).</p> <p>1.4.1 Establish an exemplary professional learning program.</p>
Resource Development	<p>2.3.1 Ensure that grant development and administration processes are transparent.</p> <p>2.3.2 Double the number and size of grants that support the College mission.</p> <p>2.3.3 Collaborate with the College Foundation to support and enhance designated programs and initiatives.</p>
Student Equity	<p>1.1.1 Refine and/or develop and implement effective programs and services to improve the performance of targeted groups of historically lower-achieving students (e.g., ACE).</p> <p>1.1.3 Complete development of the Student Equity Plan and implement it.</p> <p>3.2.2 Enhance services to improve the retention and success rates of Black/African American and Hispanic/Latino students.</p> <p>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.</p> <p>3.2.5 Enhance services and programs to meet the needs of students and the community for whom English is a second language.</p>
Student Success/Achievement	<p>1.1.1 Refine and/or develop and implement effective programs and services to improve the performance of targeted groups of historically lower-achieving students (e.g., ACE).</p> <p>1.1.2 Strengthen the effectiveness and coverage of the tutoring program.</p> <p>1.1.3 Complete development of the Student Equity Plan and implement it.</p> <p>1.1.4 Create a Math Lab.</p> <p>1.1.5 Evaluate the developmental math sequence in light of alternative models and make changes as warranted.</p> <p>1.1.6 Develop and implement an accelerated pathway through the English sequence.</p> <p>1.1.7 Establish College-wide targets for each of the measures in the institution-set standards for student achievement, and monitor improvement.</p> <p>1.2.1 Offer and incentivize ongoing training in proven, effective learner-centered teaching strategies (e.g., RA, FELI).</p> <p>1.2.2 Implement learner-centered strategies.</p> <p>1.2.3 Facilitate forums for dialogue on newly developed and implemented learning/teaching strategies.</p>

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	1.3.1 Facilitate training on ethical and affective development, and apply the resulting knowledge to all student populations (e.g., RA, FELI, Habits of Mind).
	2.1.2 Apply the results of SLO assessment and dialogue to the ongoing improvement of the curriculum.
	2.4.4 Promote student engagement in campus life through creation and/or enhancement of inviting spaces.
	3.1.1 Create and promote roadmaps for all degrees and certificates and align class scheduling with them.
	3.1.2 Provide access and follow-up services to ensure that students enter and follow the correct pathways until they attain their goals.
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	3.2.5 Enhance services and programs to meet the needs of students and the community for whom English is a second language.
	3.3.1 Develop a career and job placement center.
	3.3.2 Close gaps in the preparation of students for employment in applicable fields.
	3.3.3 Enhance career counseling for undecided students.
	5.1.1 Establish pathways for students at specific high schools to transition to West and succeed.
	5.1.2 Establish a mentoring program for low-achieving students, drawing mentors from among community leaders and West alumni and retirees.
	5.2.1 Open students to global issues through curriculum and co-curricular activities.
Student Support Services	1.1.1 Refine and/or develop and implement effective programs and services to improve the performance of targeted groups of historically lower-achieving students (e.g., ACE).
	1.1.2 Strengthen the effectiveness and coverage of the tutoring program.
	1.3.1 Facilitate training on ethical and affective development, and apply the resulting knowledge to all student populations (e.g., RA, FELI, Habits of Mind).

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	2.2.1 Establish and promote a systematic, evidence-based process for proposing, developing, implementing, evaluating and sustaining programs.
	3.1.2 Provide access and follow-up services to ensure that students enter and follow the correct pathways until they attain their goals.
	3.2.1 Improve pre-enrollment services targeted to potential at-risk students.
	3.2.2 Enhance services to improve the retention and success rates of Black/African American and Hispanic/Latino students.
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	4.2.1 Develop and implement a plan to improve collaboration between instructional and student services departments.
	5.1.2 Establish a mentoring program for low-achieving students, drawing mentors from among community leaders and West alumni and retirees.
Teaching Practices	1.2.1 Offer and incentivize ongoing training in proven, effective learner-centered teaching strategies (e.g., RA, FELI).
	1.2.2 Implement learner-centered strategies.
	1.2.3 Facilitate forums for dialogue on newly developed and implemented learning/teaching strategies.
	1.3.1 Facilitate training on ethical and affective development, and apply the resulting knowledge to all student populations (e.g., RA, FELI, Habits of Mind).
	2.1.3 Highlight and commend on an annual basis the best practices resulting from SLO/SAO assessment and dialogue.
	2.4.3 Expand the use of up-to-date technology for teaching and learning.
Technology	2.4.1 Ensure that modifications of facilities optimize flexibility of use and build in appropriate technologies.
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