



Clovis
Community
College

Clovis Community College
Strategic Plan 2021-2025

Approved by the SCCC Board of Trustees July 06, 2021

Letter from the President

Dear Colleagues,

On behalf of the State Center Community College District, I am pleased to present the Clovis Community College Strategic Plan 2021-2025. I would also like to offer my sincere thanks to our college community for their hard work and commitment to our integrated planning process.

The CCC Strategic Plan 2021-2025 is the result of college-wide collaboration to create a plan that focuses on achieving the Institutional Goals outlined in our CCC Educational Master Plan 2017-2021, which was approved by the Board of Trustees on April 4, 2017. This plan continues the work started with the CCC Strategic Plan 2017-2021. It also aligns with the District Mission and Overarching Goals outlined in the District Strategic Plan 2020-2024, which was approved by the Board of Trustees on March 2, 2021.

This Strategic Plan translates the broad goals developed in the Educational Master Plan into specific actions that will advance the college and support student success over the next four years. It also supports current statewide community college initiatives including Vision for Success, Diversity, Equity, and Inclusion, Guided Pathways, and the important connection between instruction and student services to increase student completion.

This plan is a dynamic document that is part of our integrated planning process. Progress towards our goals will be reviewed annually and communicated with the campus community.

The plan was developed throughout Fall 2020 and Spring 2021. Due to Covid-19, we were not able to hold an in-person planning retreat. Therefore, we scheduled and held four online planning retreats, two in the Fall and two in the spring. Each interactive retreat included more than 60 faculty, students, classified professionals and administrators, who engaged in extensive analysis, reflection, and discussion throughout each session. An online survey regarding final strategic goal options was presented in February to allow college-wide input and participation. At various stages throughout the process, College Council members and an ad hoc group of College Council utilized the valuable input from the retreats to help organize and refine the suggested changes. In March, the College held a Community Town Hall to gain input from our city, business, and educational partners. After the final draft was completed, the Office of Institutional Research added measurable outcomes and cross-walked the action steps in this plan with other college-wide planning documents. Finally, project leaders and completion dates were assigned for each action step activity.

The Strategic Plan was reviewed by all constituent groups, including Academic Senate, Classified Senate, Associated Student Government, and President's Council. On May 19, 2021, it was reviewed by College Council and recommended for submission to the Board of Trustees. The plan was approved by the Board of Trustees on July 06, 2021.

The Clovis Community College Strategic Plan 2021-2025 reflects the sincere commitment of everyone at Clovis Community College to achieve our mission: *"Creating Opportunities...One Student at a Time."*

Sincerely,



Dr. Lori Bennett

President

Clovis Community College

College Council Members 2020-2021

Faculty

Ann Brandon

English Instructor/Academic Senate Representative

Stephanie Briones

Communication Instructor/Academic Senate Representative

Cynthia Elliott

English Instructor/Academic Senate President, SCFT(Spring)

Jennifer Hanson

History Instructor/Academic Senate Representative

Janice Ledgerwood

Art (Digital Multimedia) Instructor/Academic Senate Representative, SCFT (Fall)

Anthony Ratkus

Adjunct Instructor/Academic Senate Representative

Liz Romero

Child Development Instructor/ Immediate Past Academic Senate President

Angelita Zaragoza

Counselor Coordinator for TRiO/Academic Senate Representative

Classified Professionals

Caryss Johnson

*Senior Program Specialist
Student Services/Classified Senate President*

Michelle Johnson

*Senior Research & Planning Analyst
Classified Senate Representative*

Rebecca Kinlow

*Financial Aid Analyst
Classified Representative Appointed by CSEA*

Jason Mendez

*Digital Media and Graphic Designer
Classified Senate Representative*

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Students

Alexis Bissell

Associate Student Government President

Amrita Dhama

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Diana Flores*

Associate Student Government Student Trustee

Administrators

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Director of Institutional Research, Evaluation, and Planning

Lori Bennett

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Monica Chahal*

Vice President of Instruction

Marco J. De La Garza

Vice President of Student Services

Lorrie Hopper

Vice President, Administrative Services

Matt Levine

Financial Aid Director/Alternate Member

James Ortez

Dean of Instruction

Kira Tippins*

Dean of Student Services

College Council Ad Hoc Members

Jordan Anderson

Chemistry Instructor

Cole Hesterberg

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Counselor

Monica Marquez

Child Development Lab School Manager

Shilpa Ranganathan

Sociology Instructor

Isaac Reyna

Outreach Specialist

Jacquelyn Rubalcaba-Muniz

Director of Disabled Student Services & Programs

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Instructional Designer

*Also, member of College Council Ad Hoc

College Vision Statement

Clovis Community College is the college of choice for academic excellence, innovation, and student achievement.

College Mission Statement

Creating Opportunities – One Student at a Time

- We honor diversity and serve all students of our community.
- We promote opportunities for success and wellness through full access to programs and services, and we provide comprehensive student support to achieve equity.
- We foster critical, creative, and engaged thinking through education based on integrity, generosity, and accountability.
- We support student success along pathways to certificates, degrees, and transfer programs, preparing students for thriving futures.
- We build community partnerships to enhance student learning and success, thereby advancing economic vitality in the community.
- We engage in reflective research and innovation focused on learning and student success.

Guiding Principles

Guiding principles for Clovis Community College planning:

Community Equity Innovation

These are the three primary guiding principles for Clovis Community College's planning. Each contributes to student success. All the objectives in college planning should be designed and evaluated with these principles in mind.

Community building

All students, faculty, and staff serve as invaluable members of our community of learning. Our college promotes a culture of authenticity that extends across all disciplines, services, and functions. We plan to expand and improve our relationship with the community at large through a commitment to collaboration and communication.

Equity

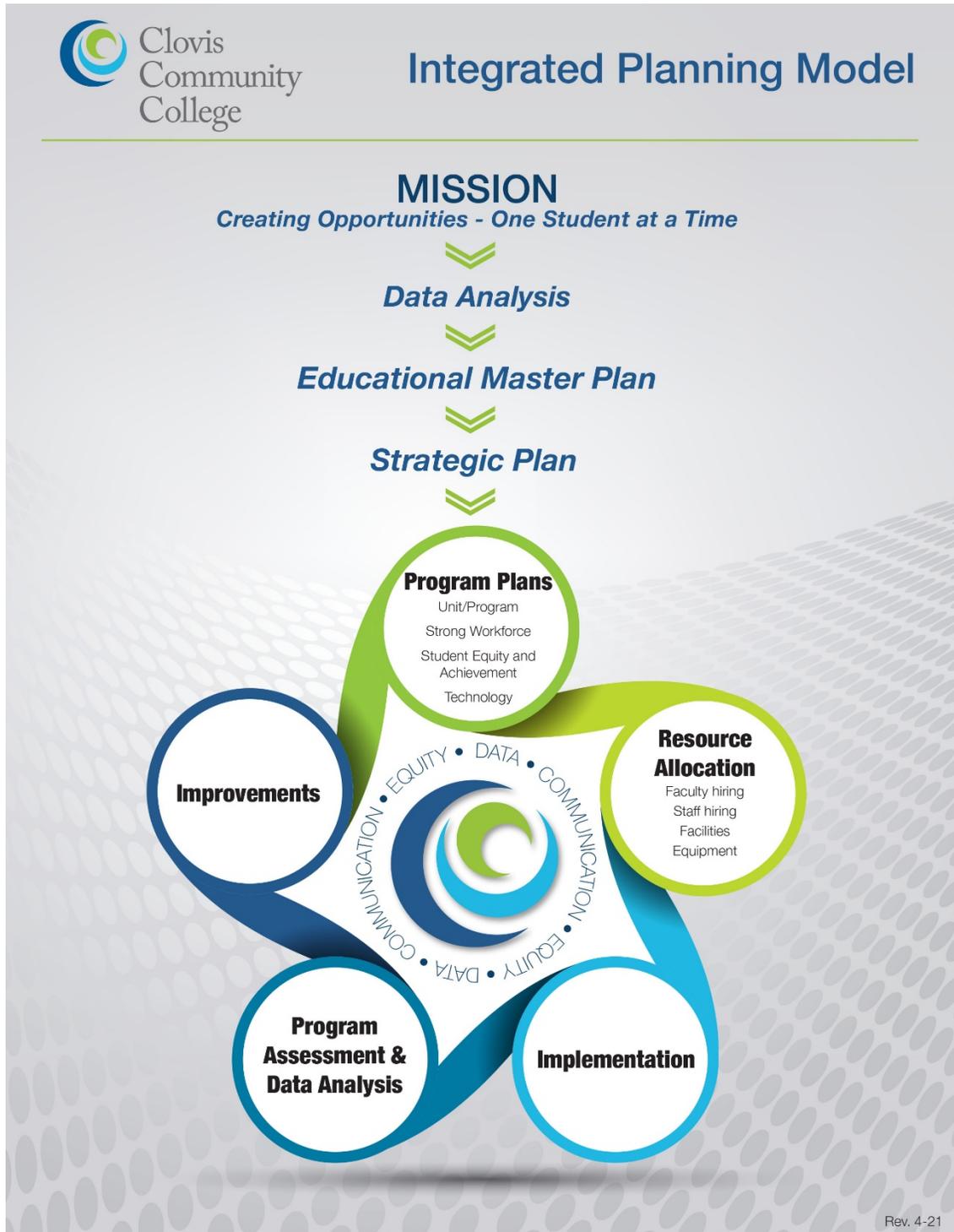
We commit to providing equitable and inclusive opportunities for all. We strive for equitable practices and policies that support and encourage success in all our students. We are inspired by the diversity of our community and our goal is to reflect this on our college campus.

Innovation

Our college prides itself as an institution dedicated to growth through change and innovation. We are committed to the highest levels of creativity and innovative practices that will provide the best opportunities for our students and prepare them for long term success.

Integrated Planning Model

The following graphic shows a graphical representation of the College’s Integrated Planning Model. The Strategic Plan flows from the Educational Master Plan. The goals in the Strategic Plan were developed as part of the Educational Master Plan process, completed in the fall of 2016. As depicted in the planning model, the guiding principles for Clovis Community College planning are data analysis, communication, and student equity.



Introduction to the Clovis Community College Strategic Plan 2021-2025

Overview

The Strategic Plan 2021-2025 is an essential component of the College's integrated planning process and operates within the framework defined by the Clovis Community College Educational Master Plan. The Educational Master Plan 2017-2027 is based on the college's mission, vision, and values, and was developed in a collaborative process involving the faculty, students, and staff of the college as well as members of the local community. The Educational Master Plan is an overarching plan which includes internal and external scans, growth forecasts, and six broad goals for the college during the next ten years.

For the 2021-2025 Strategic Plan, the six goals have been updated to reflect our current focus:

1. ACCESS: Create Opportunities and Remove Barriers
2. STUDENT-CENTERED CURRICULUM: Develop and Teach Equitable and Inspiring Curriculum
3. SUPPORTING STUDENT SUCCESS: Provide Equitable and Comprehensive Services
4. COMMUNITY & PARTNERSHIPS: Create, Develop, and Strengthen Relationships
5. RESOURCES & FACILITIES: Expand and Enhance the Campus Environment
6. INSTITUTIONAL EFFECTIVENESS: Foster a Collegial, Collaborative, and Inclusive College Environment

These goals provide the basis for the Strategic Plan's overall structure. The Strategic Plan 2021-2025 is the second of three four-year strategic plans that will cover the Educational Master Plan's 10-year planning cycle. These Strategic Plans will guide the college in meeting these goals and include objectives, action steps, timelines, measurable outcomes, and leaders responsible for ensuring actions are taken and outcomes are monitored.

Development of the Strategic Plan 2021-2025

In the Fall of 2020, President Dr. Lori Bennett charged members of the College Council with leading the Strategic Planning process. College Council is the highest college governing body, and includes a representative group of students, faculty, classified professionals, and administrators.

The strategic planning process was initiated during the college strategic planning retreat, held on October 23, during which the concept of a strategic plan was discussed, and participants engaged in initial brainstorming regarding gaps, accomplishments, and future ideas related to the current strategic goals and objectives.

On November 6 and 13, the College Council ad hoc met to review and summarize input from the first retreat. This summary was reviewed by College Council and used to help plan the second retreat.

The second planning retreat was held on November 20, 2020 and members participated in data analysis and discussed strengths and areas of improvement related to access, retention, and award completion.

The third planning retreat was held on January 19, 2021 and building off the analysis from the first two retreats, participants reviewed the six goals and supporting objectives to determine if they were still relevant and recommend revisions.

On February 4, College Council reviewed the recommendations from the third retreat and refined the goals and objectives.

On February 8, the Office of Institutional Research emailed a survey to the college community to gather final input on the recommended strategic goals.

The fourth planning retreat was held on February 19, 2021. Participants reviewed the updated objectives and added new supporting action steps.

On March 4, College Council reviewed the recommendations from the fourth retreat and further refined the objectives and action steps.

A Community Town Hall was held on March 10, during which community members provided feedback on the draft strategic plan.

On March 18, College Council reviewed the final draft of the new strategic goals, objectives, and action steps. The process continued with a first and second reading by the Academic Senate, Classified Senate, and Associated Student Government.

After the final draft was completed, measurable outcomes, project leads, timing, and integrated planning activities were identified and included in the plan.

At the College Council meeting held on May 19, 2021, the council conducted its second reading of the Strategic Plan. At that meeting, College Council agreed by consensus to approve the final draft and submit the Strategic Plan to the Board of Trustees for a first read at the June 1, 2021 Board meeting.

Dr. Bennett submitted the Clovis Community College Strategic Plan 2021-2025 to the State Center Community College District's Board of Trustees for approval. The Board of Trustees approved the plan on July 06, 2021.

The Strategic Plan

1.0 Access: Create Opportunities and Remove Barriers

1.1 Build and sustain guided pathways that support seamless transition from K-12 and Adult Education to CCC for career and transfer readiness

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
1.1.a	Continue to develop new degrees and certificates, with emphasis on ADTs	1. Curriculum completed/ courses scheduled 2. Students enrolled	VPI Deans Discipline Faculty	Year 1-4	Aligns with Enrollment Mgmt Plan
1.1.b	Continue to expand dual enrollment guided pathways	1. Pathways developed with local high schools 2. Increased number of dual enrollment courses offered	VPI, VPSS Deans Dept Chairs Discipline Faculty	Year 1-4	Aligns with Enrollment Mgmt Plan, SEA/Equity Plan, K-16 Initiative
1.1.c	Continue to develop CTE guided pathways	1. CTE pathways developed 2. Increased number of CTE Dual Enrollment courses offered	VPI, VPSS Deans Dept Chairs Discipline Faculty Counselors Outreach	Year 1-4	Aligns with GP Plan, Enrollment Mgmt Plan, SWF Plan
1.1.d	Develop pathways from adult education to CCC	1. Pathways developed with adult education centers	VPI, VPSS Deans Outreach Counselors	Year 1-2	Aligns with GP Plan, Enrollment Mgmt Plan, Adult Ed Plan, SWF Plan

1.2 Expand academic programs and student support services to support student enrollment growth

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
1.2.a	Expand current high-demand programs	1.Increased number of courses 2.Enrollment Mgmt Plan implemented	VPI Deans, Instruction Dept Chairs Discipline Faculty	Year 2-4	Aligns with Enrollment Mgmt Plan, Title V Grant
1.2.b	Align general education offerings with student demand	1.Program and course enrollment data analyzed 2.One-year schedule aligned with SEPs implemented	VPI Deans Dept Chairs Counselors	Year 2-4	Aligns with GP Plan, Enrollment Mgmt Plan
1.2.c	Develop new CTE programs to meet local student and employer demand	1.Strong Workforce Plan implemented 2.New CTE programs and courses developed	VPI Deans Dept Chairs Discipline Faculty	Year 1-4	Aligns with SWF Plan
1.2.d	Provide student services to align with enrollment growth.	1.Increased number of students utilizing services	VPSS Deans/Dir/Mgr Service Program Leads	Year 1-4	Aligns with SEA Plan, Title V Grant, K-16 Initiative

1.3 Expand equitable and flexible learning options for non-traditional learners

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
1.3.a	Expand online education to create more equitable access to education	1.Increased number of online course offerings	VPI Deans Dept Chairs Discipline Faculty Counselors	Year 1-4	Aligns with Enrollment Mgmt Plan
1.3.b	Expand dual enrollment to include a variety of disciplines	1.Increased number of dual enrollment courses offered	VPI, VPSS Deans Dept Chairs Counselors	Year 1-4	Aligns with Enrollment Mgmt Plan, SEA/Equity Plan, GP Plan, K-16 Initiative
1.3.c	Explore flexible Face-to-Face course scheduling options	1.Increased number of non-traditional timing course offerings	VPI Deans	Year 2-3	Aligns with Enrollment Mgmt Plan, K-16 Initiative
1.3.d	Develop credit and non-credit certificates that support college readiness, job readiness, and local employer needs	1.New credit and non-credit certificates developed and implemented	VPI Deans Dept Chairs Discipline Faculty	Year 2-3	Aligns with SWF Plan, Adult Ed Plan, Vision for Success Goals

1.4 Provide targeted, discipline specific outreach activities to historically underserved populations

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
1.4.a	Provide discipline specific outreach activities at local feeder high schools	<ol style="list-style-type: none"> 1. Increased participation of high school students 2. Increased enrollment rate from targeted schools 3. Number of events held 	Dean of SS Outreach	Year 1-4	Aligns with SEA Plan, Title V Grant, CAPP Grant, GP Plan, K-16 Initiative
1.4.b	Provide targeted activities that engage high school students, with specific outreach to African American, Latinx, AANAPI, LGBTQ+ students, and other historically underserved populations	<ol style="list-style-type: none"> 1. Materials developed and distributed 2. Outreach events held on campus and off campus 	Dean of SS Outreach	Year 1-4	Aligns with SEA Plan, Title V Grant, CAPP Grant, GP Plan, Vision for Success Goals
1.4.c	Expand outreach activities to reach returning students and adult school students	<ol style="list-style-type: none"> 1. Increased number of activities designed for and marketed to returning students and adult school students 	Dean of SS Dir of Outreach	Year 1-4	Aligns with SEA Plan, Adult Ed Plan

1.5 Develop targeted marketing and communication to support college goals

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
1.5.a	Continue to build CCC brand awareness in the community	<ol style="list-style-type: none"> 1. Communication and Outreach plans developed 2. Outreach and community events documented 	Dir of Mktg & Comm Dir of Outreach	Year 1-4	Aligns with SEA/Equity Plan, SWF Plan
1.5.b	Increase communication with local universities	<ol style="list-style-type: none"> 1. Participation in local university events 2. Collaboration on grants with local universities 3. Participation in higher educational initiatives 	VPI, VPSS Deans Counselors Outreach Discipline Faculty	Year 1-4	Aligns with SEA Plan, K-16 Initiative, Enrollment Mgmt Plan CAPP Grant
1.5.c	Expand marketing to underserved populations	<ol style="list-style-type: none"> 1. Targeted marketing materials developed 	Dir of Mktg & Comm Dean of SS	Year 1-4	Aligns with K-16 Initiative, SEA/Equity Plan, CAPP Grant
1.5.d	Expand website information	<ol style="list-style-type: none"> 1. Increased website content 2. Website information regularly reviewed and updated 	Dir of Mktg/Comm Webmaster Program Leads	Year 1-4	Aligns with SEA Plan, GP Plan
1.5.e	Explore new tools to improve proactive communication with students	<ol style="list-style-type: none"> 1. Implementation and increased use of text messaging solution 2. Professional development on best ways to communicate with students documented 	Dir of Technology Dir of Outreach Dir of Mktg/Comm	Year 2-4	Aligns with SEA Plan, Technology Plan

1.6 Expand access to the college campus

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
1.6.a	Explore improved technology access for students	<ol style="list-style-type: none"> 1. Increased technology resources for students 	VPAS Dir of Technology	Year 1-3	Aligns with Technology Plan
1.6.b	Advocate for public transportation	<ol style="list-style-type: none"> 1. Public transportation to campuses 	VPAS Dean SS	Year 1-2	Aligns with SEA/Equity Plan
1.6.c	Explore shuttle service options	<ol style="list-style-type: none"> 1. Shuttle services offered 	VPAS, VPSS Dean SS	Year 1-2	Aligns with SEA/Equity Plan

2.0 Student-Centered Curriculum: Develop and Teach Equitable and Inspiring Curriculum

2.1 Maintain focus on providing a quality education

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
2.1.a	Provide equity-minded course content and culturally responsive teaching to engage all students	1. Increased course success rates and reductions in disproportionate impact across student groups	VPI Deans Dept Chairs Disc Faculty	Year 1-4	Aligns with SEA/Equity Plan, Title V Grant, Vision for Success Goals
2.1.b	Create an interactive, engaging, and equitable learning environment in all teaching modalities	1. Professional development training offered 2. Department discussions documented	VPI Deans Dept Chairs Disc Faculty	Year 1-4	Aligns with SEA/Equity Plan, Title V Grant, Professional Development Plan

2.2 Increase student completion rates for degrees and certificates

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
2.2.a	Based on data analysis, identify barriers and implement changes to promote student equity, success, and completion of educational goals	1. Increased course success rates and reductions in disproportionate impact across student groups 2. Increased number of degrees and certificates awarded	VPI, VPSS Deans Dept Chairs Discipline Faculty	Year 1-4	Aligns with Program Plans, SEA/Equity Plan, GP Plan, Title V Grant, Vision for Success Goals
2.2.b	Provide targeted support for specific student populations, including African American, Latinx, Asian American, Native American, Pacific Islander, Males, and Foster Youth	1. Increase in student services provided to disproportionately impacted students, including Student Education Plans, tutorial services, & student support	Deans of SS Student Service Program Leads	Year 1-4	Aligns with Program Plans, SEA/Equity Plan, GP Plan, Title V Grant, Vision for Success Goals

2.3 Continue to explore and support innovative ideas and projects

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
2.3.a	Explore new ideas to increase student engagement	1. Increased student activities designed to increase engagement	Deans Discipline Faculty	Year 1-4	Aligns with Program Plans, SEA Plans, GP Plan, Title V Grant
2.3.b	Explore innovative strategies for expanding tutoring, library, and counseling, support services	1. Analysis completed; recommendations presented	Deans Discipline Faculty	Year 1-4	Aligns with Program Plans, GP Plan, SEA Plan
2.3.c	Explore funding sources to support innovation	1. Funding sources identified 2. New grants/funding received	VPAS Deans Discipline Faculty	Year 1-4	Aligns with Program Plans

2.4 Expand and enhance college readiness, transfer, and career options

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
2.4.a	Provide college-readiness summer bridging programs	1. Summer Bridge program developed and offered	Grant Leads	Year 1-4	Aligns with SEA/Equity Plan, Title V Grant, CAPP Grant, K-16 Initiative
2.4.b	Expand Counseling, Transfer Center, and Career Center support services	1. Increased number of students transferring 2. Increased number of students obtaining a job in a field of their study	Dean of SS Counseling Dept	Year 1-4	Aligns with Program Plans, GP Plan, Vision for Success Goals
2.4.c	Develop smooth transfer pathways with local universities	1. Increased number of Associate Degrees for Transfer 2. Increased number of articulation agreements 3. Increased number of formalized pathways to local universities	VPI, VPSS Deans Counselors Discipline Faculty	Year 1-4	Aligns with Program Plans, K-16 Initiative, GP Plan, Vision for Success Goals
2.5.d	Provide credit or non-credit soft skills training	1. Non-credit training courses and programs developed and implemented	VPI Dean CTE Faculty	Year 2-4	Aligns with SWF Plan

3.0 Supporting Student Success: Provide Equitable and Comprehensive Services

3.1 Enhance collaboration between student services and instruction

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
3.1.a	Enhance collaboration to support guided pathways	<ol style="list-style-type: none"> 1. Integrated activities, events and training for both student services and instruction provided 2. Collaboration between student services and instruction in grants, student success initiatives, and in committees 	VPI, VPSS Deans	Year 1-4	Aligns with GP Plan, K-16 Initiative, Title V Grant, Vision for Success Goals
3.1.b	Improve communication to increase awareness and provide timely student support	<ol style="list-style-type: none"> 1. Increase the number of students referred by faculty for support services 2. Expand calendar events on website 	Deans Program Leads Dir of Mktg & Comm	Year 1-4	Aligns with SEA Plan, Enrollment Mgmt Plan
3.1.c	Expand guided pathway Student Success Teams	1. Student Success Teams designed and implemented	VPI, VPSS Deans	Year 1-2	Aligns with GP Plan, SEA Plan
3.1.d	Develop a First Year Experience program	1. First Year Experience program designed and implemented	VPSS Deans of SS	Year 1-2	Aligns with GP Plan, SEA/Equity Plan

3.2 Expand student services support programs to promote diversity, equity, and inclusion, and retention

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
3.2.a	Expand college-wide data analysis with focus on retention and equity	<ol style="list-style-type: none"> 1. Increased fall to spring retention rates, with focus on disproportionately impacted students 2. Decreased number of students on academic probation 	VPI, VPSS Dir of IR Deans Dept Chairs Program Faculty/Staff	Year 1-4	Aligns with Program Plans, SEA Plan, GP Plan Title V Grant, Vision for Success Goals
3.2.b	Based on data analysis, develop targeted retention strategies to support underserved student groups	<ol style="list-style-type: none"> 1. Student focus groups held 2. Student services reviewed/ revised to reflect student input 	VPSS Deans of SS Dir of Fin Aid Dir of IR	Year 1-4	Aligns with Program Plans, SEA/Equity Plan, GP Plan
3.2.c	Explore how to use physical space to promote equity and inclusion	<ol style="list-style-type: none"> 1. Analysis completed; recommendations presented 	VPAS, VPSS Deans of SS	Year 2-4	Aligns with Facilities Plan, Technology Plan, SEA Plan
3.2.d	Develop international student program	<ol style="list-style-type: none"> 1. International student program developed 	VPSS Dean of SS	Year 1-2	Expand access to an international diverse population

3.3 Utilize technology to expand and enhance student services

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
3.3.a	Improve technology to expand and enhance student services	<ol style="list-style-type: none"> 1. All components of Hobson’s Starfish implemented 2. Continued offering of online student services 	Dir of Technology Deans of SS Dir of DSPS Discipline Faculty	Year 1-2	Aligns with SEA Plan, Technology Plan
3.3.b	Enhance and maintain website to provide students with access to all college resources	<ol style="list-style-type: none"> 1. Website content regularly reviewed and updated 2. Student input used to ensure that website is meeting student needs 	Dir of Mktg & Comm Webmaster Deans of SS Department Leads	Year 1-3	Aligns with SEA Plan, GP Plan, Communication Plan
3.3.c	Explore expanding online operating hours of student services	<ol style="list-style-type: none"> 1. Analysis completed; changes implemented 	VPSS, VPAS Deans of SS Dean of Instruction Dir of Fin Aid Dir of DSPS Discipline Faculty	Year 2-4	Aligns with GP Plan, Supports college goals

3.4 Expand student activities to support student engagement and inclusion

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
3.4.a	Expand music, choir, and athletics programs	<ol style="list-style-type: none"> 1. Develop plans for program expansions 2. Increased number of programs and student participants 	VPI Deans Dir of Athletics Dept Chairs Discipline Faculty	Year 2-4	Aligns with Enrollment Mgmt Plan, Facilities Plan
3.4.b	Explore new performing arts activities	<ol style="list-style-type: none"> 1. Develop plan for increasing performance arts activities 2. Increased number of performing arts activities 	VPI Dean of Instruction Dept Chair Disc Faculty	Year 1-4	Aligns with Enrollment Mgmt Plan
3.4.c	Expand cultural programming that promotes diversity, equity, and inclusion	<ol style="list-style-type: none"> 1. Cultural programming included in college planning documents 2. Number of events held 	Dean of SS Student Activities Coordinator	Year 1-4	Aligns with SEA/Equity Plan
3.4.d	Build interest and participation in student clubs and activities	<ol style="list-style-type: none"> 1. Increased number of student clubs and activities 2. Increased number of students participating in student clubs and activities 	Student Activities Coordinator	Year 1-4	Aligns with SEA Plan
3.4.e	Increase diverse student membership in the honors program	<ol style="list-style-type: none"> 1. Increased outreach and marketing about the honors program to diverse student groups 2. Increased participation in honors program by diverse student groups 	Dean Honors Faculty Counselors	Year 1-4	Aligns with SEA Plan, Title V Grant

4.0 Community & Partnerships: Create, Develop, and Strengthen Relationships

4.1 Enhance Community Relations

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
4.1.a	Develop and strengthen partnerships with city and county officials	<ol style="list-style-type: none"> 1. Participation in city and county events and activities 2. Provide opportunities for city and county officials to learn more about college activities 	President VPAS Outreach	Year 1-2	Aligns with Communication Plan
4.1.b	Strengthen SBDC connection with city partners	<ol style="list-style-type: none"> 1. Number of new connections documented 	Director of SBDC	Year 1-4	Aligns with SBDC Plan
4.1.c	Work with city partners to extend bus transportation to CCC	<ol style="list-style-type: none"> 1. Public transportation to campuses 	VPAS Dean of SS Dir of Mktg & Comm	Year 2-3	Aligns with SEA/Equity Plan
4.1.d	Attend and support a variety of community events and activities	<ol style="list-style-type: none"> 1. Community events attended 	President VPs Deans Student Activities Coordinator Discipline Faculty	Year 1-4	Supports community involvement
4.1.e	Support community needs through volunteerism	<ol style="list-style-type: none"> 1. Staff and student volunteer hours completed 	VPSS Dean of SS Student Activities Academic Senate Discipline Faculty Classified Professionals	Year 2-4	Supports community involvement
4.1.f	Participate in local and state-level initiatives/ organizations	<ol style="list-style-type: none"> 1. Participation in local and state-level initiatives and organizations 	President VPI VPSS Discipline Faculty	Year 1-4	Supports community involvement

4.2 Strengthen partnerships with K-12 and universities

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
4.2.a	Maintain active student services connection	<ol style="list-style-type: none"> 1. Host annual counseling meeting 2. Expand relationships with middle schools 3. Increase Reg-to-Go metrics, including advising and enrollments 	VPSS Deans of SS Outreach Counselors	Year 1-4	Aligns with SEA Plan, K-16 Initiative
4.2.b	Expand dual enrollment pathways	<ol style="list-style-type: none"> 1. Continue to develop pathways from high schools to CCC 2. Align curriculum 	VPI Deans Discipline Faculty	Year 1-4	Aligns with SWF Plan, Enrollment Mgmt Plan, GP Plan
4.2.c	Promote student data sharing with K-12 partners to support student success	<ol style="list-style-type: none"> 1. Continue to participate in P-16 data collaborative 2. Increase data sharing with Clovis Unified School District 	Dir of Research	Year 1-2	Aligns with K-16 Initiative
4.2.d	Strengthen and expand university partnerships	<ol style="list-style-type: none"> 1. Expand relationships with 4-year universities, including Fresno State, UC Merced, FPU, San Joaquin Law School, and CHSU 2. Increase number of articulation agreements 	President, VPI, VPSS Deans Counselors	Year 1-4	Aligns with Program Plans, Vision for Success Goals

4.3 Foster relationships with local businesses

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
4.3.a	Partner with local businesses to create student internship and apprenticeship opportunities	<ol style="list-style-type: none"> 1. Number of internships available 2. Number of students participating in internships 	VPI, VPSS Deans Job Developer Career Ctr Coordinator	Year 1-4	Aligns with SWF Plan, Title V Grant
4.3.c	Support employers' needs thru short-term certificates and non-credit training courses	<ol style="list-style-type: none"> 1. Develop and implement new credit and non-credit certificates 2. Number of students earning short-term certificates and completing non-credit training courses 	VPI Deans Discipline Faculty	Year 1-4	Aligns with SWF Plan, Vision for Success Goals
4.3.d	Expand Small Business Development Center (SBDC) connection with diverse communities and underserved populations throughout the region	<ol style="list-style-type: none"> 1. Increase connection with community groups 2. Hold training events 	Dir of SBDC	Year 1-4	Aligns with SBDC Plan, SWF Plan

4.4 Expand community presence

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
4.4.a	Continue to build CCC brand awareness in the community	<ol style="list-style-type: none"> 1. Communication Plan implemented 	President Dir of Mtg & Comm Dean of SS	Year 1-4	Aligns with Communication Plan, Outreach Plan
4.4.b	Enhance online and social media presence	<ol style="list-style-type: none"> 1. Online/social media presence expanded 	Dir of Mtg & Comm	Year 1-4	Aligns with Communication Plan
4.4.c	Expand community presence as a Hispanic Serving Institution (HSI)	<ol style="list-style-type: none"> 1. Participation in local community events/ organizations 	President VPSS Dir of Mtg & Comm Dean of SS	Year 1-4	Aligns with Communication Plan, SEA/Equity Plan

5.0 Resources & Facilities: Expand and Enhance the Campus Environment

5.1 Plan and build new college facilities supported by the Measure C Bond

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.1.a	Build new Applied Science Building	1. Building completed	President VPAS	Year 1-3	Aligns with Facilities Plan
5.1.b	Complete site improvements to support new construction	1. Improvements completed	VPAS	Year 1-2	Aligns with Facilities Plan
5.1.c	Explore site improvements to support public transportation	1. Analysis completed; recommendations presented	VPAS	Year 2-3	Aligns with Facilities Plan
5.1.d	Plan for the second Measure C building	1. Finalize funding 2. Hire architects and design building	President VPAS	Year 2-4	Aligns with Facilities Plan

5.2 Plan and develop athletic facilities as outlined in the District Facilities Master Plan

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.2.a	Continue to build up reserve in capital projects to fund construction	1. Have 60% of total cost saved in Capital Projects fund	VPAS	Year 1-4	Aligns with Facilities Plan
5.2.b	Develop athletic facilities plan and hire architect to design project	1. Athletic facilities plan completed 2. Hire architect	VPAS	Year 1-2	Aligns with Facilities Plan
5.2.c	Ground-breaking for athletic field	1. Construction in progress	President VPAS Dean of Instruction Dir of Athletics Coaches	Year 2-3	Aligns with Facilities Plan

5.3 Maintain the beautiful college facilities as the college expands and ages

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.3.a	Develop and implement a campus refresh plan to maintain buildings and grounds	1. Campus refresh plan completed	VPAS	Year 1-2	Aligns with college goals
5.3.b	Explore water conservation and sustainable landscape as part of new building design	1. Analysis completed; recommendations presented	VPAS	Year 2-3	Aligns with college goals
5.3.c	Explore creating interior and exterior multi-purpose common spaces	1. Analysis completed; recommendations presented	VPAS Deans	Year 2-4	Aligns with college goals

5.4 Utilize technology to improve college processes and support student learning

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.4.a	Expand technology access and support to students	1. Increased technology resources for students	Dir of Technology	Year 1-2	Aligns with Technology Plan
5.4.b	Improve cybersecurity, campus wi-fi, and security cameras	1. Improvements completed	Dir of Technology	Year 1-3	Aligns with Technology Plan
5.4.c	Build Technology Refresh Plan into the annual budget process	1. Technology refreshments included in annual budget	VPAS Dir of Technology Technology Committee	Year 1-2	Aligns with Technology Plan, Resource Allocation Model

5.5 Provide adequate staffing to support increased student enrollment and expanding facilities

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.5.a	Develop and monitor rolling 5-year staffing plan	1. Plan completed	President VPI, VPSS, VPAS Deans Directors Department Chairs	Year 1-2	Aligns with Program Plans, SWF Plan, SEA/Equity Plan
5.5.b	Enhance focus on recruiting diverse faculty and staff	1. Diversity of faculty and staff	President VPI, VPSS, VPAS Deans Directors Department Chairs	Year 1-4	Aligns with Vision for Success Goals, SEA/Equity Plan

5.6 Support professional development for all employees

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.6.a	Provide professional development to support college goals	1. Implement college professional development plan 2. Participation in district, college, and other opportunities documented for all employee groups	President Managers Academic Senate Classified Senate	Year 1-4	Aligns with Professional Development Plan
5.6.b	Provide professional development to support changing technology requirements	1. Technology training provided	VPAS District HR Dir of Technology Dean of DE	Year 1-4	Aligns with Professional Development Plan
5.6.c	Provide professional development to support improved teaching pedagogy and student equity	1. Professional development about teaching pedagogy and student equity provided	VPI Academic Senate	Year 1-4	Aligns with Professional Development Plan, SEA Plan, GP Plan
5.6.e	Provide funding for discipline-specific professional development subject to availability of funds	1. Funding provided 2. Grants identified, applied to, and received	President VPI, VPSS, VPAS	Year 1-4	Aligns with Budget Planning

5.7 Maintain stable fiscal base and sound fiscal practices

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.7.a	Generate and maintain on-going 5% college fund balance	1. Maintain 5% fund balance	VPAS	Year 1-4	Aligns with Budget Planning
5.7.b	Include capital fund projects in annual program and fiscal planning	1. Funding documented in capital projects	VPAS	Year 1-4	Aligns with Budget Planning

5.8 Generate revenue to support the goals of the college

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
5.8.1	Apply for grants to support college initiatives	1. Monitor grant opportunities apply for grants that relate to strategic goals	President VPs Deans Discipline Faculty	Year 1-4	Aligns with Budget Planning, Vision for Success Goals, SEA Plan
5.8.2	Explore local funding sources	1. Research local business, community organizations, regional opportunities 2. Increased number of local donors to college	President VPs Deans	Year 1-4	Aligns with Budget Planning, Vision for Success Goals, SEA Plan
5.8.3	Raise scholarship funds	1. Increased number of scholarships	President	Year 1-4	

6.0 Institutional Effectiveness: Foster a Collegial, Collaborative, and Inclusive College Environment

6.1 Use data to support dialogue, planning, and decision-making

	Action Step	Measurable outcome	Leads	Date	Integrated Plan
6.1.a	Develop a comprehensive approach to data analysis, incorporating both qualitative and quantitative data into decision making and planning	<ol style="list-style-type: none"> 1. Office of Institutional Research agenda/plan developed and implemented 2. Increased number of qualitative research projects 3. Continued use of data to inform decision making and planning 	Office of IR	Year 1-2	Aligns with Program Plans, Vision for Success Goals, SEA/Equity Plan, GP Plan
6.1.b	Expand data analysis to promote equity	<ol style="list-style-type: none"> 1. Continued focus on disaggregating data to promote equity in UP Plans. 2. Continued use of CUE Equity and Data tools in Institutional Effectiveness Advisory. 	Office of IR	Year 1-2	Aligns with Program Plans, Vision for Success Goals, SEA/Equity Plan, GP Plan
6.1.c	Analyze the impact of significant external events on student retention and success	<ol style="list-style-type: none"> 1. Research on the effects of COVID on student retention and success completed 	Office of IR	Year 1-2	Aligns with SEA/Equity Plan, GP Plan, Vision for Success Goals
6.1.d	Enhance data reports to include simple, accessible charts	<ol style="list-style-type: none"> 1. Continued development of accessible and easy to use Tableau dashboards 2. Continued implementation of infographics to simplify data 	Office of IR	Year 1-2	Aligns with Program Plans, Vision for Success Goals
6.1.e	Provide data literacy training and continue to support college wide data discussions	<ol style="list-style-type: none"> 1. Training sessions provided to improve data literacy 	Office of IR	Year 1-2	Aligns with Professional Development Plan, SEA Plan, GP Plan, SWP, K-16 Initiative, Title V Grant

6.2 Continue to monitor and evaluate college planning processes to improve equity and student success

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
6.2.a	Review the college organizational structure through the lens of a Guided Pathways framework	1. Review completed	President VPI, VPSS	Year 1-2	Supports all college planning
6.2.b	Implement and evaluate the Enrollment Management Plan	1. Implement plan 2. Evaluate progress and success of implementation	VPI Dir of IR Deans Dept Chairs	Year 1-4	Supports all college planning
6.2.c	Continue to implement and evaluate the Unit/Program Planning and Resource Allocation processes	1. Review processes and revise as appropriate 2. Establish cycle for continual review and improvement	VPI, VPSS VPAS College Council	Year 1-4	Supports college planning and assessment
6.2.d	Continue to implement and update the governance structure on a regular basis	1. Review processes and revise as appropriate 2. Establish cycle for continual review and improvement	President College Council	Year 1-4	Supports all college planning

6.3 Continue to foster the long-standing culture of collegiality, collaboration, and inclusion

	Action Step	Measurable outcome	Leads	Date	Integrated Plans
6.3.a	Continue to develop easy-to-access employee, student, and community information sources	<ol style="list-style-type: none"> 1. Continue to update website calendar. 2. Continue to ensure that website is up to date and includes employee, student, and community information sources 	President Dir of Mktg & Comm Deans Dir of Outreach Dir of Athletics Student Activities Coordinator	Year 1-4	Supports all college planning
6.3.b	Continue to provide information college-wide regarding college policies, processes, and resource decisions	<ol style="list-style-type: none"> 1. College-wide communication provided in a variety of formats 	President VPs Deans Dir of Mktg & Comm All committee reps	Year 1-4	Supports all college planning
6.3.c	Promote individual responsibility for proactive communication college wide	<ol style="list-style-type: none"> 1. Continue to develop norms and expectation of proactive communication 	College Council Academic Senate Classified Senate Assoc Student Government	Year 1-4	Supports all college planning
6.3.d	Provide opportunities to meet new employees, foster relationships, and maintain our inclusive, collegial, collaborative culture	<ol style="list-style-type: none"> 1. Employee events held. 2. Continue to offer college wide retreats 3. Continue to provide New Faculty Institute 	All College Leaders	Year 1-4	Supports all college planning