Skyline College Three-Year Work Plans

2006-2009 Updated Version

Unit Work Plans

* Instructional Divisions & Departments
* Non-Instructional Departments
* Administrative Offices

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Overview of the Planning Process

In the Fall of 2002 Skyline College began work on a new strategic and operational planning process. The process began with a strategic analysis of the internal and external environment (i.e., enrollment and community demographics, economic and labor market shifts, and educational and technological advances) to determine trends that would impact enrollments, programs, services, staffing and facilities planning decisions. The planning cycle included annual work plans along with an annual year-end report on progress made in each of the ten goal areas. In the Fall of 2005 the Institutional Planning Committee (IPC) at Skyline began the revision of the planning process in an effort to more closely link the strategic planning activities to the budget planning process. In addition, the IPC led an effort to develop strategies that are aligned to each goal so that departments and divisions could develop objectives in response to a concrete set of guideposts. The outcome of these revisions are: 1) A more useful version of the unit plans, 2) An extended cycle of planning (one year development and three year implementation), and 3) A n improved process for linking budgetary decisions to planning actions.

Skyline College produced its first three year college-wide work plan in 2005/06. This work plan was the result of much thoughtful consideration by members of the college community. At the end of 2006/07 through the process of year-end reporting on progress made toward goals, strategies and objectives, the Three-Year Workplan was reviewed and revised as needed. This plan represents the results of the updates that will be implemented over the course of the remaining three years. Annual reviews and revisions will be made as needed at the end of the 2007/08 academic year. The work plans in this document contain the following information:

- Goals. Overarching ambitious aspirations for achieving the stated vision within the frame of the mission and values.
- Strategies: Programs, services, markets, resources and capabilities that are needed in order to leverage changes in the environment and meet intended goals.
- Objectives and Revised Objectives: Directions for achieving, coordinating, tracking and measuring a set of major activities that help to implement strategies and achieve goals.
- Measures and Criteria and Revised Measures and Criteria: Clearly defined indicators of institutional effectiveness that can be measured, tracked and often benchmarked.
- Resources Needed and Revised Resources Needed: Resources that may be part of budget decisions to provide support for unit objectives.

Skyline College Budget and Planning Calendar

STRATEGIC PLANNING YEAR-2005/06

Activity	Responsible	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 Submit Program Review Reports	Curric Cmt				Evaluation								
2 Submit FTEF Priority Recommendations	CBC						Budget						
3 Develop Initial Budget Estimates	CBC						Budget						
4 Submit Draft 3-Year Work Plan	Units									Planning			
5 Submit Annual Budget Requests	Units									Budget			
6 Review Annual Budget Requests	President										Budget		
7 Submit Annual Budget to District	CBC										Budget		
8 Review Draft 3-Year Workplans	IPC										Planning		
9 Submit 05/06 Year End Work Plan Report	Units											Evaluation	
10 Review Year End Work Plan Report	IPC & CC											Evaluation	

IMPLEMENTATION YEAR ONE-2006/07

Activity	Responsible	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
11 Renew Vision, Mission, Values, Goals	IPC & CC			Planning									
12 Submit and Review Changes to 3-Year Work Plan	Units		Planning	Planning									
13 Submit Program Review Reports	Curric Cmt				Evaluation								
14 Prioritize Goals and Strategies for Next Academic Year	CC					Planning							
15 Submit FTEF Priority Recommendations	CBC						Budget						
16 Develop Initial Budget Estimates	CBC						Budget						
17 Submit Annual Budget Requests	Units									Budget			
18 Review Annual Budget Requests	President									Budget			
19 Submit Annual Budget to District	CBC										Budget		
20 Submit Year End Work Plan Report	Units											Evaluation	
21 Review Year End Work Plan Report	IPC & CC											Evaluation	

IMPLEMENTATION YEAR TWO AND THREE-2007/08-2008/09

Activity	Responsible	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
22 Submit and Review Changes to 3-Year Work Plan	Units		Planning	Planning									
23 Submit Program Review Reports	Curric Cmt				Evaluation								
24 Prioritize Goals and Strategies for Next Academic Year	CC					Planning							
25 Develop Initial Budget Estimates	CBC						Budget						
26 Submit FTEF Priority Recommendations	CBC						Budget						
27 Submit Annual Budget Requests	Units									Budget			
28 Review Annual Budget Requests	President									Budget			
29 Submit Annual Budget to District	CBC										Budget		
30 Submit Year End Work Plan Report	Units											Evaluation	
31 Review Year End Work Plan Report	IPC & CC											Evaluation	

CBC: College Budget Committee, CC: College Council, Curric Cmt: Curriculum Committee, IPC: Institutional Planning Committee

Budget	Planning	Evaluation

Vision, Mission and Values

Vision: Skyline College strives to inspire a global and diverse community of learners to achieve intellectual, cultural, social, economic and personal fulfillment.

Mission: Skyline College is a comprehensive, open access community college that provides student-centered education leading to transfer, career advancement, basic skills development, and personal enrichment. The College is committed to preparing students to be culturally sensitive members of the community, critical thinkers, proficient users of technology, effective communicators, socially responsible lifelong learners and informed participants of a democracy in an increasingly global society. Skyline offers innovative instruction and student support to a rich tapestry of diverse learners through the hallmarks of the college: academic excellence, responsive student services, advanced technology, community and industry partnerships, and workforce and economic development.

Values: Education is the foundation of our civilized democratic society. Thus:

- Campus Climate. We value a campus-wide climate that reflects a 'students first philosophy' with mutual respect between all constituencies and appreciation for diversity. Both instruction and student services are dedicated to providing every student with an avenue to success.
- Open Access. We are committed to the availability of quality educational programs and services for every member of our community regardless of level of preparation, socio-economic status, cultural, religious or ethnic background, or disability. We are committed to providing students with open access to programs and services that enable them to advance steadily toward their goals.
- Academic Excellence. We value excellence in all aspects of our mission as a comprehensive community college offering preparation for transfer to a baccalaureate institution, workforce and economic development through vocational programs and certificates, Associate of Arts and Associate of Science degrees, and lifelong learning. We are committed to academic rigor and quality with relevant, recent, and evolving curriculum and well-equipped programs that include new and emerging areas of study. We are dedicated to providing education in a climate that values innovation and freedom of intellectual exploration, discovery, thought, and exchange of ideas for all.
- Community Connection. We value a deep engagement with the community we serve and our role as an academic and cultural center for business, industry, labor, non-profits, government and the arts.
- Shared Governance. We value just, fair, inclusive, and well-understood governance processes based upon open and honest communication.

Adopted Spring 2007

Goal 1

Skyline College Updated Three-Year Work Plan (2006-2009)

College Goals and Strategies

GOAL 1: Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services.

Strategy 1.1. INNOVATIVE PROGRAMS, SERVICES & MODES OF DELIVERY: An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.
Strategy 1.2. STUDENT ACCESS & SUCCESS: Student access and success through availability, quality and assessment of support services and student learning
Strategy 1.3. OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS: Broad outreach efforts that build partnerships and respond to educational community

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
A & R	1.1	1.1.1 Provide electronic transmission of transcripts directly to other institutions as well as web transcript services for students.	Number of transcripts requested, speed of transmission and satisfaction with the service. Number of transcripts requested via the web and satisfaction with the service	ITS, Staff	1.1.1Provide electronic transmission for transcripts directly to/from other institutions. Evaluate college web transcript request process.	Number of transcripts delivered/received from other institutions via EDI or CCCTrans	
ASSESS	1.1	1.1.1 Provide distance proctoring services and generate revenue to fund additional testing materials and staffing so that students who take on-line courses will be able to complete their exams on-line.	Number of students served.	Establishment of proctoring services policies	1.1.1 Provide distance proctoring services to allow distance learners to complete their exams in a convenience and local test site; generate revenue to fund additional testing materials and staffing.	Number of students served and quality of proctor services.	Assessment staff & testing facility.
ASSESS	1.1	1.1.2 Expand testing services to become a CLEP center; offer test proctoring for students taking correspondence courses and use generated funds for additional testing materials and staffing.	Students may complete GED, SAT, and correspondence course exams at Skyline College	Additional facilities, equipment, staffing, and technological supports	1.1.2 Expand testing services to become a CLEP center and administer CLEP examinations; offer test proctoring for students taking correspondence courses and use generated funds for additional testing materials and staffing. The Assessment Center may possibly coordinate with the instructional faculty and administer make-up exams for Skyline College courses.	Students may take CLEP examinations for different subjects in the Assessment Center at Skyline College; students who are taking long distance (online) courses may utilize the fee-based proctor services	Assessment staff and testing facility
ASSESS	1.1	1.1.3 Review, update and validate Challenge test process and information including the current ATB assessment instrument.	Completion of the review and validation of the Challenge test process. Validation of ATB assessment as needed.	Assistance from the Research Office, Instructional Faculty in Math/Science/Technology, Language Arts Division in conducting the validation studies	1.1.3 Continue to view and evaluate the effectiveness of prerequisite/corequisite challenge process and ATB instruments.	Monitor challenge process, work with instructional Deans and faculty, conduct research on challenge and ATB pass rate	Assessment Coordinator, Dean of Counseling, Advising, & Matriculation, Instructional Deans and faculty, Ed Policy Committee

Skyline College Updated Three-Year Work Plan (2006-2009)

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
BUS	1.1	1.1.1 Support educational community needs by offering classes that focus on the needs of the growing elderly population of San Mateo County, i.e., gerontology, nutrition courses geared toward the epidemic of childhood obesity, as well as advanced nutrition courses for allied health students.	Courses developed and offered in upcoming semesters to address the areas of need.	Funds to research specific needs, release time for course development and faculty to teach the courses; a laboratory/kitchen facility to teach hands-on consumer food classes, ECE nutritional classes which could double as a kitchen facility used by the Child Development Center.	1.1.1 Continue discussions with campus personnel and architects to create a kitchen facility for the Child Development Center and the Familty Consumer Science Department in the next 3 to 5 years.	N/A	Research must be done to determine interest and needs for the elderly population of San Mateo; need faculty release time for curriculum development
BUS	1.1	1.1.2 Provide special topics courses that respond to community needs, i.e., personal and financial accounting classes, investment classes, capital budgeting, business ethics and new computer technology.	Courses developed and offered in upcoming semesters to address the areas of need.				
BUS	1.1	1.1.3 Design and develop contextually-based classes, i.e. in ECE and accounting to increase the reading, writing, and math skills for students' who have low or below average literacy and/or success rates.	Higher student completion and success rates	Train faculty in team teaching across disciplines	1.1.3 Create an ECE contextually based math or English course to be taught at Skyline College speficially designed for ECE students' with low or below average literacy and/or success rates.	Course developed in Spring 2008 and offered to Skyline ECE students in Fall 2008.	Curriculum development release time for Math, English, and ECE faculty.
BUS	1.1	1.1.4 Develop and offer classes that enable high school instructors and college faculty to use course management systems and online software tools to develop online and hybrid courses to increase and enhance student access and success as well as compliment instruction in traditionally taught courses.	Increase in online course development, student success, and increased enrollment	Funds to purchase software and related tools			

Skyline College Updated Three-Year Work Plan (2006-2009)

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
BUS	1.1	1.1.5 Expand CAOT certificate programs in the medical transcription and computer application programs to include instruction on the latest or emerging technologies.	Increased enrollment				
BUS	1.1	1.1.5 Offer additional automotive courses that include on-board networking, in-depth hybrid training, and alternator fuels which includes hydrogen fueled vehicles.	Courses developed and offered in upcoming semesters.	Facilities are currently maximized for many of the vocational programs - expansion of curriculum will require additional labs and faculty			
CITD	1.1	1.1.1 Support instructional leadership by infusing global perspectives across the curriculum and through community based activities that have a global perspective.	SLOs on global perspectives included across the curriculum. Number of community-based activities.	Funds for grant development. Funds to update both libraries. Staff to provide support in these areas of program/development. Funding to support CITD Director.			
COUN & MATRIC	1.1	1.1.1 Implement model for delivery of services, which incorporates student learning outcomes and service quality standards.	Completed and implemented services model. Appointment wait time reduction count.	Fund 1, Additional counseling hours during peak periods			
COUN & MATRIC	1.1	1.1.2 Revise existing courses/add new courses to meet student needs. Implement student learning outcomes for all CRER and COUN courses.	All counseling courses reviewed and updated. Changed course prefixes from CRER to COUN where appropriate. Added additional courses that address student needs. Incorporated student learning outcomes in all courses.	Fund 1			
COUN & MATRIC	1.1	1.1.3 Collaborate with instruction to develop freshman year experience	Timeline for implementation established. Task force formed.	Fund 1			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
COUN & MATRIC	1.1	1.1.4 Provide leadership for "welcome" event at Skyline conducted at the beginning of each fall and spring term and collaborate with instruction and other student services to provide comprehensive event	Event conducted. Administered participant satisfaction survey.	Fund 1			
COUN & MATRIC	1.1	1.1.5 Broaden scope of international education at Skyline by implementing international plan to include collaboration with CITD, expanding international program to include study abroad, faculty exchange and other programs	Implemented plan	Fund 1			
COUN & MATRIC	1.1	1.1.6 Determine feasibility of developing a job placement/internship program.	Feasibility determined and needs identified. Program planned and implemented if determined feasible.	Fund 1 for staffing/facilities			
CWD	1.1	1.1.1. Recruit and support students to succeed in workforce preparation programs that are industry driven.	Number of students completing programs and number of students that enter paid work experience.	Industry Driven regional Partnerships that support sufficient staff and funding.	1.1.1 Recruit and support: 2 gateway, one biomanufacting, one anatomy, one sterile processing programs	Revised - Number of students completing programs and number of students that enter or continue paid work experience.	Responsive Worker Training Funding, SMC WIB Funding
CWD	1.1	1.1.2. Develop easily navigable career pathways that integrate work and education leading to high-wage, high growth sectors of the economy.	Development and dissemination of industry driven workforce education that is articulated and promoted across education providers including Middle and High Schools, ROP - Adult Ed, CC, baccalaureate and graduate - professional institutions	Faculty release time for curriculum development, project management, and funding for effective dissemination	1.1.2 Complete Year two of Project Goals and Objectives	Articulation Agreement is Established and Dissemination completed according to Quickstart Funding Criteria	Faculty release time for curriculum development, project management, and funding for effective dissemination

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CWD	1.1	1.1.3. Sustain a vibrant connection to career opportunities for students by creating a job development center which will be achieved through collaboration with counseling (i.e., Career Center, Workability and EOPS), appropriate program advisory boards and learning communities.	Formation of Planning and Initiation of an interdepartmental team. Planning and Implementation timelines are established.	Review of Best Practices, Cross Departmental Collaboration, and sufficient staffing and funding to support effective connection to regional workforce development.	1.1.3 Further define roles of interdepartmental team members and Refine Planning for Collaboration	Roles are defined and Goals and Objectives are established.	Review of Best Practices, Cross Departmental Collaboration, and sufficient staffing and funding to support effective connection to regional workforce development.
DEV MKGT & PR	1.1	1.1.1 Raise financial support consistent with President's Council goals for the President's Innovation Fund.	1. Increase/decrease in attendance 2. Funds raised increase/decrease 3. Satisfaction survey from guests				
HC	1.1	1.1.1 Add community health services that are not normally available to students but needed by Skyline students during all "in-class" hours including immunization services needed by students transferring for upper division education and immunization services needed by Skyline students to complete requirements for EMT and Respiratory Therapy Programs.	Number of participants. Services evaluation.	Funds allotted for medical director/consultant. Coordinate with San Mateo County Health Services agency or contract with physician as medical consultant for nurse practitioner. Community resource and space to see students.	1.1.1 Include all Skyline College students who need the services		In a partnership, with the San Mateo County Immunization program the only cost to us is for syringes, bandages etc. The patients pay for the cost of vaccines that are purchased by the Health Center .No cost for medical doctor or NP as our nurses work under the auspices of San Mateo County Immunizations Program.
HC	1.1	1.1.2 Provide follow-up within one week to students who access services, especially when recovery is involved, to determine need for further assistance.	Recorded follow-up				
HC	1.1	1.1.3 Establish relationships with health product manufacturers to secure free samples of products that would be helpful and/or beneficial for students	Number of donor contributions received	Reliable donor companies that will supply free samples			Continued researching companies and non-profits for brochures and samples.

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
LA	1.1	1.1.1 Review and revise Journalism major and certificate and create transfer Journalism AA degree and vocational program certificate.	Program is created, approved, and offered	Faculty/staff time; 1310 funds			
LA	1.1	1.1.2 Offer on-line classes in Language Arts disciplines.	Percentage increase of on-line classes in LA disciplines	Faculty/staff time	1.1.2 Continue to increase number of online class offerings in LA disciplines; include literature course for first time.	Percentage increase of online classes in LA disciplines; online literature class is offered.	
LA	1.1	1.1.3 Increase offerings and faculty participation in Learning Communities, including responding to the needs of Generation 1.5.	Speech course is offered as part of academic offerings of Kababayan and Puente; Generation 1.5 Learning Community is established.	Faculty/staff time	1.1.3 Include speech course as part of academic offerings of Kababayan, Puente, and Scholar-Athlete; explore adding Women's Literature class to WIT LC offerings.	Speech course is added to offerings of LCs. Women's Literature course is added to WIT offerings.	
LA	1.1	1.1.4 Expand foreign language offerings to complete foreign language transfer requirements and to fulfill community needs.	All course outlines are revised; courses are offered	Faculty/staff time; 1310 funds	1.1.4 Create Filipino 120 course to complete Filipino offerings; create Chinese 130 course to complete Chinese offerings; create Chinese 115 -- Basic Business Chinese -- to be offered as part of International Studies curriuculum; revive Japanese offerings and offer classes; complete revision of all Foreign Language course outlines.	Filipino 120, Chinese 130 and Chinese 115 Course Outlines are written and submitted for Curriculum Committee approval; Japanese courses are offered; Course Outlines are revised to include SLOs and submitted to Curriculum Committee.	
LIB	1.1	1.1.1 Develop and assess library resources and materials to add value to the learning process and improve student learning outcomes	Improved materials selection process that will increase the collections by 10 percent.	Funding from State Chancellor's Office (TTIP), Instructional Equipment/Library Materials program, and District's Fund 1		Given the budget resources available, a more realistic projection is to incease the collections by 5%.	
PHYS ED	1.1	1.1.1 Begin dialogue regarding interdisciplinary collaboration between cosmetology and Physical Education to incorporate a comprehensive Spa program. Include Yoga and Pilates as part of Spa program.	Program developed and offered.		1.1.1 Look at moving this goal into the planning cycle that begins in 08-09. At that point, the design / build portion of the project will begin.		
PRIE	1.1	1.1.1 Support planning and decision making processes with timely and accurate evidence.	Completion of a research agenda tied to major planning and decision-making processes.		1.1.1 Review and revise the Balanced Scorecard system and continue to implement.	Revised indicators, measures and benchmarks. Share BSC with	N/A

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
SAO	1.1	1.1.3 Establish a Leadership and Community Service Certificate Program.	Produced materials. Enrolled students.				
SAO	1.1	1.1.1 Establish Multicultural Center that celebrates diversity and reflects the values and mission of the college by offering a wide range of resources for community usage.	Record and monitor circulation of resources and materials	opening of the Student and Community Services Center	1.1.1 Establish check out process and inform campus community of available resource materials.	materials will be ready for check out January 2008	
SAO	1.1	1.1.2 Create an Educational Program Series that celebrates diversity and reflects the values and mission of the college	Number of activities offered, event evaluation results	funding for events			
SECURITY	1.1	1.1.1 Establish an auxiliary volunteer security force that will help to provide the highest possible level of quality in safety and security services.	Established and implemented process for identifying viable volunteer candidates according to timeline. Number of candidates identified and trained.	None			
SMT	1.1	1.1.1 Expand instructional delivery methods by offering SMT appropriate classes in a TV format and on-line classes.	Collaborated with KCSM and identified courses offered through KCSM. Offered an on-line transfer level math class and other classes.				
SMT	1.1	1.1.2 Increase the number of Allied Health Career programs offered.	Pharmacy Tech and Unit Assistant program offered for credit	Additional 1310 funds will be needed in addition to some coordination time			
SMT	1.1	1.1.3 Offer additional levels of Biotechnology manufacturing certification - 17 units.	Biomanufacturing certificate available	Additional full-time Biotechnology/Bioma nufact. Faculty will be needed. Discretionary budget for supplies increased. A 60% FTE lab tech hired		Biomanufacturing certificate developed and articulates through CTE with local high schools	
SMT	1.1	1.1.4 Determine appropriate level of math needed for the Associate degree and developed an intermediate algebra equivalent course.	Degree requirement evaluated. Algebra equivalent developed		1.1.4 Meet State required minimum Associate degree math levels in ways appropriate for Skyline	Associate degree requirement meets that required by the State and equivalent courses to meet requirement under development	Potential reassigned time

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
SMT	1.1	1.1.5 Offer learning communities centered on basic skills instruction in conjunction with other divisions and departments.	Gateway or other models courses offered	Additional 1310 funds will be needed in addition to some coordination time	1.1.5 Utlilizing the Basic Skills Initiative and information from the First Year Experience, develop a basic skills learning community model.	Task force convened and model developed	Faculty reassigned time
SS/CA	1.1	1.1.1 Enhance learning communities (i.e., ASTEP and Honors Program).	Increased enrollment, retention and success in learning communities	Research on retention, success, appeal and diversity of learning communities			
SS/CA	1.1	1.1.2 Align credit be examination offerings with those of CSM and Canada.	Agreement reached and published in catalog		1.1.2 Continue devlopement of additional student learning outcomes across the Division	Number of courses and programs with SLOs and assessment plans.	
SS/CA	1.1	1.1.3 Develop and implement online versions of courses meeting Social Science, Humanities, Cultural Diversity and AH&I requirements.	Course modifications approved by curriculum committee and sections scheduled.	reassigned time for faculty	1.1.3 Develop programs within the SMT Division or Coordinate with other departments to develop programs and courses that respond to industry need	Additional offering that meet industry need	Additional 1310 funds will be needed in addition to some coordination time
TLC	1.1	1.1.1 Support and enhance instruction with intensive Supplemental Instruction and contract-based "no-fail" option for the integrated Read 826/ English 826 class, math, basic English, speech and basic science classes as well as language sharing groups	Number of sections offered. Number of groups offered. Speech tutoring in TLC. Number of meetings with divisions.	English instructor development time, Instructional aide training & time. Short term hourly staff. Workshop/classroom space	1.1.1 Provide supplemental instruction to three English 826 and three Math 110 classes per semester as a pilot test for effectiveness.	Increased persistence rates, decreased number of students failing or dropping out of pilot classes, increased number of students passing grades (C and above) compared to sections withouth IA's	6 Instructional Aides, $1520 per Aide per semester, $9120 per semester for six IA's for a total of $18,240
A & R	1.2	1.2.2 Provide direct personal services as needed for weekdays and weekends throughout the year (all terms) including responsive phone service.	Assessed student satisfaction with service	Staff			
ASSESS	1.2	1.2.1 Expand capability of administering computerized placement testing to meet peak demands and access for all students.	Waiting lists and lines will be eliminated.	CALT computer labs and classrooms. Additional staff.			
ASSESS	1.2	1.2.2 Continue to evaluate accessibility and effectiveness of all computerized and paper and pencil placement testing (i.e., ESOL).	Developed and implemented a survey for students to take upon completion of taking the computerized tests.	Assistance from the Research Office in development of survey, review of data collected and creation of report. Access to Survey Builder.			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
ASSESS	1.2	1.2.4 Complete appropriate state required validation of all assessment instruments in a timely manner (i.e., ESL, Math, Reading and English) following Standards, Policies and Procedures of Assessment Instruments in the CCC, 4th Edition.	Written report placed in Research Binder in Matriculation Coordinator's office per Title 5.	Assistance from the Research Office and instructional faculty from appropriate divisions.			
BUS	1.2	1.2.1 Develop student learning objectives that are measurable and assist faculty to ensure that SLOs are implemented and assessed in all classes.	Higher student completion and success rates	Workshops to aid faculty with SLO development, implementation, and assessment.			
BUS	1.2	1.2.2 Provide remedial classes for students with literacy problems, especially those enrolled in business math, statistics, and accounting classes so they are better prepared to succeed in college level classes.	Utilization of specialized resources	Funds to provide specialized resources such as the Learning Center, the tutorial labs plus open access to remedial English and math classes for students.			
BUS	1.2	1.2.3 Utilize the latest technology in all career technical education classes to ensure that students acquire entry level job skills on the latest technology.	Completion rates and job placement rates	Funds for the up-to-date instructional equipment for vocational programs			
BUS	1.2	1.2.4 Continue to design and develop online courses in all programs focusing on both core and elective classes to enhance academic success and meet student demand for access.	Increased enrollment and online course evaluation	Support in the form of release time for course design and development, online course management tools, and technical training and support on tools.			
BUS	1.2	1.2.5 Work with faculty to instigate computer prerequisite check for business courses starting with accounting and business courses.	Courses prerequisites set up for computer blocking.	Faculty input			
CITD	1.2	1.2.1 Provide students with internship opportunities with and/or through the CITD.	Number of internships				14

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
COUN & MATRIC	1.2	1.2.1 Develop online, one unit courses in Introduction to College (CRER 410), Career Exploration (CRER 136), Transfer Information (CRER 665) to complement other online offerings and online degree.	Online courses developed.				
COUN & MATRIC	1.2	1.2.3 Increase student, faculty and staff awareness and usage of counseling services by continuing to promote counseling services via classroom presentations and other modes of advertising (e.g. flyers, data mailers, electronic bulletin boards), as well as expanding online information (e.g., FAQs, online forms/petitions on student/counselor resource pages).	Number of class presentations made each semester. Percentage increase in student use of services during non-peak periods. Frequently asked questions developed and posted; online forms and petitions added to the resource pages				
COUN & MATRIC	1.2	1.2.4 Collaborate with Business Officer and Vice President of Student Services to ensure that unfunded state mandates for categorical programs are met.	Monitor categorical program budgets and expenditures; identify resources for any unfunded mandates.				
COUN & MATRIC	1.2	1.2.5 Develop and incorporate Student Learning Outcomes and assessment into Division course and services offerings.	All Staff and faculty trained in SLO and assessment. SLOs and assessment plans completed and incorporated at the course and program level.				
CWD	1.2	1.2.1. Promote access (bridges) for low-skilled students to contextualized basic skills learning communities that connect to industry driven workforce preparation programs.	Number of students completing programs and number of students that persist to either paid work experience, workforce preparation programs, or general education coursework..	Sustain Gateway Programs leveraging FTES, financial aid, and WIB Resources to support wrap around services.	1.2.1 Contract for 2 additional gateway programs 07-08	Number of students completing programs and number of students that persist to either paid work experience, workforce preparation programs, or general education coursework	Sustain Gateway Programs leveraging FTES, financial aid, and WIB Resources to support wrap around services.

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CWD	1.2	1.2.2. Access industry and community opportunities for college recruitment that are service oriented using CWD collaboration across departments (i.e., Career Center, Workability and general counseling).	Number of rapid response interview preparation and resume writing workshops for workers being dislocated from employment.	Stable funding from WIB Rapid Response, and leveraging established recruitment efforts with grant funding.			
DEV MKGT & PR	1.2	1.2.1 Fully implement marketing plan in order to promote student access and success to all stakeholders.	Completion of milestone activities				
FIN AID & INFO CTR	1.2	1.2.1 Improve awareness of Financial Aid among faculty, staff and students by creating an online interactive Financial Aid Student Handbook, and improving the Financial Aid website.	Number of student handbooks distributed. Number of presentations and workshops for faculty and staff. Number of in-class presentations. Number of workshops and students who attend. Pre/post learning assessments in workshop and presentation	On-line services linked to Skyline FA website. Approval from Professional Development committee. Support from Academic Senate. Web design students and		Increase presentaions by 10%. Complete revised SFA Handbook	
FIN AID & INFO CTR	1.2	1.2.2 Improve student satisfaction with services rendered by FA staff and the FA programs available to them through regular assessment.	Implemented Financial Aid Services survey for students to complete.		1.2.2 Increase student satisfaction by 10%		
HC	1.2	1.2.1 Develop learning outcomes for all workshops, presentations and seminars that are conducted.	Evaluate all meetings for outcomes				
LA	1.2	1.2.1 Improve student learning outcomes of Speech students by reviewing and revising Speech curriculum, as well as installing a Lab facility with computerized work stations and taping rooms for practice with tutors or peers.	Increased success and retention rates in Speech. Fully installed Speech lab	Faculty/staff time; 1310 funds		Success/retention rates improved; Speech Lab fully installed.	
LA	1.2	1.2.2 Work with Learning Center to provide support services to speech students.	Number of tutor hours in Speech from TLC	Tutoring funds			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
LA	1.2	1.2.3 Expand offerings in English curriculum including integrated reading/writing courses.	Number of course offered	Faculty/staff time	1.2.3 Continue to expand offerings in English curriculum as needed and to increase the number of sections of integrated reading/writing course as needed.	Courses are written and offered.	
LA	1.2	1.2.4 Incorporate SLOs at the course and program levels; then review and continuously improve student learning outcomes by way of regular program reviews and the outcomes assessment cycle.	Number of completed Program Review presentations annually.	Faculty/staff time	1.2.4 Complete English PR; complete validation of assessment criteria for English 836. Prepare PR for Journalism and Reading.	English, Journalism, and Reading Program Reviews presented.	
LA	1.2	1.2.5 Work with Matriculation/Assessment offices to examine various placement instruments for more accurate placement into reading, composition, ESOL and Foreign Languages classes and evaluate need for challenge exam for Foreign Languages.	Number of placement and challenge instruments reviewed, adopted, validated and used.	Faculty/staff time	1.2.5 Examine placement instrument for ESOL and reading.	ESOL and reading placement instruments are reviewed, adopted, validated, and used.	
LA	1.2	1.2.6 Overhaul current offerings and structure of ESOL Program to provide ESOL instruction in a variety of modes, including English for Specific Purposes (ESP), separate tracks, learning communities, and to meet the needs of expanding demographics (e.g. older, returning students and Hispanic males).	Courses are written and approved by Curriculum Committee; course outlines are revised and approved by the department; courses are offered.	Faculty/staff time; 1310 funds	1.2.6 Continue to overhaul ESOL curriculum to meet needs of community.	Courses are written and offered.	
LA	1.2	1.2.7 Offer selected classes in Language Arts for concurrent enrollment and establish/reactivate others to satisfy transfer requirements for English majors.	Percentage increase in course offerings.	Faculty/staff time			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
LIB	1.2	1.2.1 Promote student access and success through information competency instruction in accessing, retrieving, and evaluating library resources and materials	Reference service surveys, research workshop questionnaires, student success in library courses				
PHYS ED	1.2	1.2.1 Continue development of Scholar Athlete Learning Community in coordination and collaboration with ASTEP program.	Entire cohort of courses developed, packaged and identified as the Scholar Athlete Learning Community.				
PRIE	1.2	1.2.1 Conduct research on student learning outcomes.	Number of completed assessment plans. Number of SLO related projects				
PRIE	1.2	1.2.2 Collaborate w/ District ITS to improve data integrity of the available databases/ warehouses.	Completion of agendized items related to improving data integrity.	Technology funds for equipment (i.e., server & scanner)			
SAO	1.2	1.2.1 Establish peer mediation program.	Secured trained peer mediators. Amount of student usage	funds for training and publication materials			
SAO	1.2	1.2.2 Expand student leadership program.	Increased enrollment in SG 111/112 by 10%. Developed SLO's for Student Government class and ASSC training. Established campus wide student leadership training				
SMT	1.2	1.2.1 Increase math success and retention rates in basic math and algebra through supplemental instruction and other retention and success strategies.	Courses developed - increased retention and success	Additional 1310 funds will be needed in addition to some coordination time	1.2.1 Evaluate the success rate in basic math. Continue development of techniques to increase math success rate to include working on the basic skills initiative	Increased success rate in basic math. Development of basic skills model	Faculty reassigned time for basic skills initiative
SMT	1.2	1.2.2 Incorporate SLOs at the course and program levels; then review and continuously improve student learning outcomes by way of the outcomes assessment cycle.	Number of courses and programs with SLOs and assessment plans.				
SS/CA	1.2	1.2.1 Incorporate Student Learning Outcomes and assessment into Division offerings.	Course outlines meet current curriculum, program review and accreditation standards				

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
TLC	1.2	1.2.1 Ensure consistent quality of TLC tutoring.	Tutor training, student evaluation of tutorial sessions and all tutors evaluated annually	Additional funds in Fund One for short term hourly to pay for training sessions.			
TLC	1.2	1.2.2. Develop and implement SLOAC for LSKL 801 course.	SLOs to curriculum in F07 Assessment of outcomes and revision: each semester	SLOAC grant for Felix Perez	1.2.2 Commmplete couse revisions by Fall 07 semester		
TLC	1.2	1.2.3 Improve and revitalize online tutoring for reading/writing and initiate on-line math tutoring.	On-line tutoring regularly available with response within 48 hours	Short-term hourly staff funds. Whiteboard technology. Staff training. Additional short-term hourly staff	1.2.3 Research and review models for online tutoring for math offered by other colleges and develop recommendations for feasibility on TLC webpage.	number of students using the services	Funds for instructional aides, computer applications to provide math assistance
TLC	1.2	1.2.4 Continue to support learning communities (i.e., Gateway program, ASTEP) through tutoring services.	Tutorial services offered.	short-term hourly staff funds workshop space			Additional funding for tutors needed if increased or targeted assistance is requested
A & R	1.3	1.3.1 Provide support for variable methods of admission, registration and instruction whether on or off campus	Assessed reliability, timeliness and satisfaction with service	Staff			
ASSESS	1.3	1.3.1 Implement computerized testing at all feeder high schools.	Number of high school students who took computerized placement tests at their high school.	Assistance from ITS technicians and coordination with high school principals and counselors.		Number of high school students who took computerized placement tests at their high school and number of high school students who enroll at Skyline College. Evaluate the effectiveness of the high school testing program and streamline the matriculation process at high schools.	Assistance from high school personnels and technical support from CAPP Associates, Inc.

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
ASSESS	1.3	1.3.2 Ensure financial aid eligibility to high school students who do not pass the high school exit exam by administering the Ability to Benefit (ATB) and CELSA tests at the high school sites.	Number of high school students who take ATB or CELSA at their high school	Coordination with high school principals and counselors Additional staff.	1.3.2 Continue to monitor the pass rate for both non-ESOL and ESOL students and write reports about the effectiveness of the ATB instruments. Meanwhile, research other options and possibly adopt a better test if necessary. Continue to work with high school personnel and offer ATB tests whenever the high schools are ready.	Monitor the number of high school students who do not pass the CAHSEE and number of high school students who take ATB or CELSA at their high schools. Monitor the pass rate.	Coordination with high school principals and counselors Additional certified staff to administer the tests at high schools.
BUS	1.3	1.3.1 Align curriculum and articulated courses through Tech Prep with feeder high schools to ensure that students are adequately prepared for Skyline courses with the basic skills.	Updated Tech Prep articulation agreements				
BUS	1.3	1.3.3 Continue to develop additional partnerships, especially in the career technical programs, and maintain current partnerships with the various industries and/or businesses to ensure that our curriculum and programs meet the needs of local business and industry.	New curriculum developed where appropriate; programs added and modified when needs, and partnerships developed and maintained.	Hiring of sufficient full time faculty who can commit time and energy to develop, maintain, and coordinate activities with outside entities.			
BUS	1.3	1.3.5 Increase the number of classes and sections offered during the late afternoon and evenings to provide students with access and increase access for working students.	Enrollment increase in evening program.	Funds to expand marketing efforts for all programs, especially the career technical education programs and provide facilities in which to offer more evening			
BUS	1.3	Continue to offer classes for working adults in our local community who require classes to upgrade skills for recertification purposes or to provide opportunities for career advancement and career changes.	Enrollment and surveys				

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CITD	1.3	1.3.1 Maintain on-going community outreach events that provide exposure to both Skyline College and the CITD by providing high visibility at the Chestnut Center for all courses of instruction and activities.	Number of outreach activities.	Staff person for support. Additional funding to support CITD's projected involvement and responsibilities.			
CITD	1.3	1.3.2 Pursue partnership opportunities that link Skyline College to the community and that provide student learning, faculty development and economic development.	Number of partnerships.	Staff person for support			
COUN & MATRIC	1.3	1.3.2 Reinstate counselor liaisons to each instructional division.	Liaisons established.				
CWD	1.3	1.3.1. Sustain and grow Skyline's nationally recognized workforce development partnerships that are industry driven and tied to regional economic development strategies.	Documented contacts with industry, CBO's and the workforce investment system, and published strategies that continue to model innovation in the delivery of workforce preparation.	Establish CWD management as regular hire through Fund One.			
CWD	1.3	1.3.2. Support enrollment growth strategies that deliver both technical assistance and educational offerings on site in underserved communities that underutilize the Skyline College Campus.	Utilize labor market information and census data to identify both communities and the needs of communities that Skyline can serve, and implement strategies for delivering services.	Growth funding leveraging CWD dollars, and collaboration with CBOs to provide instruction offsite.			
CWD	1.3	1.3.3. Support educational and facilities planning that houses a Center for Workforce and Economic Development on the Skyline College Campus.	Participation in contributions to EFMP planning process.	Strategic planning that fulfills Measure A.			
DEV MKGT & PR	1.3	1.3.1 Leverage the connections of the President's Council to build awareness of the Skyline community	Review of the balance of connections and skills of the President's Council.				
EOPS & CARE	1.3	1.3.1 Develop website on EOPS/CARE programs in both English and Spanish.	Deployment of EOPS/CARE website. Number of hits per year.	Funding for web developers.		Monitor usage of website through student feedback.	

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
EOPS & CARE	1.3	1.3.2 Establish an EOPS/CARE alumni group.	Number of Alumni. Number of meetings/activities.	List of EOPS alumni.	1.3.2 Conduct survey to assess interest in an EOPS alumni group.	Responses from mailing and notices sent to former students	
FIN AID & INFO CTR	1.3	1.3.1 Utilize Campus Ambassadors to establish of a mentor program at the local high schools.	Train 5-8 Ambassadors on skills of mentoring. Assign 5-8 Ambassadors 1-2 mentees from the feeder high school students who will be attending Skyline during the next semester.	Ambassadors, GEPP applications, high school counselors	1.3.1 Train and utilize at least 2 more Campus Ambassadors to visit high schools.		
FIN AID & INFO CTR	1.3	1.3.2 Meet or exceed number of Pell grants awarded each year.	Number of Pell grants and percentage increase/decrease from year to year.		1.3.2 Remain even on number of Pell grant recipients.		
FIN AID & INFO CTR	1.3	1.3.3 Develop and offer financial aid outreach materials and events in different languages.	Translated website to Spanish. Conduct FA workshops in languages other than English. Number of languages materials are published.	Bilingual staff, interpreters	1.3.3 Provide 2-3 Financial Aid workshops in Spanish per year.		
HC	1.3	1.3.1 Advertise Health Center services that are available on campus	Increase in number of students who use Health Center services				In the wake of new construction and buildings. Bulletin boards are not being put up in these new areas. New boards in all buildings need to be placed.
LA	1.3	1.3.1 Form partnership with Adult Education, community groups and Career Ladders Project.	One to two partnerships are formed.	Faculty/staff time	1.3.1 Expand ESL offerings at CLC, as appropriate.	Courses are offered.	
LA	1.3	1.3.2 Establish a partnership with SFSU to offer basic skills courses on their campus	Number of courses offered	Dean/faculty time	1.3.2 Revisit need for this goal.		
LA	1.3	1.3.3 Expand outreach efforts, including market research and public relations activities, to feeder high schools and community organizations to raise awareness of offerings in all of our programs, including Learning Communities, ESOL, Foreign Languages, Speech, Reading, English, and literature.	Outreach Coordinator is identified. Increase in enrollments.	Funding for counselor/new Program Services Coordinator position		Increase in enrollments in Division programs	Faculty/staff time

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
PHYS ED	1.3	1.3.1 Continue college efforts towards Title IX compliance (gender equity in athletics).	Women's basketball intercollegiate program offered to attract female student-athletes to pursue athletic and academic goals at Skyline.	13.5 FLC; $12,000 ongoing yearly cost; $5,000 initial start-up program cost.			
SMT	1.3	1.3.1 Coordinate with the CWD to develop programs and courses that respond industry need.	Additional offering that meet industry need	Additional 1310 funds will be needed in addition to some coordination time	1.3.1 Develop programs within the SMT Division or Coordinate with other departments to develop programs and courses that respond to industry need	Additional offering that meet industry need	Additional 1310 funds will be needed in addition to some coordination time
SMT	1.3	1.3.2 Develop partnerships with the County ROP and High schools to develop articulation agreements in Biotechnology.	Articulation agreements in place	Funding for faculty development and coordination. Consider outside grant funding or tech-prep			
SS/CA	1.3	1.3.1 Increase concurrent enrollment in art, music and Honors.	Number of students concurrently enrolled	information from high schools re needs of students and where classes should be held			
SS/CA	1.3	1.3.2 Reinstate the Seniors Program for lifelong learning at various off-site centers (e.g., Dolger Center).	Number of classes scheduled at senior centers. Percentage increase in FTES				
TLC	1.3	1.3.1 Continue to implement high school outreach activities for the America Counts and Jump Start program.	Offer tutor training for 8 Skyline tutors working in schools. 25-30 participants graduate from JS each summer	Funds for Instructors, books, lunch, bus passes, travel funds and space			
TLC	1.3	1.3.1 Involve TRIO peer mentors in recruiting in high schools.	3 high school visits in Spring 06	Fund 1 short term hourly (regs prohibit recruitment w/ TRIO funds)			

Goal 2

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College Goals and Strategies

GOAL 2: Enhance institutional effectiveness in the planning and decision-making processes through cooperative leadership, effective communication, and shared governance.

Strategy 2.1. INTEGRATED PLANNING & INSTITUTIONAL PERFORMANCE MEASUREMENT: An integrated planning system that responds to all stakeholders and tracks and measures college-wide performance indictors.

Strategy 2.2 EFFECTIVE COMMUNICATION: Widespread, continuous and reliable communication that informs decision-making processes and ensures institutional effectiveness.

Strategy 2.3 SAFE & SECURE CAMPUS: A safe and secure environment that includes staff trained in emergency procedures.

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
ASSESS	2.1	2.1.1 Provide on-going evaluation of services by internal and external customers.	Assessed services.	Web service			
ASSESS	2.1	2.1.1 Make recommendations through statistical analysis to improve student enrollment and retention for learning communities (e.g., Puente, ASTEP and Honors Transfer Program).	Run directory reports based on students' age, gender, ethnicity, language, etc. and make recommendations to improve student enrollment and retention.				
BUS	2.1	2.1.1 Implement web conferencing technologies such as CCC Confer for district/college wide meetings and use emerging technologies such as Wiki pages to create, edit, and collaborate on any public or private topic to increase participation and allow interaction from all campus entities	Meetings and conferences held online in real time				
CITD	2.1	2.1.1 Align CITD deliverables with Skyline College's to enhance institutional planning and decision making.	Number of college activates, meetings and events where CITD participates.				
COUNS & MATRIC	2.1	2.1.1 Matriculation Advisory Committee will provide leadership and oversight for continuous review of all matriculation components, policies and procedures	Revisions to components made as deemed appropriate and according to established timeline.	Fund 1; Matriculation			
COUNS & MATRIC	2.1	2.1.2 Matriculation Advisory Committee will review budgetary expenditures and make recommendations for use of matriculation funds	Annual review conducted; recommendations included in annual matriculation plan				

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CWD	2.1	2.1.1. Effective participation with Institutional Planning Committee, Management Council, EFMP Task Force.	Documented participation.	Dedicated time, regional economic strategy, and Labor Market Information.			
LA	2.1	2.1.1 Increase participation from all Division faculty and staff to reflect academic and professional views and expertise in college planning and decision-making processes.	Information in planning documents reflects increase of faculty and staff input	Faculty/staff time			
LIB	2.1	2.1.2 Use all Skyline email to enhance Library's campus profile	All information updated, current, informative		2.1.1 We will continue as in the previous year, but will also focus on the upcoming speaker events related to the PLS One Book, One Community initiative.		
PHYS ED	2.1	2.1.1 Develop matriculation/success tracking device for student-athletes in conjunction with counselors and PRIE.	Tracking device created and implemented.				
PRIE	2.1	2.1.1 Implement a college-wide balanced scorecard system for tracking institutional performance and progress on goals.	Completed measurement system with at least 12 collegewide indicators, measures and benchmarks.		2.1.1 Review and revise the Balanced Scorecard system and continue to implement.	Revised indicators, measures and benchmarks.	
SECURITY	2.1	2.1.1 Utilize resources in the most effective and efficient manner possible so that each member becomes familiar with and fully complies with established departmental policies and procedures, as well as becomes fully aware of the security needs of the campus community and actively attempts to enhance the Department image.	Prepared comprehensive Skyline Security Department Operations Manual. The manual will provide information and guidance to all members of the Department.				
SMT	2.1	2.1.1 Support College planning through timely submission of program reviews	Number of Program Reviews submitted				
TLC	2.1	2.1.1. Evaluate the effectiveness of the TLC and student success through the program review process.	Feedback from curriculum committee. F07: Track the academic success and course retention for all students in LSKL 801.	staff time			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
ASSESS	2.2	2.2.1 Review and update assessment promotional literature including brochures which have been developed in multiple languages and information on the college website.	Text is consistent in each language and information is current and accurate. Updated website as needed.	Instructional Faculty in Language Arts Division. College Webmaster			
ASSESS	2.2	2.2.2 Coordinate and gather information by way of the assessment coordinator and matriculation coordinator regularly participating on college, district-wide and state-wide committees.	Number of meetings		2.2.1 Represent Skyline College and Assessment Center and participate in state-wide, district-wide, and college wide committees and task forces.	Participate in a variety of committees and task forces; advocate for the Assessment Center and represent Skyline College.	N/A
BUS	2.2	2.2.1 Upload all agendas and meeting minutes to the appropriate webpages for college committee that are accessible to the college community, as well as course syllabi to a division web page which is accessible to students and faculty.	Agenda and minutes available in a timely matter for all college committees. Syllabi uploaded.				
CITD	2.2	2.2.1 Maintain on-going and direct communications with college leadership and managers to ensure effectiveness of program and services.	Timely internal communication. Timely provision and sharing of information. Linkages with and to CITD website, Skyline College website and District website.	Funding for new technology and web development.			
CWD	2.2	2.2.1. Enhance and continue to develop CWD website.	All posted information updated and current.	Dreamweaver Skills			
CWD	2.2	2.2.2. Information about CWD programs and services will be disseminated throughout the college community to increase awareness of the role of the CWD in achieving college goals and strategies.	Number of In-service offerings, cross discipline activities.	Marketing and Public Relations			
DEV MKGT & PR	2.2	2.2.1 Create and fully implement a marketing plan that addresses the needs of internal & external audiences.	Completion of milestone activities.				
DEV MKGT & PR	2.2	2.2.2 Provide timely and accurate institutional information through an on-line calendar that is accessible to students, staff, and the community with search capability for time, date and topic.	Calendar provided on website and updated daily and as informed by event planners via scheduling e-mails.		2.2.2 Expanded usability incorporated into website redesign.		

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
EOPS & CARE	2.2	2.2.1 Develop EOPS/CARE manuals (i.e, office operations manual and student manual).	Completed and published manual by June 2007.				
EOPS & CARE	2.2	2.2.3 Develop a system of data gathering/mining which would allow the tracking of EOPS/CARE students.	Run reports each semester/annual to assess student accomplishments.	PRIE, Partnership for Excellence funds to hire research help.			ITS support
FIN AID & INFO CTR	2.2	2.2.2 Maintain FA policies and procedures manual current and up to date.	Updated manual on an annual basis.			Continue or complete updating the P & P manual for the office during 07-08.	
HC	2.2	2.2.1 Develop partnerships with faculty for development of curriculum.	Curriculum infused with vital health information.			Implementation of pin pad for security	Funding
LA	2.2	2.2.1 Maintain representation to reflect faculty and staff interests on college-wide committees.	At least one member of LA Division sits on all appropriate college committees	Faculty/staff time		Members of LA Division sit on all appropriate college committees	
LA	2.2	2.2.2 Maintain open communication with faculty/staff.	Faculty/staff feedback on communication	Dean/faculty/staff time			
LA	2.2	2.2.3 Maintain mentoring relationships between full-time and part-time faculty.	Every part-time faculty member is paired with a full-time faculty member. Part-time faculty attend meetings and other campus events.	Faculty/staff time	2.2.3 Establish "lead faculty" at each course level to mentor part-time faculty.	Lead faculty are established and hold "level" meetings, which are attended by part-time faculty.	
Library	2.2	2.2.1 Broadly communicate the availability of library services by enhancing and continuing to develop library website.	All posted information updated and current., especially links to subscription databases				
PHYS ED	2.2	2.2.1 Continue to foster open dialogue with faculty within the division via division meetings and periodic division update memo's via e-mail.	Ongoing communication system implemented and functioning.				
PRIE	2.2	2.2.1 Enhance and continue to develop PRIE website.	All posted information updated and current.		2.2.1 Provide continuous and widespread mechanisms for data-based decision making.	Increase research requests and reports by 10% annually.	
PRIE	2.2	2.2.2 Complete phase one design of the Online Decision Support System in conjunction with District ITS.	Number and quality feedback from deans and executive staff on web-based reports.		2.2.2 Participate in the development of phase II design of the Hyperion data decision support system in conjunction with District ITS.		

Goal 3

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College Goals and Strategies

GOAL 3: Fulfill the college's role as a leading academic and cultural center for the community through partnerships with business, the community, and non-profit organizations.

Strategy 3.1 CULTURAL CENTER FOR THE COMMUNITY: A position and presence in the community as a major cultural center.

Strategy 3.2 MARKETING, OUTREACH & CONNECTIONS TO ACADEMIC & BUSINESS COMMUNITIES: Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
ASSESS	3.1	3.1.1 Exchange and gather information by organizing and hosting a variety of regional and local assessment-related workshops, conferences and events (e.g., CCCAA conference and Assessment Coordinator Breakfast).	Number of workshops, conferences and events organized and hosted.	Facilities		Number of workshops, conferences, and events organized and hosted. Establish professional working relationship with other colleges, test publishers, and communities	Staffing and facility.
BUS	3.1	3.1.1 Increase evening and weekend class offerings to attract new students, especially in the vocational programs or for classes focusing on training for working adults.	Increased enrollment in evening and weekend classes.				
CITD	3.1	3.1.1 Position CITD/Skyline College as major cultural influences in the community through scheduled events and activities.	Number of cultural events and activities.	Institutional support and funding for new events.			
COUN & MATRIC	3.1	3.1.1 Collaborate with student services and instruction to develop a multicultural Center at Skyline to house the ASTEP, Puente, Kababayan, Honors Transfer and other learning community programs.	Center established. Number of students served.	Facility			
COUN & MATRIC	3.1	3.1.2 Collaborate with Workforce Development to provide counseling component for all workforce development initiatives	Counseling component established and funded with each workforce development initiative. Number of students served.				

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CWD	3.1	3.1.1. Utilize new campus conference facilities to host regional economic and workforce development conferences and forums that showcases the strength of diversity as an essential component of global competitiveness.	Number and variety of events produced.	Planning and funding.			
CWD	3.1	3.1.2. Support facilities planning that houses a Center for Workforce and Economic Development on the Skyline College Campus.	Participation and contributions to EFMP planning process.	Strategic planning that fulfills Measure A.			
DEV MKGT & PR	3.1	3.1.1 Promote college events and programs by marketing, advertising and PR and programs to develop audiences.	# of events and programs that are promoted by PIO office				
HC	3.1	3.1.1 Maintain our good reputation in present partnerships with outside agencies and non-profits in order to increase the number of partnerships.	Increased number of new services through partnerships.	finding the community resource and providing a space to see students.			
LA	3.1	3.1.1 Develop, organize and present cultural events which draw the community to campus; partner with other groups on campus, such as SEEED, to organize cultural events to emphasize diversity in all its forms--race, class, gender, age, background, etc.	Number of cultural events planned and presented.	Faculty/staff time; ongoing funds for CCA series			
LIB	3.1	3.1.1 Maintain a position and presence in the San Mateo County library community by continuing mutually beneficial membership in the Peninsula Library System.	Number of meetings/activities with PLS	Funding from District Bookstores, and from State Chancellor's Office (TTIP funds)		Number of meetings/activities with PLS	Funding from District Bookstores, and from State Chancellor's Office (TTIP funds)
PHYS ED	3.1	3.1.1 Continue to explore multi-cultural outreach opportunities in collaboration with the C.I.T.D. through dance, soccer or other activities.	International partnerships/exchange programs in place.	Not yet determined.			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
PHYS ED	3.1	3.1.2 Develop comprehensive plan and outreach to bring major high school athletic events to Skyline. Plan should include both regular season games as well as regional championships.	High school athletic events incorporated into athletic facilities schedule.				
SAO	3.1	3.1.2 Develop Educational Program Series that celebrates diversity and reflects the values and mission of the college.	Number of activities officered and evaluation of events	funding for events		Increased number of events that are reflective of the College's mission statement	Additional funding $10,000 to cover event expenses
SAO	3.1	3.2.2 Establish Multicultural Center that celebrates diversity and reflects the values and mission of the college by offering a wide range of resources for community usage.	Record and monitor circulation of resource material	opening of the Student and Community Services Center	3.2.2 Establish check out process and inform campus community of available resource materials	Materials will be ready for check out January 2008	
SS/CA	3.1	3.1.1 Develop speakers series with Pacifica Library	Number of events. Number of participants	Pacifica Library is applying for the funding, we will provide the venue			
ASSESS	3.2	3.2.1 Plan and organize high school and community outreach activities and testing.	Increase in number of matriculating graduating high school seniors.	Facilities	3.2.1 Expand assessment services by performing additional outreach activities and providing testing in communities and high schools.	Increase in number of new matriculating students, particularly from local high schools and adult schools.	Additional staff, coordination from high schools, special programs, and community agencies.
BUS	3.2	3.2.1 Increase the marketing efforts with long range marketing efforts focusing on classes for the working adult population and life long learners.	Increased enrollment in evening classes.	Additional funds with long term marketing effort focusing on career technical education or vocational programs.	3.2.1 Work with PIO to provide information to the local community on the CTE classes available at Skyline College. Confer with the Workforce Development Center to identify and take advantage of opportunities for funds to provide appropriate curriculum	New programs/classes available to individuals interested in retraining or upgrading current working skills and knowledge.	Funds for curriculum development and manpower to administer programs/classes to community/working adult population.
BUS	3.2	3.2.2 Connect with the community and local businesses through advisory committee meetings, partnerships, internships, networking and through newsletters, publications and listservs.	Increased memberships in advisory committees and development of internships and publications.	Faculty support and funds for marketing			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
BUS	3.2	3.2.3 Promote the services provided by the Cosmetology Department to seniors, college students, faculty, staff, and local community residents.	Increased range and number of clientele and visibility of the Department	Marketing funds and efforts			
BUS	3.2	3.2.4 Highlight the charitable services and work done for community organizations and promote fund raising functions for Skyline programs and departments to the campus and local community.	Increase awareness of Skyline College	Marketing funds and efforts			
CITD	3.2	3.2.1 Maintain on-going outreach and other efforts based on both CITD and college needs by disseminating appropriated information on throughout the campus to reflect linkages to the business, ethnic communities as well as community leaders.	Number of grants pursued.	Funding for grants and other community outreach efforts. Funding support for increased CITD role.			
CWD	3.2	3.2.1. Capitalize on newly produced labor research and conduct ongoing assessments of industry workforce needs.	Use of labor market information to inform programmatic planning.	Access to Labor Market Information and planning for effective use of information.			
CWD	3.2	3.2.2. Sustain and grow Skyline's considerable reputation for agile and innovative strategies that prepare the region's existing labor pipeline for quality jobs in high growth industries.	Use of multiple media outlets to increase awareness of Skyline's proven excellence of using education to grow the region's quality of life including: web, print, radio, television, and direct contact with targeted community organizations and industry associations.	Collaboration with College Marketing and industry associations, and funding.			
CWD	3.2	3.2.3. Support enrollment growth strategies that deliver both expertise and educational offerings on site in underserved communities that underutilize the Skyline College Campus.	Use of labor market information and census data to identify communities where Skyline can increase services and implement strategies for delivering services.	Growth funding leveraging CWD dollars, and collaboration with CBOs to provide instruction offsite.			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CWD	3.2	3.2.4. Develop additional partnerships with high schools and middle schools that increase awareness of college programs and services and promote the presence of the schools' administration, faculty, staff and students on the college campus, and conversely, the college's presence throughout the service area as a facilitator of articulated programs and technical assistance.	Number of partnerships developed and number of programs that are articulated.	Faculty release time for curriculum alignment and articulation agreements, and management time and program supplies to support events.	3.2.4 Complete Year two of Project Goals and Objectives	Articulation Agreement is Established and Dissemination completed according to Quickstart Funding Criteria	Faculty release time for curriculum development, project management, and funding for effective dissemination
CWD	3.2	3.2.5. Work with instructional leadership (including Vice Chancellor of Educational Services) to develop clear and effective district-wide policy and local college strategies that respond effectively to regional economic strategies.	Planning and development is documented.	Time and commitment.			
Dev.Mktg & PR	3.2	3.2.1 Create and fully implement a marketing plan that addresses the needs of internal & external audiences.	Completion of milestone activities.				
FIN AID & INFO CTR	3.2	3.2.1 Develop and offer financial aid outreach materials and events in different languages.	Translated website to Spanish. Conducted FA workshops in languages other than English. Number of languages materials are published.	Bilingual staff, interpreters	3.2.1 Provide 4-5 Spanish Financial Aid workshops. Determine what other languages might be viable for translation of materials.	Survey of language needs for materials	
LA	3.2	3.2.1 Work with Student Services and others to participate in events to increase enrollment in various Programs in Division.	Number of faculty who participate in events; Enrollment increases.	Faculty/staff time			
PHYS ED	3.2	3.2.1 Support and increase outreach, public awareness of the institution and student access through continuous and direct recruiting efforts.	Task assistant coaches of each athletic program with the responsibility to supplement head coaches recruiting efforts. Financial support ongoing and generated through FTES growth allocation funds.	Increase from $14,500 to $22,500 or $8,000 per fiscal year.			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
PHYS ED	3.2	3.2.2 Continue to support and utilize athletics webpage as a marketing resource to increase fates and public awareness of the institution. 55,721 hits on webpage this year.	Financial support provided to webmaster to continuously update and refine athletics webpage.	$3,000 each semester ($6,000 yearly).	3.2.2 Formalize funding through a continued budget line item.		$ 4,000 per year funded as overload to faculty for a non-instructional assignment.
PRIE	3.2	3.2.1 Conduct marketing and outreach studies to inform planning decisions.	Number and variety of studies completed.				
SMT	3.2	3.2.1 Continue development of advisory committees for the career and technical programs in the Division and solicit business needs.	Number and role of advisory committees				
SMT	3.2	3.2.2 Coordinate with the Development office to solicit donations from health care facilities and life science companies for the new annex and remodeled building 7.	Amount of equipment and or funds donated				
SMT	3.2	3.2.3 Coordinate with CWD to continue outreach to the business community particularly in allied health, life science and telecommunications	Evaluated business relationships. Number of additional business partners.				
SMT	3.2	3.2.4 Coordinate with Tech-prep additional opportunities for High school articulation.	Number of additional tech-prep agreements		3.2.1 Continue partnership with the County ROP and High schools to develop articulation agreements in Biotechnology.	Articulation agreements in place	Funding for faculty development and coordination. Consider outside grant funding or tech-prep
SS/CA	3.2	3.2.1 Provide consistent comprehensive notification and publicity for existing art shows, concerts, speakers and other events.	Mailer institutionalized	funding for mailers, assistance of PIO			
TLC	3.2	3.2.1. Revise TLC brochure and distribute during all outreach activities (i.e., Jump Start high schools).	Brochure distributed.	Funds to print brochure.			
A & R	3.3	3.2.1 Participate in outreach and community based admissions and registration processes	Number of students serviced by off-site services	Staff		Measure against current number. Track student registration for successful follow-through.	

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Goal 4

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College Goals and Strategies

GOAL 4: Provide adequate human, physical, technological and financial resources to successfully implement educational programs and student services in order to improve student learning outcomes.

Strategy 4.1 INTEGRATED & EVIDENCE-BASED RESOURCE PLANNING SYSTEM: A comprehensive, integrated and evidence-based resource planning system that responds to all stakeholders and is tied to budget, program and services decisions.

Strategy 4.2 UPDATED FACILITIES: Updated facilities that include timely replacement of equipment.

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
A & R	4.1	4.1.1 Provide for routine cycle for replacement of equipment (e.g. 3-5 year).	Updated equipment updated	Budget	4.1.1 Monitor equipment on a yearly basis for replacement.	Rotate equipment every 3 years.	Funding
ASSESS	4.1	4.1.1 Enhance student access by adequately staffing the Assessment Center to meet matriculating student demand.	4.1.1 Add a .5 to .75 permanent staff position.	Matriculation Budget – when a currently funded position becomes vacant.	4.1.1 Enhance student access by adequately staffing the Assessment Center to meet matriculating student demand.	Continue to hire and train new FWS student test technicians; evaluate staff's work performance	Assessment Coordinator, Financial Aid Officers
BUS	4.1	4.1.1 Provide a child care facility which demonstrates best practices and services, includes classrooms and observations rooms, as a means for incorporating new research and knowledge into practice in early childhood education.	Childcare facility constructed	Bond money			
COUN & MATRIC	4.1	4.1.1 Participate in long range facilities master planning for student services.	Additional facilities planned for faculty offices, job placement center, proctoring room, student services classroom/meeting room, expanded assessment center, expanded career and transfer centers, one stop DSPS program, and others as identified	Fund 1			
COUN & MATRIC	4.1	4.1.2 Work with Office of Instruction to ensure ongoing funding for articulation efforts	Articulation efforts maintained at similar or increased level	Fund 1, if CAN funds are eliminated			
CWD	4.1	4.1.1 Support the work of the Institutional Planning Committee as an active member.	Attendance and completion of duties as assigned.	Dedicated time, regional economic strategy, and Labor Market			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CWD	4.1	4.1.2. Continue to support the institution through leveraging multiple funding streams for program delivery.	Number of program partnerships with WIBs and Foundations, and number of applications and amount of awards for competitive funding through the CCCCO, and other funding agencies.	Management, resource development including proposal writing and ongoing contract management with LWIBs.			
EOPS & CARE	4.1	4.1.1 Increase EOPS/CARE program staff by one full-time counselor, and a program services coordinator, and office assistant.	Filled positions based on increased number of students served and the projected growth of additional services to students.	Funds	4.1.1 Secure one additional full-time EOPS counselor in two years.	Hire full-time counselor	Funding from Fund 1.
FIN AID & INFO CTR	4.1	4.1.1 Upgrade FA positions to reflect current level of duties and responsibilities (i.e., Assistant position to FA technician level and FA technician position to FA supervisory level).	Completed procedures for change in levels.	HR, Budget office			
FIN AID & INFO CTR	4.1	4.1.2 Complete document imaging of student permanent record/files.	Completed imaging.	Staff	4.1.2 Continue efforts to image at least 50% of documents received.	Have at least 50% of FA documents scanned by 6/30/08.	
HC	4.1	4.1 Secure professional staffing (i.e., licensed nurse practioners and medical doctor) to be available for consultation during service hours.	All nursing staff are licensed. Service secured.	Budget	4.1.1 To set up a doctor or NP to come on campus one day a week from Planned Parenthood or San Mateo county		Minimal cost to the health center
HC	4.1	4.1.2 Maintain optimal number of qualified staff in health technology in order to for expand health services.	Added staff and services.	Budget			
PHYS ED	4.1	4.1.1 Develop short-term and long-term division program goals and ensure that this educational plan drives the facilities plan.	Short-term and long-term plans developed and articulated with future facility development.				
PHYS ED	4.1	4.1.2 Develop equipment inventory list and monitor depreciation and life-span of instructional equipment used in the division.	Inventory list created and regularly updated				
PRIE	4.1	4.1.1 Work with the IPC to develop an improved system for integrating planning and budgeting decision making.	Revised planning process with direct links to planning.				

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
SAO	4.1	4.1.1 Establish appropriate staffing level for Student and Community Service Center.	Positions filled	funding for positions			
SMT	4.1	4.1.1 Provide planning and resource allocation bodies with requests based on appropriate data	Requests submitted to FTEF and budget allocation committee				
TLC	4.1	4.1.1. Based on TRIO students' evaluation of services and Annual Performance Report data, conduct annual internal review of TRIO-funded services.	Staff retreat held. Report to Skyline President and VPI.			APR Report, student evaluations for each semester, records of planning meetings	
ASSESS	4.2	4.2.1 Move to a larger assessment center, with proctor viewing area inside the center and more storage areas.	Successful move to larger testing facility. Wait line eliminated.	Larger assessment center, where houses at least 40 testing computers and a testing office	4.2.1 Move to a larger and permanent assessment center (at least 45 student testing stations), with proctor viewing area inside the center and more storage areas.	Successfully move to a larger and permanent testing facility within the next two years to meet high student demand and maintain an appropriate testing environment.	Support from college administrators and additional staff and equipment.
ASSESS	4.2	4.2.2 Replace old assessment equipment and collaborate with ITS to improve data integrity and software.	Timely replacement of equipment.	Technology funds for equipment (i.e., server, software, scanner)			ITS Support
BUS	4.2	4.2.1 Provide a state-of-the-art Cosmetology facility which meets state standards and includes a reception area, a product dispensary, hair design studio, classrooms, student labs, treatment rooms, and a multi-purpose for performances and events to house the Cosmetology, Esthetician, Spa, and future Massage Therapy programs including facilities for a student center and offices for faculty and staff.	Cosmetology facility constructed	Bond money			
BUS	4.2	4.2.2 Provide additional lab and classroom space to the current automotive facility including a new transmission building, and faculty and staff office space, a state of the art toolroom, outfitted with the latest automotive technology.	Automotive facility upgraded	Bond money			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
CITD	4.2	4.1 Enhance Chestnut Center to better accommodate the delivery of instruction by providing access to web-based learning and research.	Updated technology equipment. Linkages with and to CITD website, Skyline College website and District website.	Funding for new technology and facility updates.			
COUN & MATRIC	4.2	4.2.1 Collaborate with student services and instruction to develop inventory and replacement schedule for all student services computers and printers.	Inventory and replacement cycle established and operationalized.				
CWD	4.2	4.2.1 Support facilities planning that houses a Center for Workforce and Economic Development on the Skyline College Campus.	Participation in contributions to EFMP planning process.	Strategic planning that fulfills Measure A.			
EOPS & CARE	4.2	4.2.1 Increase office space to be used by EOPS/CARE program staff.	Secured office space designated for EOPS/CARE programs.	Be included in the facilities master plan.	4.2.1 Complete until staffing changes.		
EOPS & CARE	4.2	4.2.2 Provide EOPS/CARE program staff with adequate and appropriate equipment to facilitate in completing duties and responsibilities.	Upgraded and/or replaced computer equipment used by staff within a 3-4 year rotational basis.	Instructional equipment funds. ITS staff support.			
FIN AID & INFO CTR	4.2	4.2.1 Maintain computers and other equipment current so as to meet departmental needs and growth.	Upgraded/changed computer systems every 2-3 years. Purchased necessary equipment to conduct scanning of materials in a timely manner.	ITS, Budget office			
LA	4.2	4.2 1 Initiate operations of a fully equipped state-of-the-art Journalism lab including hardware and software to produce student newspaper and train students.	Journalism lab is fully operational.		4.2.1 Monitor technological and curricular needs of Journalism Lab and the training of Journalism students to produce newspaper.	Journalism Lab remains technologically up-to-date to train students effectively.	Instructional equipment and/or technology funds.
LA	4.2	4.2.2 Incorporate technology into Speech curriculum by initiating operations of a fully equipped Speech lab with computerized practice stations and taping rooms and smart classrooms.	Speech lab is fully operational. Smart classrooms are fully operational	Building funds; technology funds; instructional aide/tutor funding	4.2.2 Complete installation of Speech Lab.	Speech lab is fully operational. Smart classrooms are fully operational	

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resources Needed
LA	4.2	4.2.4 Provide Foreign Languages/ESOL lab.	Language lab is fully operational.	Building funds; technology funds; instructional aide/tutor funding	4.2.4 Explore design/location of a Foreign Languages/ESOL Lab	Design is complete.	
LA	4.2	4.2.5 Lead the Division in the permanent move back to Building 8.	Move is completed.	Buildings & Grounds time; faculty/staff time	4.2.5 Monitor needs of Division faculty who are part of the Building 7 swing (4 faculty), all of whom are currently in temporary offices.	Division faculty who are part of the Building 7 swing return to permanent offices in Building 7.	
LIB	4.2	4.2.1 Implement major Library renovation: research workshop room, book shelving, staff office, computer replacement.	Completion of Library renovation projects	Bond II funding	4.2.1 Completion of research workshop room with new computers installed. 2. Add book shelving (Accreditation self study planning agenda item). 3. Dispense with the additional staff office.		
SMT	4.2	4.2.1 Continue to provide leadership in the program planning and design for the science annex and the remodeling of Building 7.	Appropriate planning and design for the new and remodeled buildings				
SMT	4.2	4.2.2 Plan and deploy an orderly move into the new science annex and of the swing for faculty and programs out of Building 7.	Faculty, staff, equipment and supplies moved	District facilities			
SMT	4.2	4.2.3 Plan and implement appropriate disposal of unneeded chemicals and supplies from the lab storerooms during the move.	Chemical and biological wastes disposed. Unneeded supplies and equipment surplused or donated	Resources cannot be determined - possibly from district - possibly discretionary	4.2.3 Donate supplies from the surplus of Building 7	Supplies donated	
SMT	4.2	4.2.5 Develop replacement schedule for computers in the SMT Division and CALT.	Schedules developed				
SS/CA	4.2	4.2.1 Work with facilities planning group to assure needs of division are taken into account.	Appropriate facilities designed especially for Art and Music	Bond $			
SS/CA	4.2	4.2.2 Develop long range equipment plan to replace current year-by-year instructional equipment process.	New plan developed				
TLC	4.2	4.2.1. Implement annual systematic assessment of the viability and usage of all TLC instructional equipment.	Annual report geared toward Instructional Technology request deadline				

Goal 5

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College Goals and Strategies

GOAL 5: Offer faculty and staff opportunities for professional growth and advancement.

Strategy 5.1 COMPREHENSIVE STAFF DEVELOPMENT PROGRAM: Unified and coordinated staff development programs that are dynamic, comprehensive and rich.

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resourcses Needed
ASSESS	5.1	5.1.1 Stay current and networked by attending a variety of regional, state and local matriculation-related meetings and conferences (i.e., Region 3 matriculation Advisory Committee, California Community College Assessment Association and CCCMPA).	Number of meetings attended.				staffing, professional development fund, and facility if needed
ASSESS	5.1	5.1.2 Improve communication among faculty, staff, and student workers & promote a sense of community at the work place.	Planned and organized annual student assistant orientation and training. Number of participants.	Collaboration with other Student Services departments. Funding and facilities for the			assessment staff and staff from different departments
ASSESS	5.1	5.1.3 Provide training to staff members regarding student services, technology and diversity.	Number of Assessment Center staff members who participate in training sessions.		5.1.3 Observe staff's work and customer services; evaluate staff's work performance on a regular basis and communicate with staff about their strengths and areas of improvement; administer pre- and post-survey to measure staff's knowledge about test guidelines and technology.		Assessment Coordinator and staff
BUS	5.1	5.1.1 Provide professional development opportunities for all faculty with an emphasis on those faculty who teach consistently changing technology in the career technical education courses and programs.	Faculty are up-to-date and current in their relevant areas and able to teach the latest technology.	Short and long term professional development funds which cover travel expenses in addition to registration and conference fees.			
BUS	5.1	5.1.2 Faculty to attend business related conferences, i.e., CBEA, CCCAOE, IMPAC, IBAC, ASBBS, CARS, SEMA, CAT, NACAT, Masters' Educator Program, State Board of Barbering & Cosmetology Meetings, CIBER, NASBITE, and Annual Conference for Academy of International Business.	Conference and/or meeting reports	Short and long term professional development funds which cover travel expenses in addition to registration and conference fees.			

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resourcses Needed
BUS	5.1	5.1.3 Host classes offered by @One that would provide professional development opportunities for faculty and staff.	Workshops or classes held with good attendance by faculty and staff	Short and long term professional development funds	5.1.3 Provide short semnars or workshops for faculty who are interested in using using online tools to complete traditional approaches		Release time for faculty.
CITD	5.1	5.1.1 Align CITD deliverables with Skyline College's to enhance opportunities for faculty and staff development.	Number and amount of collaborative grant opportunities procured.	Funding for grant development.			
COUN & MATRIC	5.1	5.1.1.Reinstate counselor mentor program to provide training for new counselors.	Mentor assigned to any new full/part time faculty member	Fund 1 - Materials			
COUN & MATRIC	5.1	5.1.2 Provide one Saturday training session each semester to all new/continuing faculty.	Training session provided. Pre/Post test administered.	Fund 1 - Materials			
CWD	5.1	Provide staff development opportunities that are linked to staff evaluation goals.	Staff development opportunities are accessed and documented.	Funding.			
DEV MKTG & PR	5.1	5.1.1 Provide opportunities for constituent groups to increase expertise in fundraising, marketing & PR.	# of in-service trainings # of participants				
DEV MKTG & PR	5.1	5.2.1 Create and fully implement a marketing plan that addresses the needs of internal & external audiences.	Completion of milestone activities.				
EOPS & CARE	5.1	5.1 Maintain current knowledge base regarding EOPS/CARE program regulations and policies and student eligibility for transfer to 4-year institutions.	Number of conferences and classes/workshops attended annually (i.e., CCCEOPSA, EOPS/CARE technical training sessions and UC/CSU transfer conferences). Number of guest speakers who attend staff	Professional development funds			
EOPS & CARE	5.1	5.1.2 Maintain a network of contacts within the EOPS/CARE community.	Attend and participate in Region 3 meetings.				
EOPS & CARE	5.1	5.1.4 Continue to develop knowledge level of student learning outcomes and implement SLOACs.	Number of SLO trainings/workshops attended. Completed program specific SLOs and assessments.	SLOAC	5.1.4 Implement new student learning outcome questions in survey and implement assessment tools.		

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resourcses Needed
FIN AID & INFO CTR	5.1	5.1.1 Maintain current knowledge base regarding financial aid regulations and policies.	Attend workshops offered by professional associations. Attend annual conferences.	Professional development funds.			
FIN AID & INFO CTR	5.1	5.1.2 Increase customer service skills among staff through continual training (i.e., customer service training, Banner training and the development of a Banner training manual).	Number of training sessions and number of staff trained in customer service. Number of training sessions and number of staff trained on Banner. Completed Banner training			Continue staff training for federal and state program updates. Document at least 50% of the Banner processing protocol.	
HC	5.1	5.1.1 Participate in conferences and workshops for professional growth and advancement.	Attendance at conferences and workshops.	Utilize departmental funds for professional growth and			
LA	5.1	5.1.1 Support professional development opportunities for faculty and staff.	Number of identified opportunities compared to those used	Profession Development funds, Trustees Grants, Partnership for Excellence grants, President's Innovation	5.1.1 Continue to identify professional development opportunities and encourage faculty and staff to participate.		
LIB	5.1	5.1.1 Staff will stay up to date professionally.	Summary reports of participation in library-related workshops and conferences, and in PLS, College, and District committees	Release time, and occasional substitutes			
PHYS ED	5.1	5.1.1 Provide opportunities for faculty to remain current in their field by attending professional conferences/workshops.	Number of workshops attended. Number of division in-service training workshops to faculty by faculty using materials and other information received through external workshops.	$1,500 per year for management development. Workshop costs may vary, contingent upon cost of workshops. Professional			
PHYS ED	5.1	5.1.3 Continue flex day/staff development using physical education activities as stress reduction/healthy lifestyle initiative among faculty and staff.	Staff development activities continuously offered.				
SAO	5.1	5.1.1 Strengthen student advisor program.	Documented attendance of advisors. Conducted annual evaluation of advisors about their role and required duties				
SECURITY	5.1	5.1.1 Enhance report writing capabilities and ensure the accurate, proper and thorough documentation of campus incidents through department staff training.	Prepared comprehensive Report Writing Manual. Changed currently existing incident report forms to more closely reflect the needs of local law enforcement.				45

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed	Revised Objective	Revised Measurement Criteria	Revised Resourcses Needed
SMT	5.1	5.1.1 Promote and support staff development activities.	Number of attendees and activities				
SMT	5.1	5.1.2 Continue training and development of the SLOAC process in the Division.	Number of faculty trained in SLOAC process.	Potentially some release time			
SMT	5.1	5.1.3 Continue support for Classified staff development activities.	Number of classified staff attended courses and retreats.				
SS/CA	5.1	5.1.1 Provide regular training for faculty in areas affecting current activities.	Number of staff training sessions in use of instructional technology, SLOs, college services and accreditation				
TLC	5.1	5.1.1. Implement annual assessment of each staff member's staff development needs.	Professional development plan.	Classified staff development funds	5.1.1 Include staff development needs in the annual performance review process.	Performance review docmuents	

Appendix A

Administrative Offices
      (DEV, MKTG & PR) Development, Marketing and Public Relations
      (PRIE) Planning, Research and Institutional Effectiveness

Instructional Divisions & Departments
      (BUS) Business
      (CITD) Center for International Trade Development
      (LA) Language Arts
      (LIB) Library
      (TLC) The Learning Center
      (PHYS ED) Physical Education, Athletics and Dance
      (SMT) Science, Math and Technology
      (SS/CA) Social Science and Creative Arts
      (CWD) Center for Workforce Development

Non-Instructional Departments
      (A & R) Admissions and Records
      (ASSESS) Assessment
      (COUN & MATRIC) Counseling and Matriculation
      (EOPS & CARE) EOPS & CARE
      (FIN AID & INFO CTR) Financial Aid and Information Center
      (HC) Health Center
      (SECURITY) Security Office
      (SAO) Student Activities Office