



President's Workplan for 2020-2021

Priority 1: Student Success and Support: Increase Enrollment, Progress and Outcomes

Objectives	Strategies/Notes for 2020-2021	Long-Term Strategies/Notes	Core Theme
<i>Improve retention and persistence rate.</i>	<ul style="list-style-type: none"> (a) Provide weekly CRM reports to the CTE program faculty. (b) Continue implementing the Guided Pathways process (c) Monitor enrollment for all CTE and General Education programs on a weekly basis for the cabinet and daily at the program level for the deans. (d) Continue to use "Advising Day" to provide classroom visits via Zoom and offer face-to-face in Zoom for CTE program advising. (e) Improve connections into credit offerings from Adult Basic Education for college and career (f) Update college website timely/regularly to provide up-to-date resources that are available for students. 	<ul style="list-style-type: none"> (g) Provide weekly CRM reports to the CTE program faculty. (h) Continue implementing the Guided Pathways process (i) Monitor enrollment for all CTE and General Education programs in a weekly basis for the cabinet and daily at the program level for the deans. (j) Continue to use "Advising Day" to provide classroom visits via Zoom and offer face-to-face in Zoom for the CTE program advising. (k) Improve connections into credit offerings from Adult Basic Education for college and career (l) Expand I-BEST offerings (m) Update college website timely/regularly to provide up-to-date resources that are available for students. 	<p>Student Centered 4, 5 Workforce Education 2</p>

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<p><i>Continue to increase the number of certificates and degrees.</i></p>	<ul style="list-style-type: none"> (a) Initiate BAS program process and submit at least three proposals before July 2021. (b) Add at least two I-BEST programs. 	<ul style="list-style-type: none"> (c) Develop new programs over the next three years (d) Expand programs in high-demand fields (e) Explore evening and weekend programs 	<p>Student Centered 3</p>
<p><i>Support and educate students to advocate for a campus community that promote equity and inclusion.</i></p>	<ul style="list-style-type: none"> (a) Increase certificate/degree completion (b) Increase Basic Skills completion (c) Provide equity and inclusion training for faculty, staff and students (d) Evaluate equity and inclusion as part of the student learning outcomes 	<ul style="list-style-type: none"> (e) Enhance the effectiveness of the enrollment process to improve access to under-represented students. (f) Increase certificate/degree completion (g) Increase Basic Skills completion (h) Provide equity and inclusion training for faculty, staff and students (i) Build equity and inclusion as part of the student learning outcomes 	<p>Student Centered 1, 2, 3</p>

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Priority 2: Improve Quality of Data, including Accuracy, Timeliness and Definition

Objectives	Strategies/Notes for 2020-2021	Long-Term Strategies/Notes	Core Theme
<i>Provide support to college departments related to data collection, analysis and interpretation.</i>	<ul style="list-style-type: none"> (a) Institutional and programmatic accreditation Program review (b) Align Student Learning Outcomes (SLO) across course, program and institution level (c) Data for grant and contract application 	<ul style="list-style-type: none"> (d) Institutional and programmatic accreditation (e) Program review (f) Align Student Learning Outcomes (SLO) across course, program and institution level (g) Data for grant and contract application 	Workforce Education 1
<i>Develop a dashboard that provides up-to-date information to the college.</i>	<p>Enrollment Management</p> <ul style="list-style-type: none"> • Enrollment by course and program • Enrollment, FTEs, and headcounts • General Education course offerings • Headcount by zip code • Daily/Weekly enrollment dashboard • Weekly waitlist status • Faculty/student ratio (FTE & headcount) <p>Student Achievement</p> <ul style="list-style-type: none"> • Annual transfer data • Awards granted • First Time in College (FTIC) Fall-to-Fall Retention <p>Demographics</p> <ul style="list-style-type: none"> • Employee demographics • Student demographics by quarter 	<p>Enrollment Management</p> <ul style="list-style-type: none"> • Enrollment by course and program • Enrollment, FTEs, and headcounts • General Education course offerings • Headcount by zip code • Daily/Weekly enrollment dashboard • Weekly waitlist status • Faculty/student ratio (FTE & headcount) <p>Institutional Effectiveness</p> <ul style="list-style-type: none"> • Institutional SLO • Program and department review cycle • Program SLO • SLO results • SLO reporting schedule • Grants awarded <p>Student Achievement</p> <ul style="list-style-type: none"> • Annual transfer data • Awards granted 	Student Centered 2 General Education 2, 3

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- Student retention and completion rate by race and age

- First Time in College (FTIC) Fall-to-Fall Retention
- FTIC student persistence (continual pursuit of a student in a degree program leading toward the completion of the program and therefore being awarded a college degree in the student's field of study)

Demographics

- Employee demographics
- Student demographics by quarter

Student Support Services

- Financial aid award snapshot
- Students receiving need-based aid

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Priority 3: Improve Financial Sustainability

Objectives	Strategies/Notes for 2020-2021	Long-Term Strategies/Notes
<i>Develop a three-year financial sustainability plan.</i>		<ul style="list-style-type: none"> (a) Address state allocation reductions (b) Expand apprenticeship and Technical High School (c) Explore grants and contracts (d) Alternative resource streams
<i>Improve communication and transparency.</i>	<ul style="list-style-type: none"> (a) Reconcile and resolve old accounts/budgets to present accurate balances 	<ul style="list-style-type: none"> (b) Provide quarterly financial reports by program to include FTE generation (c) Reconcile and resolve old accounts/budgets to present accurate balances
<i>Develop and implement processes and procedures to improve financial accountability.</i>	<ul style="list-style-type: none"> (a) Provide training to faculty and staff 	<ul style="list-style-type: none"> (b) Set clear expectations and communicate regularly (c) Provide training to faculty and staff (d) Monitor financial performance and address poor performance in a timely manner (e) Implement an internal control process

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Priority 4: Strengthen Community Partnerships

Objectives	Strategies/Notes for 2020-2021	Long-Term Strategies/Notes	Core Theme
<i>Successfully launch and open the two capital projects and develop a business plan for external funding and partnerships.</i>	<ul style="list-style-type: none"> (a) Fundraising for the Center for Allied Health Education (b) Strategically identify the key partners for the regional Fire Service Training Center 	<ul style="list-style-type: none"> (c) Fundraising for the Center for Allied Health Education (d) Strategically identify the key partners for the regional Fire Service Training Center 	Student Centered 2
<i>Increase funding sources to support student success.</i>	<ul style="list-style-type: none"> (a) Fully implement a Bates alumni program (b) Dedicated scholarship for under-represented students 	<ul style="list-style-type: none"> (c) Fully implement a Bates alumni program (d) Evaluate the use of the building on 19th Street (e) Foundation staff are fully self-supported (f) Dedicated scholarship for under-represented students 	Community Relationships 1, 2 Student Centered 1, 2, 3
<i>Strengthen connections with the community to support underrepresented student populations.</i>	<ul style="list-style-type: none"> (a) Partner with local community groups/organizations to reach out and recruit underserved populations (b) Continue to host the Apprenticeship Appreciation event to recognize our JATC partners 	<ul style="list-style-type: none"> (c) Work with national, state and local lawmakers to serve the population who were incarcerated (d) Partner with local community groups/organizations to reach out and recruit underserved populations (e) Continue to host the Apprenticeship Appreciation event to recognize our JATC partners (f) Plan and initiate an annual breakfast for program advisory committee members 	Community Relationships 2 Student Centered 1, 2, 3, 4

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