The Strategic Plan serves as a mid-cycle, working document to achieve outcomes established by the EMP. It is used concurrently with the EMP in order to provide the framework for the Unit Plans, Area Plans, and College Annual Plan/Resource Allocation priorities. The Strategic Plan provides a mid-point (3 years) for assessment of EMP goals and iterative input/goal refinement. The Strategic Plan may also be referred to as the college's Strategic Goals.

Goal A: Strengthening the Culture of Completion

Highlight clear educational and career pathways for ALL students and provide the programs, guidance and support they need to achieve their educational goals in a timely manner.

A1. Emphasize and strengthen an equity mindset in support of success outcomes for all students:
Cerritos College will continue to advance equity initiatives in order to close the achievement gaps for disproportionately impacted students. The college will increase semester to semester retention by minority male students by 2% each year.
Leading the initiative: Co-Chairs of Equity Committee
Involved in the initiative: Equity Committee, Umoja Leadership; Black Student Union Leadership; Human Resources; IERP; all faculty/staff complete surveys; selected sections of classes sampled for students to take the survey.

- Year 1: Participate in the CCEAL/M2C3 surveys (students/faculty/staff) to help identify where members of the campus community perceive equity issues. Results of the surveys will be shared so that areas for which intervention are needed can be identified.
- Year 2: Areas identified for intervention from the CCEAL/M2C3 surveys, will develop action plans. Begin implementation of action plans.
- Year 3: Continued implementation, measurement/evaluation.

A2. Provide students with clear pathways for achieving their educational goals:
Cerritos College will develop and implement a Guided Pathways program.
Leading the initiative: VP/Academic Affairs; VP/Student Services; Faculty Senate.
Involved in the initiative: Faculty; Academic Deans; CSEA, IERP; Developmental Education Committee Chair; VP/BS; IT; Student Services managers; ASCC; Chair of Department Chairs Committee. Faculty Senate President or designee.

- Year 1: Continue to refine and develop Pathways project in progress. Apply for CA Guided Pathways Grant funding.
- Year 2: Implementation of the Pathway.
- Year 3: Scaling up offerings for Pathway. Measurement/evaluation of outcomes.

A5. Find ways to reduce the time required to achieve degree and certificate requirements.
Cerritos College will enact Multiple Measures for placement, employing the MMAP framework or other framework consistent with AB705; and explore additional models of co-requisite instruction for students to enroll and be successful in college level courses.
Leading the initiative: Dean of Counseling; Director of Career and Assessment Services; Math Co-Chairs; English Co-Chairs; Counseling Chairs; Dean of Liberal Arts; Dean Science, Engineering, and Math
Involved in the initiative: Math, English, and Counseling faculty; IERP; ESL and Reading Department Chairs; DSPS faculty representative; Adult Education.

- Year 1: Determine multiple methods for use. Determine need for co-requisite courses or alternative models, and update or create curriculum as needed.
- Year 2: Begin planning for implementation, which may include newly "right sized" course offerings to meet the demands of implementation.
- Year 3: Implementation. Measurement/evaluation of outcomes.

A8. Foster a culture of respect that reflects the campus commitment to diversity and inclusion and effectively addresses students' needs for holistic support, personal responsibility, situational awareness, and leadership development.

Cerritos College will evaluate, improve, and expand existing diversity and sexual assault programs to foster a culture of respect.

Leading the initiative: Director of CTX; Dean of Academic Success; Director of Diversity/Compliance.

Involved in the initiative: Equity Committee, DEEOAC Committee; Deans/Directors; Faculty; Staff.

- Year 1. Launch a collaborative approach to assess and evaluate campus climate and existing campus diversity and sexual assault prevention initiatives to identify needs, reduce duplication, share resources, identify gaps, and align existing initiatives to the Educational Master, EEO/Diversity, and the Triple Integrated Plan.
- Year 2. Using the data from year one, strengthen existing programs and create new programs to fulfill the identified gaps; identify and develop mechanisms for training incentives, accountability, and assessment.
- Year 3. Engage in effective ongoing self-assessment including an evaluation team, self-assessment methodology, campus climate surveys, student feedback, learning from participants, widely disseminating findings, and committing to meaningful institutional change where indicated.

A9. Improve students' front door experience in order to increase access and entry (on boarding).

A9a. Cerritos College will improve students' front door experience by having a site liaison at each high school; and we will develop and use a strong student ambassador program. These actions will assist students crossing the bridge from high school to college from among service area high schools as well as continue to support requests received from such high schools.

A9b. Cerritos College will improve its front door experience through a stronger coordination of activities in Admissions & Records, Career and Assessment Center, Counseling, and Financial Aid in order to more effectively onboard students.

Leading the initiative: Vice President of Student Services

Involved in the initiative: Director of EPP; Dean of Student Services; School Relations Coordinator; Dean of Admissions and Records; Dean of Counseling; Director of Career and Assessment; Dean of Financial Aid; Welcome Center

- Year 1: Ensure appointment and walk-in availability in Counseling. Ensure all phone lines are answered in the following offices: Admissions and Records, Financial Aid, Counseling, and Career and Assessment. Enact Qless line management system. Employ student services satisfaction surveys; use results to improve the student experience. VP of Student Services will begin an audit to determine improvements and removal of barriers for students in the areas mentioned in goal A9b. Educational Partnerships and Programs and Student Services divisions and departments with matriculation functions will provide training to site liaisons mentioned in goal A9a. School Relations will oversee ambassador program in goal A9a.
- Year 2: Implement changes identified in Year 1. Measure/evaluate.
- Year 3: Continue to improve; measure/evaluate.

Goal B: Ensuring program alignment by strengthening partnerships.

Ensure all educational programs are aligned with industry trends and labor market needs. Strengthen partnerships with high schools, universities and strategic business and industry to build a completed pathway to completion.

B3. Improve and expand partnerships and dual enrollment agreements with local school districts to increase enrollment from high school graduates.

Cerritos College will Improve and expand partnerships and CCAP and Non-CCAP dual enrollment agreements with local school districts to increase enrollment from high school graduates.

Leading the initiative: Director of EPP
Involved in the initiative: Faculty Senate; EPP staff; Dean of Student Services; School Relations
- Year 1: Have 2 CCAP MOUs signed by Spring 2018.
- Year 2: Have an additional 2 MOUs signed by Fall 2018.
- Year 3: review CCAP agreements, and make any necessary changes and/or updates.

B4. Expand partnerships with 4-year institutions to develop a coherent and time efficient educational pathway for Cerritos College transfer graduates to reinforce the culture of completion model.
Cerritos College will forge stronger relationships with its four year university partners; especially with CSULB.
Leading the initiative: President
Involved in the initiative: VP/Academic Affairs; VP/Student Services; Dean of Counseling; Faculty
- Year 1: President Fierro host biennial meeting with local CSU Presidents and Vice Presidents. Identify what challenges are present to overcome increasing transfer by Cerritos College students.
- Year 2: Implement changes identified. President Fierro and Executive Council host meeting with CSULB President and other members of her cabinet to continue open dialog with CSULB.
- Year 3: President Fierro host biennial meeting with local CSU Presidents and Vice Presidents.

Goal C: Promoting Leadership and Staff Development
Develop an organizational culture for all employees that support professional growth, intra and inter departmental collaboration, institutional memory, and leadership continuity.
C1. Adopt policies and procedures that will facilitate professional development.
Cerritos College will explore the adoption of a Professional Development Day to increase intra and inter departmental collaboration.
Leading the initiative: Human Resources
Involved in the initiative: Employee Development Committee
- Year 1: Establish a professional development day.
- Year 2: Evaluate the success of professional development day; make changes and adjustments if necessary. Draft policies and procedures, which arise from the first professional development day, to create sustainable professional development at Cerritos College.
- Year 3: Continue drafting policies and procedures for sustainable professional development.

C3. Expand awareness among faculty and staff of available professional development opportunities.
Cerritos College will establish the Presidential Leadership Speakers Series, which will be offered alternating years with Falcon Leadership Academy.
Leading the initiative: President
Involved in the initiative: All employees
- Year 1: Build curricula for Presidential Leadership Speakers Series and Falcon Leadership Academy
- Year 2: Launch the speakers series, inviting leaders in community colleges/higher education
- Year 3: Falcon Leadership Academy

C5. Codify business practices in writing to retain institutional knowledge, maintain continuity during staffing transitions, emphasize using best practices among community colleges.
Cerritos College offices will ensure that business practices and processes are codified as much as possible to ensure each office is operational during times of transition and change.
Leading the initiative: VP/Human Resources
Involved in the initiative: All management employees (President/VPs/Deans/Directors); Classified Staff

- Year 1. Gather and assess current operational procedures and make changes as needed to establish meaningful business practices. Develop a template for SOPs. Identify "key" employees who might be of reference during the development of SOPs and staff transitions. Establish a process to provide feedback, including removing obsolete procedures, to departments regarding their SOPs format and content.
- Year 2. Document business practices identified on the first year. Create a culture of documenting new operational procedures as they develop.
- Year 3. Post SOPs to Cerritos College intranet. Assess the process for auditing SOPs and revise as necessary.

Goal D: Improving Internal and External Communications

Raise awareness about who we are and convey that message effectively, both internally and externally. Improve information transfer between all of our on-campus constituent groups as well as with our external community.

D1. **Construct a consistent narrative around our identity.**

Leading the initiative: Director of College Relations, Public Affairs & Governmental Relations

Involved in the initiative: Executive Council; campus community

- Year 1: Launch new website with branded image.
- Year 2: Develop internal/external branded electronic documents and collateral that highlight campus activities, events and resources and reinforce the College's narrative: affordable, excellent, accessible.
- Year 3: New college branding and logo for one consistent look.

D4. **Provide information delivery guidelines for employees and students to ensure information is communicated more effectively, intuitively and with ease (more consistent information flow through Cerritos College).**

Leading the initiative: Faculty Senate

Involved in the initiative: College Relations, Public Affairs & Governmental Relations for webpage support; campus community

- Year 1: Faculty Senate will pilot Falcon Information Exchange on college's website to share Faculty Senate committee outcomes. Website will include a link to committee's website where agendas and minutes will be posted.
- Year 2: Continue use and evaluate.
- Year 3: Based on assessment results, institutionalize or investigate a different tool.

Goal E: Upgrading educational infrastructure

Continue with the ongoing modernization of campus buildings and information technology to ensure that all facilities and IT systems on campus meet industry standards.

E1. **Ensure that IT infrastructure (hardware and software) can meet current and future technology needs of the college.**

Leading the initiative: Director IT; IT Manager; VP/Student Services; VP/Academic Affairs; VP/Business Services

Involved in the initiative: Faculty Senate (TBLC); Dean IERP; Dean Counseling; Dean of Admissions & Records; Financial Aid; Accessibility Specialist; Dean of Academic Success, IT Standards Committee

- Year 1: Review the Unit Plan submissions regarding technology requests. Conduct campus wide IT needs assessment survey in conjunction with the development of the IT Master Plan
- Year 2: Review and Implement the IT Master Plan
- Year 3: Review and Implement the IT Master Plan

E2. **Establish a decision-making framework for all technology updates and improvements.**

Leading the initiative: Director IT; IT Manager; VP/Student Services; VP/Academic Affairs; VP/Business Services

Involved in the initiative: Faculty Senate (TBLC); Dean IERP; Dean Counseling; Dean of Admissions & Records; Dean of Student Support Services; Accessibility Specialist; IT Standards Committee

- Year 1: Develop a screening tool/clearance form for the campus to use when requesting new (and updated) technology/software requests so that IT can determine if they can support the technology or not PRIOR to the purchase of the technology (IT/Academic Affairs/Student Services). Total cost of ownership needs to be included in the decision making for the purchase of technology
- Year 2: Develop administrative procedure for technology purchases, which affect the campus community. Review possible duplication or relevance.
- Year 3: Implementation and Review

E3. Support a technology-based learning environment.

Cerritos College will implement and expand Online Education Initiative (OEI).

Leading the initiative: Faculty Senate President and Senate Leadership

Involved in the initiative: Faculty Senate; Faculty Professional Development Committee

- Year 1: Increase professional development opportunities for online instruction and learning
- Year 2: Increase the number of courses offered as online or hybrid instruction
- Year 3: Continue to improve professional development opportunities and increase number of courses offered as online or hybrid instruction

Cerritos College will increase awareness of Open Educational Resources (OER).

Leading the initiative: Faculty Senate President and Senate Leadership

Involved in the initiative: Faculty Senate; Faculty Professional Development Committee

- Year 1: Increase professional development opportunities for Open Educational Resources; Increase number of GE pathway courses that are using OER
- Year 2: Identify the usage of OER; Increase number of GE pathway courses that are using OER; Make known the amount of money OER saves students each semester/year
- Year 3: Continue to find funding sources, identify the usage of OER, increase number of GE pathway courses that are using OER and make known the amount of money OER saves students each semester/year

Goal F: Enhancing Organizational Effectiveness

Enhance organizational effectiveness by streamlining and simplifying College systems and processes. Diversify revenue sources to maximize discretionary funding opportunities which will support programs of excellence.

F1. Identify, streamline, and simplify all institutional policies, practices, procedures, and processes.

Cerritos College will identify and eliminate unnecessary bureaucracy in its policies/procedures/practices; and update as changes are made. Cerritos College will ensure that office stability is maintained through changes by having written policies/procedures/practices.

Leading the initiative: VP/Human Resources; VP/Business Services; VP/Academic Affairs; VP/Student Services

Involved in the initiative: All management employees (President/VPs/Deans/Directors) will lead the initiative; all employees involved.

- Year 1. HR will develop a template for departments to use to identify departmental policies, practices, and processes which need to be included in the on-boarding program of any new employee joining their team. HR will develop an on-boarding checklist template for departments to use.
- Year 2. Implementation of departmental employee-on-boarding practices to include appropriate transition, socialization, and adaptation of new employees to the District. Practices include

training all employees on institutional policies, departmental SOPs, and technology requirements.

- Year 3. After implementation, survey new employees about the on-boarding experience and make corrections as needed.

F3. Develop additional revenue streams
Cerritos College Foundation will establish a Corporate College.
Leading the initiative: Executive Director of the Foundation
Involved in the initiative: VP/Academic Affairs; Foundation staff; Apprenticeship Programs representative

- Year 1: Determine programming; research various corporate audiences for interest
- Year 2: Offer programming; measure/evaluate
- Year 3: Sustain programming with improvements as needed.

F4. Establish an Alumni program as a part of Foundation Outreach
Cerritos College Foundation will establish an Alumni program.
Leading the initiative: Executive Director of the Foundation
Involved in the initiative: Foundation staff

- Year 1: Develop Alumni program goals
- Year 2: Recruit members to join Alumni program
- Year 3: Continue/sustain program