



Summary Tables

☞ Strategic Directions, Strategic Goals, and Objectives

Strategic Direction 1: Dedication to Learning	
Strategic Goals	Objectives
1.1 Improve student achievement, both overall and among historically lower-achieving groups.	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. 1.1.3 Complete development of the Student Equity Plan and implement it. 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. 1.1.7 Establish College-wide targets for each of the measures in the institution-set standards for student achievement, and monitor improvement.
1.2 Create a culture in which faculty develop and apply expertise in proven, effective learner-centered teaching strategies.	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 Foster ethical and affective development as well as cognitive development in all student populations.	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).
1.4 Inspire and increase the rate of faculty, staff, and administrators' involvement in professional learning activities.	1.4.1 Establish an exemplary professional learning program.

Strategic Direction 2: Culture of Continuous Improvement

Strategic Goals	Objectives
<p>2.1 Strengthen the processes for assessment and improvement of student learning outcomes and service area outcomes.</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>2.1.2 Apply the results of SLO assessment and dialogue to the ongoing improvement of the curriculum.</p> <p>2.1.3 Highlight and commend, on an annual basis, the best practices resulting from SLO /SAO assessment and dialogue.</p>
<p>2.2 Systematize the evaluation and improvement of West's effectiveness, focusing on planning and resource allocation processes.</p>	<p>2.2.1 Establish and promote a systematic, evidence-based process for proposing, developing, implementing, evaluating and sustaining programs.</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>2.2.4 Engage students systematically in evaluating and improving the learning environment and their learning experiences.</p>
<p>2.3 Exercise financial stewardship that ensures fiscal stability while supporting educational excellence and the College mission.</p>	<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>
<p>2.4 Enhance and maintain facilities and technology to promote effective teaching and learning.</p>	<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>2.4.3 Expand the use of up-to-date technology for teaching and learning.</p> <p>2.4.4 Promote student engagement in campus life through creation and/or enhancement of inviting spaces.</p>

Strategic Direction 3: Programs and Services Responsive to Student Needs

Strategic Goals	Objectives
<p>3.1 Create clear completion pathways.</p>	<p>3.1.1 Create and promote roadmaps for all degrees and certificates and align class scheduling with them.</p> <p>3.1.2 Provide access and follow-up services to ensure that students enter and follow the correct pathways until they attain their goals.</p>
<p>3.2 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>3.2.1 Improve pre-enrollment services targeted to potential at-risk students.</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>3.2.4 Identify critical milestones for student success based on research, monitor progress of at-risk students through those milestones, and initiate supportive action as needed.</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>
<p>3.3 Prepare students to enter a competitive workforce.</p>	<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>
<p>3.4 Enhance curriculum vitality, viability, and relevance.</p>	<p>3.4.1 Ensure the accuracy of curriculum-related records and publications.</p> <p>3.4.2 Systematically evaluate and improve the program viability process.</p>

Strategic Direction 4: Collaboration, Engagement, and Respect

Strategic Goals	Objectives
4.1 Be collegial.	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.
4.2 Eliminate organizational silos.	4.2.1 Develop and implement a plan to improve collaboration between instructional and student services departments.
4.3 Celebrate the achievements of our entire community.	4.3.1 Collect and effectively disseminate information about significant achievements by campus community members.

Strategic Direction 5: Connections with Communities

Strategic Goals	Objectives
5.1 Forge effective alliances with local schools, organizations and individuals.	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 Open the College to the world.	5.2.1 Open students to global issues through curriculum and co-curricular activities.