Annual Planning Actions Progress | 2017 - 2018

❖ **Overview**   The College of the Redwoods Strategic Plan and the Education Master Plan contain goals that drive the institution. Each year, an annual plan is created with action items that are driven by these goals. This report begins with a progress update on each action in the 2017-2018 plan, each prefaced by an overview of related institutional data indicators.

Strategic Plan (SP)	Goal 1: Student Success	Education Master Plan (EP)
SP.1. Focus on Learners: Developmental, Career Technical, and Transfer Education	EP.1. Ensure Student Success	

Objectives	
SP.1.1. Match student readiness with educational pathways.	EP.1.1. Provide structured academic pathways
SP.1.2. Continuously assess and evaluate programs to provide effective educational programs and services for all learners.	EP.1.2. Improve support for students.
SP.1.3. Students will be able to complete their desired educational goals.	EP.1.3. Improve effectiveness of basic skills education.
SP.1.4. Enhance student support and student engagement.	EP.1.4. Increase transfers and degree and certificate completions.
SP.1.5. Improve basic skills success.	EP.1.5. Professional development programs will improve educational effectiveness.
SP.1.6. Support staff and faculty development and instructional innovation.	EP.1.6. Improve success among underrepresented populations.

Annual Planning Actions		
Annual Action Plan	Progress Update	Status (mark one)
Angelina Hill Create a shared space for all faculty and staff to engage in professional development activities in a functional and inviting location.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are events being held in this place?* **Several rooms in the forum building have been converted to spaces for faculty and staff to work and engage in professional development activities. The Academic Senate office was relocated to a large open space in the old forum that connects to another large open space for Associate Faculty to work and collaborate. Another room adjoining this room was converted into quiet semi-private working spaces for Associate Faculty. Adjoining that room is a room with a computer/projector and white board where professional development sessions and meetings care being held.** **The series of rooms in the forum building are central to the campus and near the majority of classrooms making them convenient for faculty. The Academic Senate space is equipped with telepresence and a webcam for engaging Del Norte and KT in discussions.**	__ In progress _x_Completed __Change in direction
Angelina Hill, Keith Snow-Flamer Carry out recommendations of the Transfer Task Force to increase	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are transfers rising above our Institution-set standard?* **The Transfer Task Force identified the evaluation of the "gaps" in the District's academic program offerings and, through the established AP 4020 process, evaluates the efficacy offering additional degrees or certificates (i.e.**	_X_In progress, __Completed __Change in direction

transfers to 4-year colleges	Environmental Science, Environment Resource Engineering, Social Work, Recreation, Hospitality Management, Chemistry, and/or Pre-Engineering) as topics for discussion with the Instruction in fall 2017. A K-16 and Workforce meeting has been scheduled for February 27 between the County, HSU and CR to Idiscuss potential areas of growth.	
Joe Hash, Tamara Wolski Increase the number of students completing core SSSP services, specifically with noncredit students pursuing adult education certificate programs and students of disproportionate groups	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are specific student groups not completing services? What intervention strategies have been implemented?* **Currently, noncredit students are not receiving formal orientations. However, staff from adult education meet individually with students taking adult education courses to determine the most appropriate progression from non-credit to credit coursework or from non-credit coursework to employment.** **Adult Education is updating their current curriculum and revising the hour requirements of non-credit certificates to be more in line with what is typical at other colleges. This is expected to result in a more non-credit certificate completers.** HSU provided CR with a list of all of HSU's lower-division courses. The list also contained the specific course at CR, if any, that articulates with each of their courses. CR's Deans and Directors are combing the list for additional CR courses that should or could articulate with HSU in the future.	_X_In progress, __Completed __Change in direction
Mark Winter, Joe Hash Implement use of OEI student readiness resources, including the Smarter Measure assessment of student readiness for online instruction	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How many students have taken the assessment? What does the data show about their readiness?*	__ In progress __Completed __Change in direction
Angelina Hill Expand course offerings to students that have a multi-cultural emphasis.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are interested faculty submitting curriculum?* **Faculty in Social Sciences disciplines met with the Dean of Math, Science, Behavioral and Social Sciences to discuss the possibility of developing a Native American Studies degree or some other type of Ethnic Studies degree. After much discussion, the group determined that the development of a Social Justice degree would be most viable given that the college already has faculty and courses to teach the necessary classes. A Social Justice degree would then allow for the development of expanded offerings with a multi-cultural emphasis.**	_x_ In progress __Completed __Change in direction

	A proposal to develop a Social Justice degree has been sent through the AP 4020 program development process, and is in the queue to be reviewed by the Program Viability Committee.	
Kintay Johnson, Cathy Cox Expand the Tutor Training Pilot Program to include English as well as math.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How many tutors were trained in math and English?* **Tutors were added to English, Chemistry, and Biology. Bringing the total number of tutors of the four subjects (including math) to 41.**	__ *In progress* _X_*Completed* __*Change in direction*
Wendy Bates Enhance professional development efforts focused on innovation and that progress a professional learning network.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are diversity related trainings take place and rated effective?* **Diversity related trainings occurred in 2017-2018 including bringing to campus a well known author, Mia McKenzie, to discuss her book "Black Girl Dangerous" with staff and students. In 2017-2018 we had training on Faculty Selection Committee Diversity Training, Title IX Training, The Neuroscience of Decision Making in Student Services and Higher Education, Pathways to Persistence, and Empowering Classified Staff to Understand and Embrace the Critical Role They Play to Support Student Success. We received positive feedback and will be providing more in the 2018-2019 academic year.**	__ *In progress* X_*Completed* __*Change in direction*
Wendy Bates Evaluate search and hiring processes to improve the experience of potential faculty hires and to attract a more diverse faculty	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are we carrying out the actions in our EEO Plan?* **The EEO Committee meets quarterly to discuss our action strategies and how to continue moving each to completion. Currently we are preparing for the mandated EEO training for all EEOs in the District on Implicit Bias (Chancellor's Office requirement) and are also expanding our diversity recruitment efforts by using EEO funds to pay for a broader range of advertising avenues. Some of the other completed action items are:** • **All selection committee question applicants in the interview process about their personal knowledge and understanding of issues regarding diversity using a standardized question(s).** • **Application materials and announcements include key diversity related components of the institutions values statement.** • **Include cultural proficiency as a preferred qualification for employment.** • **The Professional Development Committee investigates funding for employee professional development in the area of diversity.** • **HR will continue to provide new employees with appropriate collective bargaining agreements and other information of rights established under District contracts.**	__ *In progress* X_*Completed* __*Change in direction*

Strategic Plan (SP)	Goal 2: Community Education	Education Master Plan (EP)
SP.2 Focus on Learners: Community Partnership	EP.2 Develop Programs and Services to Meet Community Needs	

Objectives	
1. Provide workforce development training. 2. Respond to business and industry short-term training needs. 3. Develop non-credit programs.	1. Enhance community education program. 2. Enhance incumbent worker and contract training. 3. Develop not-for-credit programs. 4. CTE Programs respond to community training needs. 5. Develop non-credit programs.

Annual Planning Actions		
Annual Action Plan	**Progress Update**	**Status (mark one)**
Angelina Hill, Tamara Wolski Implement the recommendations of the Discontinuation and Revitalization process for non-credit approved by the President/Superintendent.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How has enrollment and transition to credit work changed?* **Several recommendations of the task force to revitalize non-credit education have been implemented. Attendance is now closely monitored via an automated process so that courses do not continue to run with very low attendance. Faculty have been made aware that attendance must be at a reasonable level for the course to continue. This is resulting in better efficiency of instructional costs.** **A faculty liaison has been appointed to the non-credit adult education department. The liaison has brought her experience in adult education from another district. She helps evaluate faculty and assists the office in all faculty matters.** **Budget management, course scheduling, and other enrollment functions have been centralized at the college. Leadership roles have changed so that enrollment services will play a key role in leading Adult Education.** **The President of the regional career education consortium, who has also served as an adult education consortium lead, has been contracted to provide guidance about running the adult education consortium.**	_x_ In progress, __Completed __Change in direction
Tamara Wolski, Pru Ratliff, Marla Gleave Enhance county government partnerships by creating communication channels to better serve the returning workforce population	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *What communication channels or working groups have been established?*	__In progress, __Completed __Change in direction
Pru Ratliff Develop and offer an Auto Body program that includes an apprenticeship	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How many students are enrolled?* **The Auto Body Collision Repair program was developed through a collaboration with 3 local body shops: Quality, Fred's and Myrtletown. The curriculum was provided by the paint company Axalta and includes all aspects of the industry from intake of the vehicle through repair, paint**	__In progress, _x_ Completed __Change in direction

	and return to the customer. The course includes an externship that 6 body shops are participating in and allows the student to rotate to 3 shops throughout the course. Two classes were held with 15 students enrolled in the Fall 17 class and 11 students enrolled in the Spring 18 class. Of these 17 students completed and 16 are currently working in a local body shop. One female student was immediately put on a management track with her new employer. The course is scheduled to occur again in Spring 19.	
Pru Ratliff Grow personal enrichment offerings in Community Education	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How many students are enrolled in how many offerings?* **During the 17/18 year, there were 41 personal enrichment classes offered and 16 were cancelled. Of those classes, 7 were offered at the Garberville site with 4 being cancelled. The classes most often cancelled were those targeting seniors. However, over 200 students enrolled in these course offerings that included Yoga, Glassblowing, Conversational Italian or Spanish, Stained Glass, Mindfulness, Fermentation, Yurok Community Languages, etc.**	*__In progress, _x_Completed __Change in direction*

Strategic Plan (SP)	**Goal 3**	Education Master Plan (EP)
SP.3 Fiscal & Operational Sustainability		

Objectives
SP.3.1. Reduce reliance on apportionment-based funding.
SP.3.2. Improve college operational efficiencies.
SP.3.3. Increase funding available for strategic initiatives
SP.3.4. Increase community support for the college.
SP.3.5. Practice continuous quality improvement.
SP.3.6. Practice continuous adherence to accreditation standards.

Annual Planning Actions		
Annual Action Plan	Progress Update	Status (mark one)
Angelina Hill Revise BP/AP 4020 and 4021 incorporating our experiences from the Task Force work this year and the FCMAT report	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Have new policies been approved by College Council?* **The Academic Senate and the administration worked collaboratively through the Academic Standards and Policies Committee to update AP 4020 and 4021. Both procedures now utilize a standing Program Viability Committee to review programs under consideration for discontinuation or revitalization and whether or not a new program should be developed.**	__*In progress,* _x_*Completed* __*Change in direction*
Keith Snow-Flamer, Julia Morrison Identify funding sources to fund the budget cycle for equipment replacement.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Have funding sources been integrated into planning?* **This will be completed through the 2018-19 budget assumption building process. Until we are certain that revenues will exceed operational costs such as salary, benefits, utilities, etc., there isn't a funding source at this time. Until then, we will continue the current practice of replacing equipment as funds become available.**	_X_*In progress,* __*Completed* __*Change in direction*
Keith Snow-Flamer, Julia Morrison Identify funding sources to fund the budget for capital repairs and maintenance.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Have funding sources been integrated into planning?* **This will be completed through the 2018-19 budget assumption building process. Until we are certain that revenues will exceed operational costs such as salary, benefits, utilities, etc., there isn't a funding source at this time. Until then, we will continue the current practice of funding capital repairs and maintenance as funds become available.**	_X_*In progress,* __*Completed* __*Change in direction*
Angelina Hill Hold an informative training session for faculty and staff to prepare for the ACCJC Comprehensive visit.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How do faculty and staff rate their preparation for the visit?* **A presentation was given to the entire campus at the 2017 Convocation keynote. This presentation provided an overview of the accreditation standards, the self-evaluation report, and what to expect during the accreditation visit.** **More detailed training sessions were held with Academic Senate and planning committees to go over how they would respond to potential**	__*In progress,* _x_*Completed* __*Change in direction*

	questions, and the evidence they would site in terms of how CR met the standards.	
Mark Winter, Lisa Sayles Continue to offer professional development related to outcome assessment in Canvas to expand use.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are faculty able to gather outcome data in Canvas?*	__*In progress,* __*Completed* __*Change in direction*

Strategic Plan (SP)	Goal 4: Technology	Education Master Plan (EP)
SP.4 Technological Relevance		EP.4 Maintain Technological Relevance

Objectives	
SP.4.1. Improve technology infrastructure to support all college operations. SP.4.2. Improve instructional labs to support effective teaching and learning. SP.4.3. CTE programs will have technology relevant to their disciplines **SP.4.4. Improve efficiency through technology.** **SP.4.5. Improve data gathering and utilization to support instructional, student service, & administrative decision making.**	**EP.4.1. Lab equipment and technology effectively supports instructional needs.** EP.4.2. Update the comprehensive technology replacement plan. EP.4.3. Enhance distance education or eLearning. **EP.4.4. Effectively utilize technology in teaching.**

Annual Planning Actions		
Annual Action Plan	Progress Update	Status (mark one)
Joe Hash, Angelina Hill Implement technology-enhanced online advising to students	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How are technology-enhanced advising sessions documented?* **Cranium Café offered multiple demonstrations of their online advising tool. The consensus was that the software was too complicated and might not be used to the extent that would justify its expense.** **A free chat system was also piloted, but that system was unsecure and did not allow for confidential information to be shared. This limitation was too great to move forward with it.** **The Financial Aid Office is currently piloting an automated chatbot called PennyTalk. This chatbot provides automated 24/7 information to students. Questions and answers of any type can be programmed into the chat bot, including basic questions related to advising. This option is very cost effective.**	_x_ In progress, __ Completed __ Change in direction
Kerry Mayer, Peter Blakemore, Angelina Hill Assess feasibility of hiring an instructional designer to support Distance Education instructors.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *What data has been collected and analyzed?* **The District researched the additional support needed for Distance Education and determined that supporting instructors in their design efforts was high priority. An announcement to hire a position to support instructional design will go out in fall 2018.**	__ In progress, _x_ Completed __ Change in direction
Steven Roper, Julia Peterson Continue progress towards ubiquitous wireless network access for the District.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Are there locations without wireless?* **Currently, the firing range, parking lots, and athletic fields do not have wireless access. Locations that have wireless but could be improved by adding access points are both floors of Student Services building, Applied Tech, Dining, and PE complex.**	_x_ In progress, __ Completed __ Change in direction

Steven Roper, Paul Chown Draft a plan for implementing a single sign- on solution for students such as Ellucian Portal.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Has the TPC developed a plan based on constituent input?* **The college has applied for a Rural Communities Grant to fund the purchase of two servers and Single Sign-On software.**	_x_In progress, __Completed __Change in direction
Paul Chown Complete Colleague (Datatel) migration from HP Unix database to SQL running on latest Windows virtualized server	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Do end-users have access to the same data as before?* **Users must also have an active-directory (district network) login. This created a few hurdles for temporary staff and generic accounts that weren't tied to a specific user. These issues have been addressed. Workarounds have been created for programs that didn't migrate well.**	__In progress, _X_Completed __Change in direction
Angelina Hill, Steven Roper Improve tele-conferencing by improving the technology (e.g., dedicated tele-conferencing computers & webcams) and by using a protocol for ensuring geographically-inclusive meetings.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Has satisfaction of remote participants improved in the annual committee self- evaluation survey?* **Computers, webcams, and projection monitors were installed in SS-104, the HR conference room, the President's conference room, and the instruction conference room. In addition, a dedicated computer was installed in the Board Room. College personnel are currently learning how to use the new Zoom Video Conferencing software provided free of cost from the Chancellor's Office. Zoom is expected to provide much greater functionality than CCC Confer. A better infrastructure is in place for teleconferencing but additional training is needed to better utilize the technology.**	_X_In progress, __Completed __Change in direction

Strategic Plan (SP)	Goal 5	Education Master Plan (EP)
SP.5 **Enhance Institutional Profile**		EP.5 **Increase Student Participation in Campus Activities**
Objectives		
1. Enhance support for the college community. 2. Support/increase cultural activities at the college. 3. Develop partnerships for utilization of the available buildings. 4. Reactivate the alumni association. 5. Increase communications and outreach to the community. 6. Develop a governmental relations function. 7. Increase public support for the college		1. Improve student engagement among all students. 2. Develop a vibrant student center. 3. Increase student engagement in the community 4. Faculty and staff will model positive engagement in the college community
Annual Planning Actions		
Annual Action Plan	Progress Update	Status (mark one)
Marty Coelho	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How prevalent is the new logo in marketing?*	__In progress, _X_Completed

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Roll-out the new logo throughout the campus and community.	**The master logo for the district has been rolled out throughout the District, with support materials provided on the internal Marketing and Communications department page. The new logo is used exclusively in all District marketing and communication materials. Previous logoed materials have been used when appropriate over the last year, but we are now actively discouraging usage and recommending disposal.**	*__Change in direction*
Marty Coehlo Install a new marquee with logo.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *Is the marquee conveying meaningful information?* **Funding through Measure Q for an electronic marquee was pulled. We are now looking at redirecting some of the Measure Q funds for the directional signs project for a new traditional marquee.**	*_X_In progress, __Completed __Change in direction*
Angelina Hill Publish a two-year schedule for the course offerings of degrees and certificates for student use.	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How is the schedule communicated to students?* **A two-year schedule of courses is posted on the CR website on the class schedule page. The schedule provides all of the courses CR plans to offer over the next two years, excluding summer.** **IT has made it possible for Deans and Directors to make their own changes and additions to the schedule.**	*__In progress, _X_Completed __Change in direction*
Joe Hash Hold the official opening of the Multicultural and Diversity Center and Equity Symposium	Please provide an update below. Can you discuss results of the evaluation plan, or an altered evaluation plan: *How many people were in attendance?* **The Multicultural Center was officially re-opened on January 31, 2018. The center had been opened previously at a different campus location, but was closed almost immediately when that building was found to have seismic issues. The center was relocated to its current home in the Learning Resource Center on the Eureka Campus. The opening was attended by a few dozen students as well as staff, faculty and managers. Computers are available in the center for student use as well as a microwave and there is a lounge area for students to relax and socialize. The center hosts and sponsors various events and activities and a counselor is available in the center one evening a week. The center has proven to be quite popular with students and student clubs with hundreds of students a week either using the center or attending activities sponsored by the MCC.**	*__In progress, _X_Completed __Change in direction*