

**STRATEGIC INITIATIVES AND PROPOSED ACTION PLANS**

*Finalized by the Strategic Planning Task Force: June 27, 2008*

<b>ACTION PLANS</b> <i>for the next five years that support the four Strategic Initiatives, to be implemented in an environment of Collegiality, Collaboration, Communication, and Interconnectivity</i>			
<b>Hiring Full-Time Faculty and Permanent Staff</b>  <i>Make progress toward filling vacant permanent classified staff positions and meeting the goal that 75 percent of credit instruction be delivered by full-time faculty.</i>	<b>Training Priorities</b>  <i>Develop a set of institutional training priorities for faculty, staff and managers to promote innovation, improve effectiveness and efficiency, encourage succession planning, and identify career laddering opportunities.</i>	<b>Student Support Services</b>  <i>Ensure meaningful access to critical student learning support services appropriate for the varying times, locations and modes of delivery through which instruction occurs.</i>	<b>Fiscal Stability</b>  <i>Develop a transparent budget that maintains an appropriate fund balance and supports the strategic implementation of institutional goals and objectives.</i>

**STRATEGIC INITIATIVES**

<b>ACTION PLANS</b>	<b>Basic Skills Initiative</b>	<b>Global Citizenship</b>	<b>Sustainable Campus</b>	<b>Vocational Education</b>
<b>Hiring Full-Time Faculty and Permanent Staff</b>	<ul style="list-style-type: none"> <li>• Increase the number of instructional assistants for English, Math and ESL classes</li> <li>• Expand the use of instructional assistants in vocational and other academic subject programs</li> </ul>	<p>Communicate to all staff and faculty the college's commitment to Global Citizenship</p>	<ul style="list-style-type: none"> <li>• Communicate to all staff and faculty the college's commitment to sustainability</li> <li>• Hire permanent administrative leadership to support sustainability initiatives</li> <li>• Hire permanent classified staff (i.e., recycling, physical plant and maintenance) to support sustainability initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• In developing and expanding vocational programs, acknowledge and support the need for leadership of faculty who possess relevant industry experience</li> <li>• Ensure adequate instructional support for new and expanding vocational programs</li> </ul>
<b>Training Priorities</b>	<ul style="list-style-type: none"> <li>• Establish a teaching/learning center to provide avenues for professional development for instructional and student services faculty</li> <li>• Include, as an ongoing part of institutional flex day activities, presentations that address strategies for increasing student success</li> </ul>	<p>Provide professional development for faculty and staff in two primary areas:</p> <ul style="list-style-type: none"> <li>• infuse the ideas of global citizenship throughout the curriculum, and</li> <li>• promote interaction between international and other students at the college</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a District-wide policy that includes training in the purchase and use of energy efficient and green products</li> <li>• Develop orientation for all new employees on new and existing environmental programs</li> <li>• Provide site-specific training to building occupants on the important environmental aspects and climate control options of all campus buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Inform faculty and staff in various disciplines about emerging technologies/ trends</li> <li>• Utilize industry experts to develop strategies to support faculty professional currency</li> <li>• Provide professional development and networking opportunities for instructional and support staff</li> </ul>

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<b>Fiscal Stability</b>	Produce growth in FTES through the increased retention and success of basic skill students	<ul style="list-style-type: none"> <li>• Increase retention by the efforts cited in the other three strategic initiatives and thereby increase the number of international students</li> <li>• Identify potential funding sources to support student engagement in global citizenship activities</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize energy efficient projects, with an emphasis on solar energy generation capacity</li> <li>• Set date-based goals and targets for implementing the priorities identified in the Environmental Audit</li> <li>• Develop educational signage to promote resource efficiency throughout the campuses</li> <li>• Provide improved and affordable access to SMC by supporting a wider variety of alternative transportation choices</li> <li>• Include sustainability criteria in contracts and RFP procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct industry trade analysis to determine that a target audience for proposed offerings exists</li> <li>• Leverage grants and categorical programs to improve and expand vocational programs</li> <li>• Ensure that vocational funds are aligned with college priorities</li> <li>• Increase FTES through new vocational programs and courses</li> <li>• Develop a plan to ensure funding for implementation and maintenance of vocational programs</li> <li>• Develop strategies for tracking vocational students after they leave the program</li> </ul>

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<b>Student Support Services</b>	<ul style="list-style-type: none"> <li>• Develop a distance education, noncredit course designed to help students “brush up” on their math and English skills prior to taking the assessment tests</li> <li>• Expand linkages between counseling services and basic skills initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Expand and develop academic and social support for international students</li> <li>• Improve facilities for international students and ESL</li> <li>• Expand student participation in the SMC Study Abroad programs</li> </ul>	<ul style="list-style-type: none"> <li>• Provide instructional support services at the Center for Environmental and Urban Studies (CEUS)</li> </ul>	<ul style="list-style-type: none"> <li>• Expand tutoring to address the needs of specific vocational programs</li> <li>• Enhance linkages between counseling services and various vocational disciplines</li> <li>• Increase the use of industry-related forums and job-matching strategies to provide opportunities for students and employers to participate in job-shadowing activities, internships, and employment possibilities</li> </ul>