
Spring 2006

Skyline College Three-Year Work Plans

 2006-2009



Unit Work Plans

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

Office of Planning, Research and Institutional Effectiveness

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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 could 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) An improved process for linking budgetary decisions to planning actions.

Skyline College is pleased to produce, for the first time, a three year college-wide work plan. This work plan is the result of much thoughtful consideration by members of the college community. The work has been informed through experience in the field and collective expertise, as well as information from a recent environmental scan and program planning questionnaires as part of the Education and Facilities Master Planning effort. This plan will be implemented over the course of three years with annual reviews and revisions as needed. A year-end report on the objectives will continue as an annual update on progress made toward each goal area. 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: Directions for achieving, coordinating, tracking and measuring a set of major activities that help to implement strategies and achieve goals.
- Measures and Criteria: Clearly defined indicators of institutional effectiveness that can be measured, tracked and often benchmarked.
- 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												
2 Submit FTEF Priority Recommendations	CBC												
3 Develop Initial Budget Estimates	CBC												
4 Submit Draft 3-Year Work Plan	Units												
5 Submit Annual Budget Requests	Units												
6 Review Annual Budget Requests	President												
7 Submit Annual Budget to District	CBC												
8 Review Draft 3-Year Workplans	IPC												
9 Submit 05/06 Year End Work Plan Report	Units												
10 Review Year End Work Plan Report	IPC & CC												

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												
12 Submit Final 3-Year Work Plan	Units												
13 Submit Program Review Reports	Curric Cmt												
14 Review Final 3-Year Work Plan	IPC & CC												
15 Submit FTEF Priority Recommendations	CBC												
16 Develop Initial Budget Estimates	CBC												
17 Submit Annual Budget Requests	Units												
18 Review Annual Budget Requests	President												
19 Submit Annual Budget to District	CBC												
20 Submit Year End Work Plan Report	Units												
21 Review Year End Work Plan Report	IPC & CC												

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 Changes to 3-Year Work Plan	Units												
23 Review Changes to 3-Year Workplans	IPC												
24 Submit Program Review Reports	Curric Cmt												
25 Develop Initial Budget Estimates	CBC												
26 Submit FTEF Priority Recommendations	CBC												
27 Submit Annual Budget Requests	Units												
28 Review Annual Budget Requests	President												
29 Submit Annual Budget to District	CBC												
30 Submit Year End Work Plan Report	Units												
31 Review Year End Work Plan Report	IPC & CC												

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



Vision, Mission and Values

Vision: Knowledge, leadership, and community...Skyline College opens doors!

Mission: Skyline College is a comprehensive community college that provides learner-centered education in a culturally rich and socially responsible environment. The College is proud of its tradition of open access and its climate of innovation. Technology, community partnerships, and economic development are hallmarks of the College. Skyline offers an array of services and instructional programs to support students in achieving their educational goals and to prepare them for a rapidly changing world.

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.

Goal 1

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College Goals and Strategies				
GOAL 1: Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services.				
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Strategy 1.2. STUDENT ACCESS & SUCCESS: Student access and success through availability, quality and assessment of support services and student learning outcomes.				
Strategy 1.3. OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS: Broad outreach efforts that build partnerships and respond to educational community needs.				
Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	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
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
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
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.
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.
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.	N/A

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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
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
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	N/A
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

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
COUN & MATRIC	1.1	1.1.3 Collaborate with instruction to develop freshman year experience	Timeline for implementation established. Task force formed.	Fund 1
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.
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
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.
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	N/A

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.
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	N/A
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
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
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
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
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
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.	N/A

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.	N/A
SAO	1.1	1.1.3 Establish a Leadership and Community Service Certificate Program.	Produced materials. Enrolled students.	N/A
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
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.	N/A
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/Biomanufact. Faculty will be needed. Discretionary budget for supplies increased. A 60% FTE lab tech hired
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	N/A
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

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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 by examination offerings with those of CSM and Canada.	Agreement reached and published in catalog	N/A
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
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
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.
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.

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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	N/A
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.	N/A
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	N/A
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.	N/A

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.	N/A
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.
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	N/A
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 webmaster.
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.	N/A
HC	1.2	1.2.1 Develop learning outcomes for all workshops, presentations and seminars that are conducted.	Evaluate all meetings for outcomes	N/A
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
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
LA	1.2	1.2.3 Expand offerings in English curriculum including integrated reading/writing courses.	Number of course offered	Faculty/staff time
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
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
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
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
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	N/A
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.	N/A
PRIE	1.2	1.2.1 Conduct research on student learning outcomes.	Number of completed assessment plans. Number of SLO related projects	N/A
PRIE	1.2	1.2.2 Collaborate w/ District ITS to improve data integrity of the available databases/ warehouses.	Completion of agenized 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

Skyline College 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 outcomes.

Strategy 1.3. OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS: Broad outreach efforts that build partnerships and respond to educational community needs.

Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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	N/A
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
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.	N/A
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	N/A
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
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.
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
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.

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	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.
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	N/A
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 classes.
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	N/A
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.	N/A

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

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Unit Objectives and Measures

Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.	N/A
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.
EOPS & CARE	1.3	1.3.2 Establish an EOPS/CARE alumni group.	Number of Alumni. Number of meetings/activities.	List of EOPS alumni.
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
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.	N/A
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
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	N/A
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

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

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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
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
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
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	N/A
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

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

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 indicators.				
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
A & R	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.	N/A
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	N/A
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.	N/A
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	N/A
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

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
LIB	2.1	2.1.2 Use all Skyline email to enhance Library's campus profile	All information updated, current, informative	N/A
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.	N/A
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.	N/A
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.	N/A
SMT	2.1	2.1.1 Support College planning through timely submission of program reviews	Number of Program Reviews submitted	N/A
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
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	N/A

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.	N/A
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.	N/A
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.	N/A
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.	N/A
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.
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.	N/A
HC	2.2	2.2.1 Develop partnerships with faculty for development of curriculum.	Curriculum infused with vital health information.	N/A

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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
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
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	N/A
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.	N/A
PRIE	2.2	2.2.1 Enhance and continue to develop PRIE website.	All posted information updated and current.	N/A
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.	N/A
SAO	2.2	2.2.1 Enhance and continue to develop SAO, ASSC and SOCC website	Updated all information and maintain links	N/A
SMT	2.2	2.2.1 Continue support for faculty website training, and development of more extensive division and math websites with improvements and updates.	All full-time faculty avail themselves to creating a website. All department and Division web information is updated, current and correct. Website developed.	N/A
TLC	2.2	2.2.1. Enhance and continue to develop TLC and TRIO websites as well as the TRIO newsletter.	All posted information updated and current. Interactive "faculty resource page" added F07	N/A
TLC	2.2	2.2.2 Ensure that TRIO program is in compliance with the Department of Education regulations.	All information accurate and complete. Designated meeting space for TRIO students established.	Designate 5101 as TRIO room
A & R	2.3	2.3.1 Continue staff training in First Aid and CPR procedures.	Training is provided and proficiency is attained by those trained	N/A

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
ASSESS	2.3	2.3.1 Provide training to all assessment staff in a new hire orientation and an emergency procedure training.	Student perception surveys. Staff perception surveys. Number of staff trained.	N/A
BUS	2.3	2.3.1 Provide adequate lighting on all areas of the campus, especially Pacific Heights, to accommodate students, faculty, and staff who are here until 10:00 p.m. in the Cosmetology program.	Adequate lighting installed in parking areas	Funds for light fixtures and installation
CITD	2.3	2.3.1 Work with appropriate personnel to ensure safety and security at the Chestnut Center at all times.	Regular staff training for safety and emergency planning.	N/A
CWD	2.3	2.3. Train CWD Staff in emergency procedures.	Documented staff training and evaluations.	Expertise
DEV MKGT & PR	2.3	2.3.1 Effectively communicate in emergencies or crises to external media.	Perception surveys	N/A
FIN AID & INFO CTR	2.3	2.3.1 Provide students with an environment that has controlled identity theft threat.	Implemented technology (PIN pads) to check-in with FA staff without having to disclose student identification numbers.	N/A
HC	2.3	2.3.1 Provide information about emergency procedures to all staff.	Material produced and distributed	Printing costs
PHYS ED	2.3	2.3.1 Pursue CPR certification for all coaching staff.	CPR certificates obtained by all coaches.	
SECURITY	2.3	2.3.1 Improve the quality of service by provide adequate service to the campus community on a twenty-four hour per day, five day per week basis.	Hired permanent officer	Salary for one permanent position.
SECURITY	2.3	2.3.2 Assist Skyline College in addressing the long standing concern relative to smoking on campus, the Security Department will enforce as necessary any violations of said policy.	Prepare and sought out the approval of a formal a Smoking Enforcement Policy.	N/A
SMT	2.3	2.3.1 Assist with training and evaluation of emergency procedures of the college - specifically those in the science laboratory area and concerning hazardous waste.	Input into the emergency procedure processes	N/A

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
SS/CA	2.3	2.3.1 Provide appropriate area for hazardous materials and training for users of these materials and their proper handling.	Number of training sessions and participants.	N/A
TLC	2.3	2.3.1. Participate in emergency procedures training.	Director and 3 staff members will complete training.	N/A

Goal 3

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

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
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
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.	N/A
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.	N/A
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	N/A

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

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
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)
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.
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.	N/A
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
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
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

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.
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
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.

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
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.
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.
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.	N/A
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
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
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).
PRIE	3.2	3.2.1 Conduct marketing and outreach studies to inform planning decisions.	Number and variety of studies completed.	N/A
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	N/A
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	N/A
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.	N/A
SMT	3.2	3.2.4 Coordinate with Tech-prep additional opportunities for High school articulation.	Number of additional tech-prep agreements	N/A
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

Goal 4

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

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
A & R	4.1	4.1.1 Provide for routine cycle for replacement of equipment (e.g. 3-5 year).	Updated equipment updated	Budget
ASSESS	4.1	4.1 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.
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 Information.
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
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

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Unit Objectives and Measures				
Unit	Strategy	Objective	Measurement and Criteria	Resources Needed
FIN AID & INFO CTR	4.1	4.1.2 Complete document imaging of student permanent record/files.	Completed imaging.	Staff
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
HC	4.1	4.1.1 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.	N/A
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	N/A
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.	N/A
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	N/A
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.	N/A
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
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)

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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
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
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.	N/A
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.
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.	N/A

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College Goals and Strategies

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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
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
LA	4.2	4.2.4 Provide Foreign Languages/ESOL lab.	Language lab is fully operational.	Building funds; technology funds; instructional aide/tutor funding
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
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
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	N/A
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 surplus or donated	Resources cannot be determined - possibly from district - possibly discretionary
SMT	4.2	4.2.5 Develop replacement schedule for computers in the SMT Division and CALT.	Schedules developed	N/A
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	N/A
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	N/A

Goal 5

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

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
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.	N/A
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 event.
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.	N/A
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.
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
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.

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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
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	N/A
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.	N/A
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 meetings.	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.	N/A
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
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 manual.	N/A
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 advancement.
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 Fund, other grant opportunities
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

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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
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 Development main source of resources.
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.	N/A
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	N/A
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. Trained staff.	N/A
SMT	5.1	5.1.1 Promote and support staff development activities.	Number of attendees and activities	N/A
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.	N/A
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	N/A
TLC	5.1	5.1.1. Implement annual assessment of each staff member's staff development needs.	Professional development plan.	Classified staff development funds

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