

**Mission College Strategic Plan Comprehensive Listing of Goals
2012-13 through 2015-16
Approved 5/9/12**

Strategic Focus: Community Life, Outreach, and Marketing

Goal #1: Increase the community's understanding of the college, its value to the community, and its ability to meet the educational goals of students.

- *Objective 1.1: Develop and implement a two-year marketing plan with identified ongoing funding that effectively communicates the value of the college to the community and prospective students, identifies additional sources of revenue generation, and includes in-reach and outreach strategies tailored for different target audiences.*
- *Objective 1.2: Develop an annual summary of outreach and marketing events and activities to inform the college and develop awareness for future involvement.*

Goal #2: Create a sense of community and collaboration at all levels across the college.

- *Objective 2.1: Develop an annual process to program events and activities for staff and faculty to connect and share resources and knowledge, e.g., brown bags and colloquia.*
- *Objective 2.2: Develop and create opportunities to increase interdisciplinary communication and collaboration, e.g., learning communities.*

Goal #3: Advance Mission College's visibility and service to the community.

- *Objective 3.1: Improve access and increase the use of the Mission College campus facilities by community groups, business, K-12, and higher education.*
- *Objective 3.2: Develop a database of alumni and implement outreach strategies identified in marketing plan to improve participation and generate revenue.*
- *Objective 3.3: Increase number of partnerships with outside agencies through grants.*
- *Objective 3.4: Implement a community life program that provides opportunities for community members to engage with the college through a diverse array of college and community activities.*

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Strategic Focus: Curriculum and Program Improvement

Goal #1: Ensure that the college's curriculum responds to the 21st century needs of our students and the community.

- *Objective 1.1: Reevaluate and implement clearly defined pathways to facilitate goal completion in transfer, career technology education, and basic skills.*
- *Objective 1.2: Implement process for routine evaluation of existing course offerings and methods of instruction to identify additional general education online course offerings.*
- *Objective 1.3: Create "stackable" certificates within the college's career education and technology programs that lead to transfer.*
- *Objective 1.4: Implement improvements in the curriculum design and approval process for improved efficiency and flexibility in addressing student and community need.*

Goal #2: Increase the number of opportunities for students to transfer to a four-year institution.

- *Objective 2.1: Develop and increase the number of degree options offered by the college, including those which fulfill SB 1440 requirements.*
- *Objective 2.2: Employ effective strategies to market the college's transfer program.*
- *Objective 2.3: Explore a dual enrollment articulation agreement with Santa Clara University and other four-year institutions.*

Goal #3: Increase the number of students who earn awards and transfer within Science Technology Engineering and Mathematics (STEM) disciplines.

- *Objective 3.1: Increase the number of Science Technology Engineering and Mathematics (STEM) course offerings to meet the needs of students and the surrounding community.*
- *Objective 3.2: Provide targeted curricula and services to help students obtain basic skills necessary to successfully complete STEM degree and transfer programs.*
- *Objective 3.3: Identify additional funding sources to support and enhance the college's STEM programs.*

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Strategic Focus: Economic Development and Sustainability

Goal #1: Provide market-responsive education, training, and services that are developed in conjunction with business, industry and community partners to address local workforce, economic and community needs.

- *Objective 1.1: Identify additional funding, resources, facilities, and equipment to strengthen the college's workforce and career programs and increase its self-sustainability.*
- *Objective 1.2: Design an internship program that effectively and efficiently links students with positions that match their career and/or academic area of study.*
- *Objective 1.3: Design a contract education program in concert with Mission College Center for Innovation and Technology (MC2IT).*
- *Objective 1.4: Attract and coordinate community events on campus as they pertain to training, education, and possible showcasing of career technologies.*
- *Objective 1.5: Create collaborations with local community colleges on Economic Development opportunities.*

Goal #2: Establish Mission College as a community leader and partner for workforce and economic development in the region.

- *Objective 2.1: Develop collaborative strategies and solutions for workforce transition through partnerships that leverage the expertise and entrepreneurial spirit of businesses, industry partners and workforce agencies.*
- *Objective 2.2: Develop and deliver flexible, responsive, short-term training programs in emerging industry sectors.*
- *Objective 2.3: Adopt new and innovative methods, delivery modes and technologies to respond to current and future workforce readiness needs.*

Goal #3: Develop and implement a systematic and coordinated process for soliciting, evaluating and responding to workforce and economic development opportunities.

- *Objective 3.1: Compile database of current and potential industry partners.*
- *Objective 3.3: Create linkages and partnerships between employers, job seekers, and community partners to our campus programs and services to provide clear transitions from workforce to career training and vice versa.*
- *Objective 3.4: Clarify and refine staff roles and responsibilities to develop an institutional culture of support to quickly respond to identified opportunities across disciplines.*

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Strategic Focus: Economic Development and Sustainability, cont.

Goal #4: Create a scheduling model which includes criteria for resource allocation model implications to ensure that college fiscal solvency equals enrollment solvency.

- *Objective 4.1: Develop a 2 Year Core Schedule across all disciplines.*
- *Objective 4.2: Revise scheduling grid to maximize FTES generation, improve efficiency of facilities utilization, and improve responsiveness to student needs.*
- *Objective 4.3: Evaluate and revise the implementation of technological resources as they relate to procedures and processes for registration and enrollment.*

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Strategic Focus: K-12 and Higher Education Articulation and Partnerships

Goal #1: Strengthen collaborative partnerships with the local K-12 institutions to align programs and facilitate student matriculation to Mission College.

- *Objective 1.1: Create a high school ambassador program which actively promotes programs, student activities and clubs to prospective students in the high schools.*
- *Objective 1.2: Provide specialized orientations to K-12 stakeholders for specific programs and disciplines.*
- *Objective 1.3: Implement opportunities for high school, middle school, and elementary school students to engage in real world experiences on a college campus.*
- *Objective 1.4: Establish summer and/or mid-year bridge programs that help high school graduates successfully transition to Mission College.*
- *Objective 1.5: Pursue a K-16 scholarship program that helps local students achieve their educational goals.*

Goal #2: Establish collaborative partnerships with local universities to align programs and provide students with a seamless transfer experience.

- *Objective 2.1: Improve and centralize transfer information presented online.*
- *Objective 2.2: Implement a faculty/student ambassador program that promotes collaboration between college and four-year institution faculty as well as partnerships with business and community organizations, such as internship programs and workshop opportunities.*
- *Objective 2.3: Develop opportunities for alignment across the K-16 systems, bringing together K-12 institutions, Mission College, and four-year institutions to develop a comprehensive strategy for addressing basic skills education and college readiness.*
- *Objective 2.4: Enhance process for the routine update and expansion of existing articulation agreements.*

Goal #3: Expand and enhance collaborative partnerships with international communities to increase the global diversity of the college.

- *Objective 3.1: Finalize details of revenue sharing with the District for the International Studies Program to enable future planning.*
- *Objective 3.2: Expand and enhance the International Studies Program and articulation agreements with international communities.*

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Strategic Focus: Leadership and Professional Development

Goal #1: Provide opportunities for all employees to receive professional development and skill building.

- *Objective 1.1: Create, publish, and market an online yearly professional development calendar of training opportunities to improve skills and better respond to evolving student needs.*
- *Objective 1.2: Work with Academic and Classified Senates to develop an orientation and mentorship program for new/promoted faculty and staff, integrating them into the college's culture, planning, and operations.*

Goal #2: Promote leadership growth and participation in community and college activities from all college constituencies.

- *Objective 2.1: Involve all constituencies to establish a collaborative leadership model that increases staff participation in college committees and governance.*
- *Objective 2.2: Develop a program that supports and recognizes community involvement for all faculty and staff.*
- *Objective 2.3: Increase college-wide participation in revenue generation through an orientation and training program for all faculty and staff to independently identify potential revenue sources and utilize the online donation site.*

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Strategic Focus: Student Learning, Completion, and Institutional Accountability

Goal #1: Facilitate student persistence, retention, and goal completion through effective student support and instructional strategies.

- *Objective 1.1: Develop and implement student support and instruction programs which encourage innovation and flexibility, including models of accelerated learning, a First Year Experience program, an Honors Program, Supplemental Instruction, Project Based Learning, and integration of basic skills and ESL skills training in non-basic skills courses.*
- *Objective 1.2: Increase # of full-time students which to improve attainment of student goals.*
- *Objective 1.3: Implement a student tracking and follow up process that allows for the assessment of student progress toward transfer, degree, and basic skills goal completion.*
- *Objective 1.4: Increase percentage of Mission College students with 12 completed units who have an electronic Education Plan.*
- *Objective 1.5: Provide tailored intervention strategies to assist students who are struggling academically and prevent early dropout within the first two weeks of classes.*
- *Objective 1.6: Require students with deficiencies in college readiness and basic skills to participate in support resources in their first year.*
- *Objective 1.7: Assess and improve the college's priority registration program to ensure that it is aligned with the college's mission and promotes student academic progress in basic skills, ESL, CTE, degree and certificate attainment, and transfer.*
- *Objective 1.8: Ensure course offerings and scheduling support successful student degree completion in a timely manner (2-year schedule).*

Goal #2: Implement ongoing institutional assessment and evaluation that supports student learning and completion.

- *Objective 2.1: Fully implement Student Learning Outcomes Assessment cycles and Service Area Outcomes Assessment cycles at the course, program, and the institution to further improve institutional effectiveness at a minimum of a proficiency level.*
- *Objective 2.2: Establish a college-wide institutional effectiveness model and student success scorecard that is based on quantitative and qualitative data and linked to budget and planning.*
- *Objective 2.3: Develop and implement an integrated process of goal development, effectiveness evaluation, reporting, and planning as part of an annual training for all participatory governance committees.*
- *Objective 2.4: Identify a standardized process for department and service area discussion of student progress and achievement data and student learning or service area assessments.*
- *Objective 2.5: Meet accreditation standards to ensure that the college successfully completes the self-study process and is reaffirmed as a fully accredited institution.*

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Strategic Focus: Technology

Goal #1: Optimize technology to provide effective support programs, services, and processes, with a focus on sustainability.

- *Objective 1.1: Utilize technology to deliver student services to students primarily engaged in distance learning.*
- *Objective 1.2: Integrate a process to link Program Review and the Facilities Safety Committee to ensure priority consideration of technology within the facilities and infrastructure planning for classrooms and labs.*
- *Objective 1.3: Create and maintain, as appropriate, electronic storage and filing systems for the college.*
- *Objective 1.4: Transition and maintain, where appropriate, employee processes and documents to an online format.*
- *Objective 1.5: Leverage the use of technology in the college's marketing and public relations activities and plans.*
- *Objective 1.6: Review and customize the look and format of the online Portal access points for student and for staff and faculty to ensure they meet the mission and needs of the college.*

Goal #2: Identify and foster partnerships with technology organizations to keep the college at the forefront of technological advances.

- *Objective 2.1: Develop partnerships to identify emerging technologies, implementation strategies, and opportunities to utilize technology to improve quality and efficiency in college operations.*
- *Objective 2.2: Develop partnerships to identify emerging trends and industry needs in technology for enhancement of programs, curriculum, and services.*