Goal	Goal Areas	Leads:	Involved:	Year 1 Activities:	Year 1 Reporting:	Year 1 Narrative (if not on track)	Year 2 Activities:	Year 2 Preparation needed Resources req/allocated?:
Goal A: Strengthening the Culture of Completion	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.**	Co-Chairs of Equity Committee	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.	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.	On track		Areas identified for intervention from the CCEAL/M2C3 surveys, will develop action plans. Begin implementation of action plans.	Need to begin action planning so that Year 2 can be spent implementing action plans; resource requests should be present in 2018-19 annual planning docs (Unit/Div/Area/College)
Goal A: Strengthening the Culture of Completion	A2. Provide students with clear pathways for achieving their educational goals: **Cerritos College will develop and implement a Guided Pathways program.**	VP/Academic Affairs; VP/Student Services; Faculty Senate	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	Continue to refine and develop Pathways project in progress. Apply for CA Guided Pathways Grant funding	In progress	Guided Pathways is on a new timeline as a CCCCO initaitive. Year 1 (2018-19) is focussed on preparation.	Implementation of the Pathway. This activity (and year 3) will need to be updated to reflect the CCCCO initiative/funding timelines.	Budget and activities for 2018-19 need to be determined by the GP Committee.
Goal A: Strengthening the Culture of Completion	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. Explore additional models of co-requisite instruction for students to enroll and be successful in college level courses.**	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, Psychology Chair, ESL Chair, Reading Department Chairs	Math, English, Reading, ESL, and Counseling faculty; IERP; DSPS faculty representative; Adult Education; Psychology faculty	Determine multiple methods for use. Determine need for co-requisite courses or alternative models, and update or create curriculum as needed. Begin implementation as required by passage of AB705	On track		Begin planning for implementation, which may include newly "right sized" course offerings to meet the demands of implementation	Pilot Groups will yield data and research can begin in January 2019.
Goal A: Strengthening the Culture of Completion	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.**	VP Human Resources; Director of Diversity/Compliance, Dean of Academic Success	Coordinator of CTX, Staff Development Assistant, Equity Committee, DEEOAC Committee; Employee Development Committee, Deans/Directors; Faculty; Staff	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	On track		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	
Goal A: Strengthening the Culture of Completion	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 Services, and Assessment Center (RES TITLES), Counseling, and Financial Aid in order to more effectively onboard students.**	Vice President of Student Services	Director of EPP; Dean of Student Services; School Relations Coordinator; Dean of Admissions and Records; Dean of Counseling; Director of Career and Assessment Services; Dean of Financial Aid; Welcome Center	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	A9a. On Track A9b. In progress	A9a. Site Liaison being provided 2018-19 through grant received by EPP. A9b. Survey distributed; results will be used to deteremine what adjustments need to be made for year 2 activities.	Implement changes identified in Year 1. Measure/evaluate	A9b. May have changes to make to year 2 depending on results of survey.

Goal B: Ensuring program alignment by strengthening partnerships	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.**	Director of EPP	Faculty Senate; EPP staff; Dean of Student Services; School Relations	Have 2 CCAP MOUs signed by Spring 2018	In Progress		Have an additional 2 MOUs signed by Fall 2018	
Goal B: Ensuring program alignment by strengthening partnerships	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.**	President	VP/Academic Affairs; VP/Student Services; Dean of Counseling; Faculty	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	On track		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	
Goal C: Promoting Leadership and Staff Development	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**	Human Resources	Employee Development Committee	Establish a professional development day	On track	First professional Development day to be held Nov. 2, 2019	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	
Goal C: Promoting Leadership and Staff 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**	President	All employees, Staff Development Assistant	Build curricula for Presidential Leadership Speakers Series and Falcon Leadership Academy	On track		Launch the speakers series, inviting leaders in community colleges/higher education	
Goal C: Promoting Leadership and Staff Development	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.**	VP/Human Resources	All management employees (President/VPs/Deans/Directors); Classified Staff	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	On track		Document business practices identified on the first year. Create a culture of documenting new operational procedures as they develop	
Goal D: Improving Internal and External Communications	D1. **Construct a consistent narrative around our identity.**	Director of College Relations, Public Affairs & Governmental Relations	Executive Council; campus community	Launch new website with branded image after consultation with all constituencies	On track		Develop internal/external branded electronic documents and collateral that highlight campus activities, events and resources and reinforce the College's narrative: affordable, excellent, accessible	

Goal D: Improving Internal and External Communications	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).**	Faculty Senate	College Relations, Public Affairs & Governmental Relations for webpage support; campus community	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	Stalled	Senate, SLO committee, program review, and chairs council lost permenant clerical support at the end of Fall 2018. Temporary adult hourly support has been provided but without an identified communication point of contact for faculty driven shared governance has become difficult.	Continue use and evaluate	Resources need to be restored to make progress on Year 1 activities for this Goal.
Goal E: Upgrading educational infrastructure	E1. **Ensure that IT infrastructure (hardware and software) can meet current and future technology needs of the college.**	Director IT; IT Manager; VP/Student Services; VP/Academic Affairs; VP/Business Services	Faculty Senate (TBLC); Dean IERP; Dean Counseling; Dean of Admissions & Records; Financial Aid; Accessibility Specialist; Dean of Academic Success, IT Standards Committee	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	In progress	Contractor has been selected for the creation of the IT Master Plan.	Review and Implement the IT Master Plan	
Goal E: Upgrading educational infrastructure	E2. **Establish a decision-making framework for all technology updates and improvements.**	Director IT; IT Manager; VP/Student Services; VP/Academic Affairs; VP/Business Services	Faculty Senate (TBLC); Dean IERP; Dean Counseling; Dean of Admissions & Records; Dean of Student Support Services; Accessibility Specialist; IT Standards Committee	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. Input from all constituencies should be included.	In progress	Tool development is in progress.	Develop administrative procedure for technology purchases, which affect the campus community. Review possible duplication or relevance	
Goal E: Upgrading educational infrastructure	E3. Support a technology-based learning environment. **Cerritos College will implement and expand Online Education Initiative (OEI).**	Faculty Senate President and Senate Leadership	Faculty Senate; Faculty Professional Development Committee	Increase professional development opportunities for online instruction and learning	On track		Increase the number of courses offered as online or hybrid instruction	
Goal E: Upgrading educational infrastructure	**Cerritos College will increase awareness of Open Educational Resources (OER).**	Faculty Senate President and Senate Leadership	Faculty Senate; Faculty Professional Development Committee	Increase professional development opportunities for Open Educational Resources; Increase number of GE pathway courses that are using OER	Not started	Year 1 activities to be moved into 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	May need resources to accomplish Year 1 goals in Year 2
Goal F: Enhancing Organizational Effectiveness	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.**	VP/Human Resources; VP/Business Services; VP/Academic Affairs; VP/Student Services	All management employees (President/VPs/Deans/Directors) will lead the initiative; all employees involved. Coordinator of CTX, Employee Development Committee	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.	On track		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	

Goal F: Enhancing Organizational Effectiveness	F3. Develop additional revenue streams **Cerritos College Foundation will establish a Corporate College.**	Executive Director of the Foundation	VP/Academic Affairs; Foundation staff; Apprenticeship Programs representative	Determine programming; research various corporate audiences for interest	In progress		Offer programming; measure/evaluate	
Goal F: Enhancing Organizational Effectiveness	F4. Establish an Alumni program as a part of Foundation Outreach **Cerritos College Foundation will establish an Alumni program.**	Executive Director of the Foundation	Foundation staff	Develop Alumni program goals	On track		Recruit members to join Alumni program	

UPDATED Sept. 6, 2018