



# Clovis Community College **Strategic Plan 2025-2029**

Approved by the SCCCD Board of Trustees July 01, 2025



## Letter from the Interim President

*Dear Colleagues,*

*On behalf of the State Center Community College District, I am pleased to present the Clovis Community College Strategic Plan 2025-2029. I am grateful to our college community for their hard work, their willingness to work cooperatively and collaboratively, and for their commitment to our integrated planning process.*

*The CCC Strategic Plan 2025-2029 is the result of college-wide effort to create a plan that aligns with the State Center Vision 2035 Plan (Board of Trustees approval on June 4, 2024). This Strategic Plan translates the broad goals developed in the State Center Vision 2035 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 2030 and numerous CCCC Division of Educational Services & Support areas of oversight.*

*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 2024 and Spring 2025. An online survey distributed in Fall 2024 sought collegewide prioritization of existing goals within the context of State Center Vision 2035 goals. Discussion of draft goals at College Council followed in Fall 2024. The college was apprised of all discussions through College Council notes, President's weekly emailed communications to the campus, stakeholder reports to their constituency groups, and updates Opening Day in January 2025. In Fall 2024, College Council announced a collegewide planning workshop vis-a-vis a save the date invitation to all. This workshop was held on a fifth Friday in January, thereby reducing chances of conflicts with other college commitments. The collegewide workday was divided into two parts: matching morning and afternoon sessions, which comprised opening, closing, and five breakout sessions dedicated to the five draft goals. The college community was invited to provide feedback on draft goals and/or to propose additional ideas. Following this, College Council participated in numerous work sessions to draft objectives and action steps. These drafts were vetted through at least two reads at ASG, Academic Senate, and Classified Senate. President's Community Advisory Groups provided community input. 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.*

*On May 19, 2025, 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 1, 2025.*

*The Clovis Community College Strategic Plan 2025-2029 reflects the sincere commitment of everyone at Clovis Community College to achieve our mission: "Creating Opportunities...One Student at a Time."*

*Sincerely,*



*Dr. Monica Chahal  
Interim President*

## College Council Members 2024-2025

### Faculty

Silas Cha

*Political Science Instructor*

*Academic Senate Representative*

Lianna Evans

*Adjunct Psychology Instructor*

*Academic Senate Representative, SCFT (Spring)*

Max Hembd

*Music Instructor*

*Academic Senate President*

Brandon Huebert

*Counselor*

*Academic Senate Representative*

Anthony Ratkus

*Adjunct Business Administration Instructor*

*Academic Senate Representative, Adjunct*

David Tinker

*Geology Instructor*

*Academic Senate Representative*

Nathan Wensko

*Communication Instructor*

*Academic Senate Representative, SCFT (Fall)*

### Classified Professionals

Christine Garduno

*Science Laboratory Coordinator*

*Classified Representative Appointed by CSEA*

Machele Gonzalez

*Senior Accounting Technician*

*Classified Senate Representative*

Tyler Johns

*Science Laboratory Coordinator*

*Classified Representative Appointed by CSEA*

Caryss Johnson

*Senior Program Specialist*

*Classified Senate President*

Natalie Minas

*Program Specialist Veterans*

*Classified Senate Representative*

Bonnie Boonthavongkham

*Executive Assistant to the President/Recorder*

### Students

Ivan Garcia

*Associate Student Government President*

### Administrators

Stephanie Babb

*Director of Marketing and Communications*

Monica Chahal

*Interim President, Co-Chair*

Kimberly Duong

*Vice President of Administrative Services, Co-Chair*

Rebecca Kinlow

*Director of Financial Aid*

Rich Mostert

*Director of Small Business Development Center*

James Orteiz

*Interim Vice President of Instruction*

Kira Tippins

*Vice President of Student Services*

Ryan Feyk-Miney\*

*Director of Institutional Research, Planning and Effectiveness*

\*Resource

## 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**

Our college has a long-standing culture of collegiality that extends across all disciplines and functions and includes our students as members of our community of learning. We plan to continue that collegiality and expand our influence and our utility to the larger community.

### **Equity**

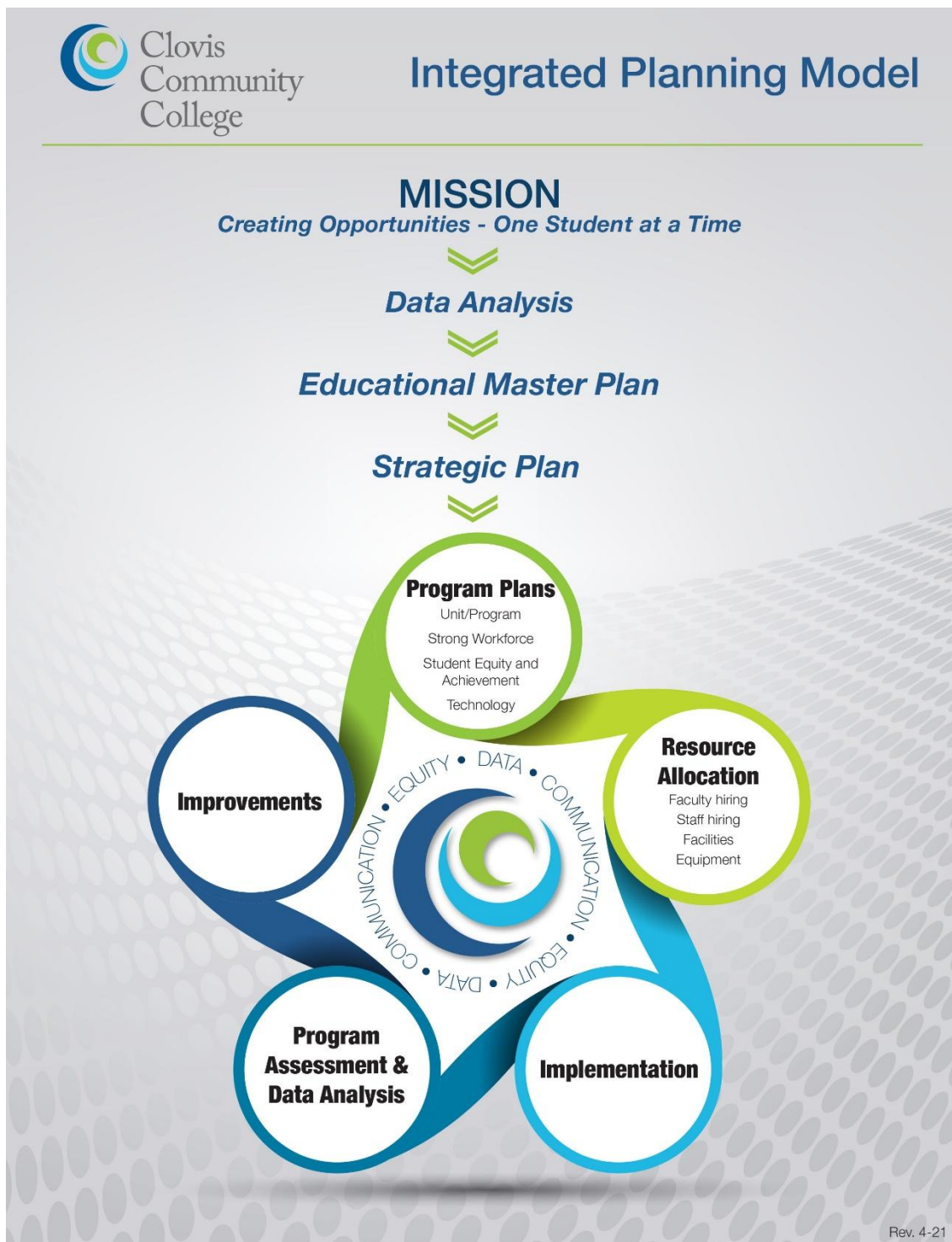
The diversity of the Central Valley is an inspiration and a challenge. We will increase the diversity of our college community, defining diversity in its broadest senses, and we commit to providing equitable opportunity to all.

### **Innovation**

Our college prides itself on being in the vanguard of innovation. We are committed to the highest levels of rigor and inspiration, and so we explore innovative practices that will provide the best opportunities for our students.

## 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 2025-2029

## Overview

The Strategic Plan 2025-2029 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 classified professionals 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 2025-2029 Strategic Plan, the five goals have been updated to reflect our current focus:

1. **EQUITABLE STUDENT ACCESS:** Create Opportunities and Dismantle Barriers
2. **EQUITABLE STUDENT ACHIEVEMENT AND SUCCESS:**
  - Provide Relevant Student-Centered Curriculum
  - Provide Holistic Student Support Services
3. **COMMUNITY COLLABORATIONS:** Strengthen and develop external relationships that advance students' economic and social mobility
4. **CAMPUS RESOURCES:** Cultivate a thriving and inclusive campus community
5. **INSTITUTIONAL EFFECTIVENESS:** Ensure transparency and innovation in planning, governance, and communication

These goals provide the basis for the Strategic Plan's overall structure. The Strategic Plan 2025-2029 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 2025-2029

In the Fall of 2024, Interim President Dr. Monica Chahal 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 by The Office of the President on October 24, via email. The email informed the College that the existing plan was approved for 2021-2025 and will expire at the end of the current academic year. All discussions pertaining to the writing of the plan will be coordinated by College Council and the College will have opportunities to participate. To begin the work, a feedback survey was provided in the initial email for the College to gather their feedback about the existing six goals and if they aligned with the five goals identified in Vision 2035.

On October 29, Dr. Chahal included the College Strategic Plan feedback survey and timeline in her weekly communication email encouraging the College to participate as we determine our path forward.

On November 21, December 5 and January 16, College Council reviewed the results of the initial survey and developed the proposed goals for 2025-2029.

On January 31, a campuswide planning workshop was held for the new Strategic Plan 2025-2029. During the college strategic planning workshop, participants were asked to provide feedback about the proposed goals and objectives. At the workshop sessions, participants engaged in initial brainstorming regarding gaps, accomplishments, and future ideas related to the proposed goals and objectives.

On February 4 and February 20, College Council reviewed the recommendations from the planning workshop and refined the goals and objectives.

On March 7, a second email survey was sent to the College from The Office of the President asking for participation

in writing the development of the action steps.

On March 20, College Council reviewed the recommendations from the second survey to further refine the objectives and action steps.

On March 24, a survey on the action steps was sent to College Council members to provide feedback to gather final input on the recommended strategic goals.

Throughout March, Dr. Chahal held five President's Advisory Community meetings during which community members provided feedback on the proposed goals and objectives.

On March 27, a finalized draft of the goals, objectives, and actions steps were provided to Classified Senate, Academic Senate, and Associated Student Government for a First Read.

Additional action steps were received by the Student Services Leadership team which were provided to Rebecca Kinlow. At the April 3 College Council meeting, the Council agreed to review the additional action steps via electronically. The Office of the President emailed the electronic survey on April 23.

Throughout April and May, College Council reviewed the recommendations from the Student Services Leadership team, Associated Student Government, Classified Senate and Academic Senate at their meetings and via electronic survey to refine the action steps ensuring that all voices are heard.

On May 15, the council continued to finalize the action steps, measurable outcomes, project leads, timing, and integrated planning activities to include in the plan. The Council agreed to make the timing for all the Action Steps as Year 1-4.

On May 19, the council finalized the plan and conducted its second reading of the Strategic Plan. College Council agreed by consensus to approve the final draft and submit the Strategic Plan to the Board of Trustees for a first read on June 03, 2025, Board meeting.

Dr. Chahal submitted the Clovis Community College Strategic Plan 2025-2029 to the State Center Community College District's Board of Trustees for approval. The Board of Trustees approved the plan on July 1, 2025.

## The Strategic Plan

### 1.0 Equitable Student Access: Create Opportunities and Dismantle Barriers

#### 1.1 Expand academic programs to support student enrollment growth

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
1.1.a	Expand course offerings and student support services to ensure sufficient options	<ol style="list-style-type: none"> <li>1. Course schedules that ensure expanded options for students</li> <li>2. Improve service delivery to ensure student support</li> </ol>	VPI VPSS Deans Discipline faculty	Aligns with Enrollment Mgmt Plan, CCC Mission, Institutional Effectiveness
1.1.b	Expand to develop new degrees, with emphasis on Associate Degrees for Transfer and certificates designed to support college readiness, job readiness, and local employer need	<ol style="list-style-type: none"> <li>1. Curriculum completed/ courses scheduled</li> <li>2. Number of students enrolled</li> <li>3. Assess credit and non-credit certificate options</li> </ol>	VPI Deans Discipline Faculty	Aligns with Enrollment Mgmt Plan, SWF Plan



## 1.2 Expand student support services to minimize barriers to student access

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
1.2.a	Expand in-reach for student service programs	<ol style="list-style-type: none"> <li>1. Increase the proportion of returning students accessing services</li> <li>2. Develop targeted communication campaigns for students</li> </ol>	VPSS Deans/Dir/Mgr Faculty	Aligns with Enrollment Mgmt Plan, SEA Plan
1.2.b	Increase access to existing student service programs including extended hours to serve evenings and weekend students	<ol style="list-style-type: none"> <li>1. Increase the proportion of students accessing services</li> <li>2. Develop targeted communication campaigns for students</li> </ol>	VPSS Deans/Dir/Mgr	Aligns with Enrollment Mgmt Plan, SEA Plan
1.2.c	Expand professional development opportunities for providers of online student services	<ol style="list-style-type: none"> <li>1. Set Professional Development goals for staff/faculty providing online Student Service Support</li> </ol>	VPSS Deans/Dir/Mgr	Aligns with Enrollment Mgmt Plan, SEA Plan

## 1.3 Support implementation of equitable and flexible learning options for non-traditional students

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
1.3.a	Expand flexible and innovative class offerings	<ol style="list-style-type: none"> <li>1. Increase alternative times sections are offered (including but not limited to Distance Education, evenings, weekends, short-term, etc.)</li> <li>2. Monitor enrollments for new offerings.</li> </ol>	VPI Deans	Aligns with Enrollment Mgmt Plan
1.3.b	Implement Mapping Articulated Pathways (MAP) initiative to ensure students can maximize educational credits for prior work experience	<ol style="list-style-type: none"> <li>1. Produce annual report on awarded Credits for Prior Learning.</li> </ol>	VPSS VPI Deans/Dir/Mgr	Aligns with Education Master Plan

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
1.3.c	Ensure wide array of options for student support services	1. Monitor usage and compare to course-taking proportions to determine gaps	VPSS Deans/Dir/Mgr	Aligns with Enrollment Mgmt Plan, SEA Plan
1.3.d	Expand outreach activities to reach returning students and adult school students	1. Increased outreach at Clovis Adult 2. Increased applications of returning students 3. Targeted communication campaigns for different student populations	VPSS VPI Deans/Dir/Mgr	Aligns with Enrollment Mgmt Plan, SEA Plan

1.4 Support seamless transition from K-12, Adult Education, and the workforce to CCC for career and transfer readiness

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
1.4.a	Develop plan to support the increasing number of students seeking high school dual enrollment and enrichment	1. Plan drafted and vetted.	VPSS VPI Deans/Dir/Mgr	Aligns with Enrollment Mgmt Plan, SEA Plan
1.4.b	Ensure support for Adult Education students transitioning to college	1. Communicated AEBG plan with the college 2. Identified current support services for new adult education students at CCC 3. Increased utilization of support services by adult education students	VPSS VPI Deans/Dir/Mgr	Aligns with Enrollment Mgmt Plan, SEA Plan
1.4.c	Create and strengthen relationships with K-12 & adult education program staff	1. Increased number of activities designed for individual campuses/ staff groups	VPSS VPI Deans	Aligns with Enrollment Mgmt Plan, SEA Plan
1.4.d	Expand onsite presence at partnering high school from Outreach, Counseling, and Financial Aid	1. Expanded presence (in-person and virtually)	VPSS Dir of Outreach Deans of Student Services Dir of Financial Aid	Aligns with Enrollment Mgmt Plan, SEA Plan

1.5 Prioritize communication and activities on campus and in the broader community to increase awareness of college programs

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
1.5.a	Expand use of texting to communicate to students	1. Increased number of text-based communication campaigns 2. Monitor total students reached by texting campaigns	VPSS Dir of Outreach	Aligns with Technology Plan
1.5.b	Increase communication with local universities	1. Establish formal partnerships with programs at local universities to support internships, projects, and collaboration at both the college and program level.	VPI VPSS	Aligns with CCC Mission and Vision
1.5.c	Develop and implement collaborative opportunities across Administrative Services, Instructional Services, and Student Services	1. Increase interdepartmental communication by having shared meetings where strategies can be developed and refined	VPAS VPI VPSS	Aligns with CCC Mission and Vision
1.5.d	Clearly communicate new Associate Degrees for Transfer/certificates or student services programs to students at the beginning of each semester	1. Add list of new available degree programs to the beginning of the semester crush alert 2. Publish a webpage with new degree programs which is updated as they are added	VPI VPSS Dir of Marketing	Aligns with CCC Mission and Vision, Accreditation

## 1.6 Identify and address Accessibility barriers that hinder student access

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
1.6.a	Develop a plan to regularly assess for accessibility of materials in online platforms to include a mechanism for student feedback	<ol style="list-style-type: none"> <li>1. Add a link for student feedback on webpages which include questions about accessibility</li> <li>2. Appoint an ad hoc workgroup to develop a plan and recommendations for regular assessment of Accessibility</li> </ol>	VPI VPSS Dir of IT	Aligns with CCC Mission and Vision, SEA Plan, Technology Plan
1.6.b	Develop a plan to correct accessibility concerns of materials in online platforms	<ol style="list-style-type: none"> <li>1. Plan vetted and developed</li> <li>2. Increased numbers of non-accessible online materials identified and corrected</li> </ol>	VPI VPSS Dir of IT	Aligns with CCC Mission and Vision, SEA Plan, Technology Plan

## 2.0 Equitable Student Achievement and Success:

- Provide Relevant Student-Centered Curriculum
- Provide Holistic Student Support Services

## 2.1 Create an interactive, engaging, and equitable learning environment in all teaching modalities

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
2.1.a	Ensure Instructional and Student Support Services options grow commensurately in the online modality	<ol style="list-style-type: none"> <li>1. Track data of online classes, enrollment, and support services delivered (using student service data systems)</li> <li>2. Classes and support services are delivered effectively.</li> </ol>	VPI VPSS	Aligns with Enrollment Management Plan, Institutional Effectiveness Plan, CCC Mission, Accreditation
2.1.b	Develop affinity group First Year Experience (FYE) cohorts	<ol style="list-style-type: none"> <li>1. Identified FYE Group cohorts scheduled.</li> <li>2. Measure retention, completion, and success rates of cohorts.</li> </ol>	VPSS Deans	Aligns with SEA, Institutional Effectiveness Report

	Action Step	Measurable outcome	Leads	IntegratedPlans
2.1.c	Encourage equity-minded course content and culturally responsive teaching to engage all students	<ol style="list-style-type: none"> <li>1. Collect sense of belonging data to assess efficacy of these methods</li> <li>2. Equity-minded, culturally focused Professional development opportunities scheduled.</li> </ol>	VPI Deans Teaching & Learning Coordinator	Aligns with SEA, Enrollment Management, CCC Mission, SCCC Mission

## 2.2 Expand and strengthen student support services to maximize student success

	Action Step	Measurable outcome	Leads	IntegratedPlans
2.2.a	Improve awareness about support services to all students, including online students	<ol style="list-style-type: none"> <li>1. Explore strategies to reach out to students identified.</li> <li>2. Increased number of students served online.</li> <li>3. Work with ASG to identify strategies to promote awareness</li> <li>4. Implement strategies developed to promote awareness</li> </ol>	VPSS Deans of Student Services	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Accreditation, Vision for Success
2.2.b	Ensure early interventions for challenges faced by students	<ol style="list-style-type: none"> <li>1. Assess the efficacy of the Early Student Progress Notification intervention</li> <li>2. Increase support for interventions, including Basic Needs</li> </ol>	VPI VPSS Deans	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Vision for Success, Achieving the Dream

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
2.2.c	Effectively utilize technology in providing services to meet the needs of the current student population	<ol style="list-style-type: none"> <li>1. Continue to increase text campaigns and leverage technology utilized by students</li> <li>2. Measure response rates for texts and other technologies used to communicate with students</li> <li>3. Survey students regarding use of technologies used and/or lacking in delivery of services</li> <li>4. Programmatically evaluate tools used to deliver online support services</li> </ol>	VPSS IT Director Deans	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Technology Plan, Vision for Success
2.2.d	Create a student support system for students not participating in special programs	<ol style="list-style-type: none"> <li>1. Work with ASG, Student Services Leadership, and Department Chairs to create plan</li> <li>2. Provide resources to support implementation</li> </ol>	VPSS Deans of Student Services	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Vision for Success
2.2.e	Continue to grow and support student-centered activities and resources	<ol style="list-style-type: none"> <li>1. Increase participation in activities measured by attendance records and/or survey responses.</li> </ol>	VPSS Deans of Student Services Director of Student Activities	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Vision for Success, Educational Master Plan, CCC Facilities Plan

2.3 Expand collaboration between student services and instruction to support engagement and inclusion, fostering a stronger sense of belonging

	Action Step	Measurable outcome	Leads	IntegratedPlans
2.3.a	Continue to support Early Alert efforts	<ol style="list-style-type: none"> <li>1. Early Alerts issued via Starfish (or another platform) year over year</li> <li>2. Increase in Early Alerts successfully resolved with contact made</li> <li>3. Develop plan for 4-week referrals in coordination with Achieving the Dream strategy.</li> </ol>	Dean of Student Services	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Vision for Success, Achieving the Dream
2.3.b	Provide opportunities for employees in Instructional and Support Services to collaborate to build structures in support of student success	<ol style="list-style-type: none"> <li>1. Have strategic meetings or retreats to explore more ways this collaboration can happen</li> </ol>	VPI VPSS Deans	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Vision for Success
2.3.c	Operationalize and document support for student clubs	<ol style="list-style-type: none"> <li>1. ASG ad-hoc work group created to document shared list of clubs and their support needs</li> <li>2. Opportunities explored to ensure ongoing funding</li> </ol>	Deans of Students Services Dir of Student Activities	SCCCD Mission, SCCC Strategic Plan, CCC Mission, Unit/Program Plan
2.3.d	Incorporate Instructional representation into Outreach activities	<ol style="list-style-type: none"> <li>1. Engaged faculty from all disciplines to participate in recruitment activities to showcase program strengths for different student pathways</li> </ol>	VPI VPSS Deans	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan

2.4 Close the completion and transfer gaps for disproportionately impacted student population

	Action Step	Measurable outcome	Leads	IntegratedPlans
2.4.a	Develop a calendar of regularly scheduled completion and transfer workshops that address the unique needs of the students	<ol style="list-style-type: none"> <li>1. Students surveyed to identify unique needs</li> <li>2. Workshops created in response to the survey results</li> <li>3. Calendar(s) created and published</li> </ol>	VPSS Deans of Student Services Discipline Faculty	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
2.4.b	Expand Student Educational Planning (SEP) Campaign	1. Increase number of students who have SEPC on file by the end of their first term/year.	VPSS Deans of Student Services	SCCCD Mission, SCCC Strategic Plan, CCC Mission, SEA Plan, Vision for Success

### 3.0 Community Collaborations: Strengthen and Develop External Relationships that Advance Students' Economic and Social Mobility

#### 3.1 Enhance community relations and partnerships with local industry, agencies, and municipalities

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
3.1.a	Expand awareness of affinity groups and special populations groups activities in the community	1. Sustain President's Community Advisory Committees 2. Events and activities hosted to educate the community about college efforts. 3. Include college activities/campus life information in outreach efforts.	President Deans of Student Services	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan
3.1.b	Strengthen partnerships between campus equity initiatives and community organizations to foster a more inclusive and collaborative environment	1. Community events attended. 2. Events hosted in partnership with community organizations.	President Faculty leads Deans	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan
3.1.c	Develop opportunities for mentorships, internships, externships, etc.	1. Opportunities developed or expanded. 2. Increased numbers of networking opportunities.	President Faculty Leads Outreach Dept Chair Deans	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan



## 3.2 Strengthen partnerships with K-12 and universities

	Action Step	Measurable outcome	Leads	IntegratedPlans
3.2.a	Expand collaboration opportunities between K-12, 4-year institutions and community college	1. Expanded relationships with 4-year universities, including Fresno State, UC Merced, FPU, San Joaquin College of Law, and CHSU.  2. Expanded dual enrollment options.	VPI VPSS Department Chairs	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan, SWF
3.2.b	Continue to establish partnership between SCCC and Fresno State to create pathways and internship opportunities	1. Discover and research for expanded opportunities.	VPI VPSS Department Chairs	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan
3.2.c	Expand collaboration with feeder high schools to assist Dreamer students with AB 540 eligibility	1. Increased visibility of Clovis services at CUSD schools.	VPSS Discipline Faculty	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan

## 3.3 Expand the visibility of Clovis Community College among the external community to accurately reflect the Mission, Vision, and Values

	Action Step	Measurable outcome	Leads	IntegratedPlans
3.3.a	Expand targeted, professional digital and print communications (social media, print ads, etc.) to achieve successful image/advertising campaigns	1. Expanded and enhanced media presence.	President Dir of Marketing VPSS Deans of Student Services	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan
3.3.b	Continue to offer career exploration workshops/opportunities through collaboration between the college and the community, e.g. the Nursing Career Workshop	1. Expanded number of events scheduled and attended.	VPSS Deans of Student Services	Aligns with SCCC Mission, SCCC Strategic plan, CCC Mission, Accreditation plan

## 4.0 Campus Resources: Cultivate a Thriving and Inclusive Campus Community

### 4.1 Revitalize and maintain the college facilities to promote a sense of community and togetherness

	Action Step	Measurable outcome	Leads	IntegratedPlans
4.1.a	Explore opportunities to create indoor and outdoor gathering spaces for students and campus community	1. Complete a campus-wide needs assessment to identify priorities for new or improved gathering spaces	VPAS Grounds & Custodial Manager	Aligns with SEA Plan, State Center 2035
4.1.b	Explore opportunities to rejuvenate AC1, AC2, and Herndon campus with fresh paint or wall murals to create a more welcoming and inviting atmosphere	1. Spaces regularly assessed. 2. Upgrades made as needed.	VPAS Grounds & Custodial Manager	Aligns with State Center 2035
4.1.c	Enhance the signage at the Herndon campus to improve its visibility and clearly highlight the program offered	1. Spaces assessed. 2. Upgrades made as needed. 3. Increased marketing for current programs	VPAS Dir of Marketing	Aligns with Facilities Master Plan
4.1.d	Improve indoor spaces in AC1 & 2 for functionality and appearance. Also repair and refresh damaged outdoor campus permanent signage and add outdoor directory signs/kiosks	1. Spaces regularly assessed. 2. Upgrades made as needed.	VPAS Grounds & Custodial Manager	Aligns with Facilities Master Plan
4.1.e	Identify and widely publicize a staff break room in AC1, AC2, and AC3	1. Spaces identified. 2. Information publicized.	VPAS Dir of Marketing	Aligns with Facilities Master Plan
4.1.f	Develop a plan for space allocation that prioritizes programmatic and student cohort needs	1. Plan developed and vetted.	All VPs	Aligns with SEA Plan, SWP State Center 2035

## 4.2 Continue to plan and develop new facilities

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
4.2.a	As we continue to grow in number of employees, consider strategies for use of space to create more confidential spaces	1. Strategies developed.	All VPs	Aligns with Unit/Program Plan, Facilities Plan
4.2.b	Ensure appropriate constituency input on new construction	1. When building proposals are submitted, ensure constituency review is occurring that informs what goes into them	All VPs	Aligns with Facilities Master Plan, State Center 2035

## 4.3 Prioritize staffing needs for classified professionals, faculty, and administrators to effectively support growing student enrollment and expanding facilities to meet the needs of our diverse community

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
4.3.a	Continuously review the faculty/staff/administrative request processes and forms to ensure relevant data is included when determining rankings for all positions	1. Evaluate request templates and processes yearly to ensure that correct data and comparisons are being used by all people requesting positions.	All VPs Dir of IR	Aligns with EEO Plan, Staffing Planning
4.3.b	Actively engage in districtwide efforts to improve equitable hiring practices through participation with hiring practices and administrative regulation revision and implementation	1. Improved collaboration with district HR to institute equitable hiring practices	President All VPs	Aligns with EEO Plan

## 4.4 Support professional development and wellness opportunities

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
4.4.a	Provide wellness events for employees on campus	1. Document events held 2. Collect feedback from employees on efficacy of event toward their wellness goals	All VPs	Aligns with Professional Development Plan

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
4.4.b	Provide onboarding and professional development opportunities to both instructional and non-instructional faculty, classified professionals and administrators to meet the needs of our diverse community	1. Existing plans enhanced. 2. New plans developed.	All VPs	Aligns with EEO Plan
4.4.c	Provide annual opportunities to update demographic information in college/district records	1. Ensure these options are available to all employees 2. Develop and execute an annual communication which reminds and educates people on how to change their information if they desire to	President Dir of IR	Aligns with EEO Plan
4.4.d	Create a college specific onboarding for classified professionals	1. Create an ad hoc workgroup to develop classified onboarding materials	All VPs	Aligns with EEO Plan

#### 4.5 Maintain stable fiscal base and sound fiscal practices

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
4.5.a	Develop a plan to institutionalize critical positions that are currently supported by grant or categorical funding	1. Streamline and document process for requesting transition of positions to XX0	President All VPs	Aligns with Budget Planning
4.5.b	Develop partnerships with community organizations that allows the College to expand professional development and wellness opportunities	1. New partnerships developed.	President All VPs	Aligns with Professional Development plan
4.5.c	Develop a plan to support services that are currently being funded via lottery and categorical funds.	1. Plan drafted and vetted	President All VPs	Aligns with Budget Planning, Ed Master Plan

## 4.6 Explore innovative opportunities for revenue generation to support college goals

	Action Step	Measurable outcome	Leads	IntegratedPlans
4.6.a	Apply for grants that support campus initiatives	1. Grants applied to vs grants awarded	President VPI VPSS	Aligns with Budget Planning, SEA Plan, Vision for Success Goals, Ed Master Plan
4.6.b	Explore opportunities to support ASG loss of revenue	1. Research alternative opportunities to generate revenue	President VPAS VPSS	Aligns with Budget Planning, Ed Master Plan
4.6.c	Explore food service options run by students	1. Service options identified 2. Revenue generated	VPAS VPSS	Aligns with Ed Master Plan
4.6.d	Explore business plans for discipline specific programs	1. Plan drafted and vetted	VPI Deans	Aligns with Ed Master Plan

## 5.0 Institutional Effectiveness: Ensure Transparency and Innovation in Planning, Governance, and Communication

## 5.1 Prioritize the use of data to support dialogue, planning, and decision-making

	Action Step	Measurable outcome	Leads	IntegratedPlans
5.1.a	Continue to support routine data usage to ensure data-informed decision making collegewide	1. Work with campus committees to establish yearly or semesterly data analysis that aligns with their goals 2. Support initiatives with timely and updated data for nimble decision making	Dir of IR	Aligns with Accreditation, CCC Ed Master Plan, Enrollment Management Plan, SEA Plan, Unit/Program Plan, Institution Set Standards, Institutional Effectiveness Report
5.1.b	Leverage available data to promote equity	1. Create equity focused data dashboards which can easily identify gaps	Dir of IR	Aligns with Accreditation, SEA Plan, Unit/Program Plan

	Action Step	Measurable outcome	Leads	IntegratedPlans
5.1.c	Promote data literacy at the college by offering training as well as clear, focused data dashboards, reports, and infographics	<ol style="list-style-type: none"> <li>1. Provide training for the campus community for using and understanding data</li> <li>2. Ensure timely updates of data and reports on the Institutional Research website</li> <li>3. Develop training instructions and/or videos to assist people in using dashboards</li> </ol>	Dir of IR	Aligns with Accreditation, CCC Ed Master Plan, Enrollment Management Plan, SEA Plan, Unit/Program Plan, Institution Set Standards, Institutional Effectiveness Report
5.1.d	Ensure that the student voice is being captured, heard, and acted on whenever possible by conducting qualitative and quantitative research and collecting experiential data through survey and other means	<ol style="list-style-type: none"> <li>1. Develop surveys or collection methods which will assess student circumstances and experiences beyond what is captured in MIS and CCC Apply data</li> <li>2. Continue to participate in the Real College Survey</li> <li>3. Continue to collect qualitative data via focus group research to support initiatives, goals, or college strategies</li> <li>4. Intentionally capture feedback from events during the event to record their experiences in real time</li> <li>5. Create a mechanism by which the student voice is being shared with governance bodies and the college communities</li> </ol>	Dir of IR VPSS Deans of Student Services	Aligns with Accreditation, CCC Ed Master Plan, Enrollment Management Plan, SEA Plan, Unit/Program Plan, Institution Set Standards, Institutional Effectiveness Report

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>IntegratedPlans</b>
5.1.e	Expand data dashboards to include Student Services data	<ol style="list-style-type: none"> <li>1. Explore ways to bring student services usage data into UP Planning Dashboard</li> <li>2. Explore ways to consolidate and improve student services data reporting</li> </ol>	Dir of IR VPSS	Aligns with Accreditation, CCC Ed Master Plan, Enrollment Management Plan, SEA Plan, Unit/Program Plan, Institution Set Standards, Institutional Effectiveness Report
5.1.f	Revitalize the Institutional Effectiveness Advisory	<ol style="list-style-type: none"> <li>1. Create annual goals for the Institutional Effectiveness Advisory</li> <li>2. Where appropriate, leverage the advisory to analyze data to disseminate to committees or instructional divisions to guide equitable student outcomes</li> </ol>	Dir of IR	Aligns with Accreditation, CCC Ed Master Plan, Enrollment Management Plan, SEA Plan, Unit/Program Plan, Institution Set Standards, Institutional Effectiveness Report

5.2 Monitor, map, and streamline college planning processes and timelines to ensure inclusive participation and intentional support for equitable student outcomes

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
5.2.a	At College Council, monitor the activities and progress of objectives from each college plan for reporting purposes, compliance, evaluation, and coordination that ensures achievement of stated objectives	<ol style="list-style-type: none"> <li>1. Identify a lead for each plan who will report progress</li> <li>2. Develop a template to be used by each lead for report-outs</li> <li>3. Schedule time for College Council to review plan timelines, progress, and evaluation each academic year</li> </ol>	President VPAS	Aligns with all college plans
5.2.b	Develop a timeline illustrating the points in the academic year when plans will be drafted, reported on, evaluated, and timeframes when plans are actively being implemented	<ol style="list-style-type: none"> <li>1. Update the 6 year planning and assessment calendar to include more detailed information for when plans will be drafted, reported on, and evaluated.</li> </ol>	President VPAS	Aligns with all college plans

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
5.2.c	For facilities planning, ensure appropriate constituency input (e.g., at least one physically disabled and one neurodivergent person) to ensure that no area of accessibility is overlooked	1. ACMM model applied to facilities planning projects	VPAS	Aligns with CCC 10 yr Facilities Plan, Construction 5 yr Plan, Technology Plan

5.3 Commit to maximizing participation from all constituencies in participatory governance processes with the intention of creating a collegial and collaborative college culture

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
5.3.a	Include new colleagues in participatory governance by inviting them to observe governance committee as part of the onboarding process	<ol style="list-style-type: none"> <li>1. Lists of new employees provided to the constituent groups' presidents</li> <li>2. Expanded committee observance practices to new classified professionals</li> </ol>	President Academic Senate President Classified Senate President All VPs	Aligns with CCC Mission and Vision, Governance Handbook
5.3.b	Ensure meeting minutes from participatory governance committees are housed in an easily accessible online location for viewing by college community members	1. Make meeting minutes for past meetings more easily available to the campus community	Committee Chairs	Aligns with CCC Mission and Vision, Governance Handbook
5.3.c	Hold training and information sessions on participatory governance practices, policies, and expectations for use by governance committee chairs for onboarding new committee members at the start of each academic year and educating constituencies	<ol style="list-style-type: none"> <li>1. Develop training processes for new committee members</li> <li>2. Develop templates for report-out practices for constituency groups by committee members</li> </ol>	President All VPs	Aligns with CCC Mission and Vision, Governance Handbook



	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
5.3.d	Elicit feedback on decision making and communication sharing practices related to participatory governance to evaluate progress toward creating a collegial and collaborative college culture	1. Increase participation in the constituency governance process so that there is increased feedback on the decisions that are made	President Committee Chairs	Aligns with CCC Mission and Vision, Governance Handbook
5.3.e	Ensure representation from all service areas on committees (e.g. Student Services, Business Services, and Instructional Services)	1. Review Committee operating agreements yearly to ensure that all areas have representation in committee makeup.	President VPAS Committee Chairs	Aligns with CCC Mission and Vision, Governance Handbook

## 5.4 Ensure transparency and inclusion in college communication

	<b>Action Step</b>	<b>Measurable outcome</b>	<b>Leads</b>	<b>Integrated Plans</b>
5.4.a	Ensure clear and transparent communication in all fiscal practices	1. Create a process to provide feedback in the budget planning process in addition to action plans	VPAS	Aligns with CCC Mission and Vision, Accreditation, CCC 10 yr Facilities Plan
5.4.b	Develop routine timelines for communication to staff, students, and constituencies	1. Timeline created 2. communication distributed	President Small Council	Aligns with CCC Mission and Vision, Accreditation
5.4.c	Leverage participatory governance and constituency reports to ensure wide distribution of knowledge and activities related to college business	1. Develop a strategy for committees to communicate out decisions, business, or activities to the college community	President Committee Chairs	Aligns with CCC Mission and Vision, Accreditation, Governance Handbook
5.4.d	Through College Council, create a database of recently amended or proposed changes to legislation, policies, and/or practices	1. Curated document with proposed changes or actual changes 2. Document shared widely with the college community	President (co-chair of CC) VPAS (co-chair of CC)	Aligns with CCC Mission and Vision, Accreditation, Governance Handbook

	Action Step	Measurable outcome	Leads	Integrated Plans
5.4.e	Through College Council, create one central database that is shared with ALL stakeholders that contains all communications about district and college processes	1. Developed a strategy for College Council to communicate out decisions as well as new district level rules and regulations	President (co-chair of CC) VPAS (co-chair of CC)	Aligns with CCC Mission and Vision, Accreditation, Governance Handbook
5.4.f	Ensure appropriate level of communication across the college community	<ol style="list-style-type: none"> <li>1. Annual employee survey of awareness and satisfaction with campus communication distributed</li> <li>2. Make sure that communication lists, directory pages, and contact information are regularly updated</li> <li>3. Highlighted new employee contact information on the directory</li> </ol>	President Dir of IR	Aligns with all college plans