Educational Master Plan

## EVALUATION PROCESS AND THE COLLEGE DASHBOARD

It is important to assess both the processes and outcomes for the Master Plan activities. Because this is an action-oriented master plan, an annual report on the activities will be created. From this assessment, revisions to the current implementation objectives will be completed annually. The annual report will contain an analysis of each of the objectives in the implementation plan. And, each year, the campus will review the vision, mission, values and strategic directions as part of the evaluation process.

Specifically, the assessment will take place as follows:

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| **Area** | **Description of evaluation** | **Frequency** | **Report to:** |
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| **EMP objectives**  & **EMP activities** | A summary of the activities taking place for each of  the 22 objectives will be developed. The assessment measures for each activity (included in the descriptions for each objective) will be completed. These are primarily “process” measures and will be used to determine if the campus is implementing the plan. | Each Semester | PBC  IPC SSPC APC  Senates |
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| **EMP dashboard**  **Outcomes** | The dashboard data elements will be widely distributed on  campus to be used in decision-making.   1. Course Retention Rates 2. Fall-to-Spring Persistence 3. Fall-to-Fall Persistence 4. Student Success Rates during their first year 5. Success Rates in Gen Ed Course   6. Success Rates in CTE Courses   1. Success Rates in Pre-Transfer Courses 2. Success Rates in ESL Courses 3. Six Year Degree Completion Rates 4. Six Year Certificate Completion Rates 5. Median Number of Years to Degree 6. Average # of Credits Accumulated after 1 Year 7. Average # of Credits Accumulated after 2 Years 8. Pct Placed into BS Math & taking BS math in first term 9. Pct Placed into BS Math & taking BS math in first term 10. Pct Placed into BS Math & taking BS math in first term | Annually | PBC  IPC SSPC APC  Senates |
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| **Annual Report** | The EMP Annual Report will include a summary of the  achievements made relating to the objectives included in the EMP and will incorporate both the “process” measures on the activities and the overall “outcomes” measures from the Dashboard. Revised or new objec- tives will be included in the report. | Annually  (Spring) | PBC  IPC SSPC APC  Senates |

1. Identify Responsible Party for each objective, including
2. Responsible party –lead person who coordinates the effort and work to implement the objective
3. Working Groups –entities who actually implement the objective and generate annual Progress Report
4. PBC Oversight–team who synthesizes the progress reports from the Working Groups and submits these updates to the EMP Progress Coordinator
5. Progress Report Questions
6. Describe your planned activities and timeline for accomplishing these activities in order to fully achieve this objective by 2017.
7. What progress have you achieved in 2013-2014? Please provide evidence (links or documents) that support your achievements.
8. Based on your achievements this year, what percentage of the objective is complete to date? (The anticipated % of accomplishment for each year is 25%. Therefore, after 4 years, the objective is 100% complete.)
9. Identify main persons to coordinate the reporting of EMP Progress:

Debbie Joy and Chialin Hsieh

1. In May 2014, compile the EMP Annual Report:

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| **Annual Report** | The EMP Annual Report will include a summary of the  achievements made relating to the objectives included in the EMP and will incorporate both the “process” measures on the activities and the overall “outcomes” measures from the Dashboard. Revised or new objec- tives will be included in the report.  PBC will review the annual report in September. | Annually  (Spring) | PBC  IPC SSPC APC  Senates |

## VIII. IMPLEMENTATION: THE STRATEGIC PLAN

### Teaching and Learning

***Teaching and Learning Objective 1.1:* assess the institutional student learning outcomes and discuss the assessment results throughout the campus.**

***Responsible Party: Dean Chialin Hsieh***

***Working Groups: IPC, SSPC, APC, PBC with SLO Task Group***

***PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Establish College SLO Task Group and work with faculty and staff on mapping activities and creat- ing assessment measures to  be used for each of the College SLOs | Fall 2011 | * Director of Planning, Research   & Student Success | Assessment Measures developed for each College SLO |
| 2. Conduct assessments using the defined measures and enter into TracDat | Spring 2012 | * Director of Planning, Research   & Student Success | TracDat data entered for the College SLOs |
| 3. Establish method for reviewing the results of the assessments and making any needed changes | Spring 2012 | * Director of Planning, Research   & Student Success   * Deans * Vice Presidents | TracDat summary entered on the results |
| 4. Make needed changes in the College SLOs, assessment mea- sures, curricula, services | Fall 2012 and On-going | * Director of Planning, Research   & Student Success   * Deans * Vice Presidents | Meeting notes on the discussion of data; Plan for changes for next year for either SLO or assessment |

***Teaching and Learning Objective 1.2:* assess, evaluate and implement flexible course scheduling options and pathways to accommodate students’ needs.**

***Responsible Party: VPI Gregory Anderson***

***Working Groups: IPC with Deans***

***PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Evaluate students needs for course offerings (e.g. online, day/evening, block schedule, length of time, pathways) | Spring 2012 | * Vice President, Instruction * Deans * Counseling Department Chair | Plan Developed  Needs Assessment Results |
| 2. Create a plan for offering courses based on needs | Spring 2012 | * Vice President, Instruction * Deans * Counseling Department Chair | Plan Developed |
| 3. Implement the plans for flexible scheduling. | Fall 2012 On-going | * Vice President, Instruction * Deans | Plans implemented and Evaluated |
| 4. Develop and implement a dis- tance education plan. | Fall 2011 On-going | * Vice President, Instruction * Distance Education Coordinator | Plan development and implemented |

##### *Teaching and Learning Objective 1.3:* create a first-rate educational experience for students with the support of a campus-wide professional development program set-up through the center for Innovation and excellence in teaching and learning (CIETL) to support the use of effective teaching and learning practices.

##### *Responsible Party: VPSS Robin Richards*

##### *Working Groups: IPC, SSPC, APC, with CIETL and Senates*

##### *PBC IIIA: Patty Hall, Jenny Castello, Robin Richards*

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Promote a culture of on-going innovation and engagement through the implementation of a comprehensive professional development plan. | Fall 2011 | * CIETL Coordinators * CIETL Committees | Plan Developed |
| 2. Provide learning opportuni- ties for all faculty and staff, to include mentoring, workshops and on-going dialogue about  effective teaching strategies and learning | On-going | * CIETL Coordinators * Classified Representatives | Workshops/Professional development sessions con- ducted and evaluated |

##### *Teaching and Learning Objective 1.4:* Create and implement a student engagement plan to integrate the college experience inside and outside the classroom, enhance the college experience, and promote retention and success.

##### *Responsible Party: VPSS Robin Richards*

##### *Working Groups: IPC and SSPC with Dean Kim Lopez, Dean of ALL, and ASCC*

***PBC IIA, IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Create a plan for student engagement which includes such areas as student activities, summer enrichment programs, welcome day, and college hour. | Fall 2012 | * Vice President, Student Services * Dean, Enrollment Services * Counseling Department Chair * Student Life Coordinator | Plan Developed |
| 2. Implement and evaluate the student engagement plan. | Spring 2012 On-going | * Vice President, Student Services * Dean, Enrollment Services * Counseling Department Chair * Student Life Coordinator | Evaluations completed for individual events and activi- ties |
| 3. Develop plans that reflect the equity goals of the college in order to address retention issues | Spring 2012 | * Equity Committee | Plans developed and imple- mented |

***Teaching and Learning Objective 1.5:* Through facility planning, create capacity to address both instructional program and student life needs.**

***Responsible Party: VPAS***

***Working Groups: IPC, SSPC, APC with John Hashizume***

***PBC IIIB: Mike Tyler, Lizette Bricker***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Conduct a review to address the facilities needs for science ca- reer/technical, arts, and kinesiol- ogy programs. | Fall 2012 | * VP, Instruction * Deans * Faculty * Classified | Needs document created |
| 2. Create a plan for new facilities to address the student life needs. | Fall 2012 | * VP, Instruction * Deans * Faculty | Plan developed |

### Completion

The Completion Work Group used the pathways model to create the objectives to be accomplished to improve student completion. The model includes four major progression points where services can be improved so that students become more likely to complete:

***Completion Objective 2.1:* Improve connections by linking outreach activities with the instructional programs to increase the interest in Cañada college, to include conducting outreach to middle schools, high schools, and community-based agencies to promote higher education.**

***Responsible Party: Dean Kim Lopez***

***Working Groups: SSPC with Outreach Coordinator and Outreach Advisory Committee***

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop outreach plan and content. | Fall 2011 On-going | * Dean, Enrollment Services * Outreach coordinator | Plan developed |
| 2. Conduct activities to improve outreach. | On-going | * Dean, Enrollment Services * Outreach Coordinator | Enrollment numbers by Target Populations |
| 3. Establish relationships with the middle schools. | Fall 2012 On-going | * Dean, Enrollment Services * Outreach Coordinator | List of key individuals to work with |
| 4. Conduct activities/events to promote higher education. | On-going | * Dean, Enrollment Services * Outreach Coordinator | Summary of events |

##### *Completion Objective 2.2:* Improve connections with potential students by providing in- creased information about assessment testing.

##### *Responsible Party: Dean Kim Lopez*

##### *Working Groups: SSPC with Michael Hoffman, Jonathan MacSwain, and Jeanne Stalker*

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop plan and content for how to enhance information provided to students and high school counselors about the assessment process to include raising awareness of high stakes, having juniors take the test and providing brush-up workshops. | Fall 2011 On-going | * Dean, Enrollment Services * Assessment coordinator * Outreach coordinator | Plan developed |
| 2. Conduct activities to improve assessment and measure ef- fectiveness. | On-going | * Dean, Enrollment Services * Assessment coordinator * Outreach Coordinator | Assessment report |
| 3. Evaluate assessment tools and processes and establish diagnos- tic assessments. | Spring 2012 | * Dean, Enrollment Services | Evaluation Report |

##### *Completion Objective 2.3:* Improve connections with potential students by conducting an engaging, well thought out orientation program that provides students with a thorough understanding of college requirements and financial aid.

##### *Responsible Party: Dean Kim Lopez*

##### *Working Groups: SSPC with Jeanne Stalker, Loretta Davis, Yesenia Haro, and Yolanda Valenzuela*

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop plan and content for im- proving new student orientation program, to include an on-line orientation. | Spring 2012 On-going | * Director, Articulation and Ori- entation | Plan developed |
| 2. Conduct orientations and assess SLOs that are on-going. | On-going | * Director, Articulation and Ori- entation | SLO Assessments |

##### *Completion Objective 2.4:* Improve entry by identifying clear student pathways for basic skills, career/technical, general transfer, specific majors, and courses/programs.

##### *Responsible Party: Dean Linda Hayes*

##### *Working Groups: IPC and SSPC with Nadya Sigona, Anniqua Rana, Cathy Lipe*

***PBC IIA, IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Identify the pathways for stu- dents and schedule courses. | Spring 2012 On-going | * Deans * Counseling Department Chair | Plan developed  Course in Pathways offered |
| 2. Provide “intrusive” counseling services to assure students know about the pathways | On-going | * Counseling Department Chair * Dean, Enrollment Services | Enrollments in pathways |
| 3. Assess the success of students  in completing pathways and per- sisting to the next semester | On-going | * Director of Planning, Research and Student Success | Research Report |

##### *Completion Objective 2.5:* Increase entry by conducting a 100% FAFSA campaign for eligible students, working on to provide financial support for non-FAFSA eligible students and implementing a financial literacy campaign.

##### *Responsible Party: Margie Carrington*

##### *Working Groups: SSPC with Trish Guevarra and Lilia Chavez*

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop plan for achieving 100% improved FAFSA goal and finan- cial literacy campaign. | Fall 2011 On-going | * Dean, Enrollment Services * Financial Aid Director * Financial Literacy Team Chair | Plan developed |
| 2. Conduct activities to implement plan and assess progress. | On-going | * Dean, Enrollment Services * Financial Aid Director | Activities conducted Number and percent of eligible students completing  the FAFSA |

##### *Completion Objective 2.6:* Improve progress through increased intentional counseling and other services to guide students to completion of their goals.

***Responsible Party****:* ***Dean Kim Lopez***

***Working Groups: SSPC with Gloria Darafshi, Karen Olesen, Nick Martin, Nadya Sigona, Sandra Mendez, and Lizette Bricker***

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Identify key gatekeeper courses and develop a strategy for suc- cess. | Fall 2011 On-going | * Dean, Enrollment Services * Counseling Department Chair * VPI | Courses Identified  Number of Counseling visits to classes |
| 2. Identify unit thresholds for in- terventions (e.g. 30 earned units triggers services; certain size gap between attempted and earned units triggers visit). | Fall 2011 On-going | * Dean, Enrollment Services * Counseling Department Chair * Counselors | Number of students who have been identified for interventions and served |
| 3. Adapt probation/dismissal | Fall 2011 | * Dean, Enrollment Services | New procedures developed |
| procedures to require certain | On-going | * Counseling Department Chair | Number of students served |
| course-taking and counseling  patterns and implement them. | * Counselors |
| 4. Develop and implement an excellent Early Alert Program by more formally engaging faculty in implementation and counsel- ors in follow-up. | Fall 2011 On-going | * Dean, Enrollment Services * Counseling Department Chair * Counselors | Number of students con- tacted in Early Alert  Course success rates of those contacted |

##### *Completion Objective 2.7:* Improve progress by implementing effective practices for instruction included in the Basic skills Initiative effective Practices document.

##### *Responsible Party: Anniqua Rana*

##### *Working Groups: IPC with Basic Skills Committee, Salumeh Eslamieh, Diana Espinoza and Michael Hoffman*

***PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Identify the effective practices that would work best at the college. | Fall 2012 | * Coordinator, Basic Skills | Practices identified |
| 2. Develop plan to implement the practices. | Fall 2012 | * Basic Skills Committee | Plan Developed |

***Completion Objective 2.8:* Improve progress by creating opportunities for faculty-student and student-student (peer) mentorships.**

***Responsible Party: Dean of ALL***

***Working Groups: IPC and SSPC with Tricia Guevarra, Yolanda Valenzuela, Chris Woo, Carol Rhodes, Diana Espinoza, and Cathy Lipe***

***PBC IIA and IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop a plan for peer and faculty-student mentoring programs | Fall 2011 On-going | * Director, Student Support Ser- vices and TRIO | Plan developed |
| 2. Conduct activities in the mentor- ing programs. | On-going | * Director, Student Support Ser- vices and TRIO | Number of students men- tored  Success rate of students |

##### *Completion Objective 2.9:* Improve completion by streamlining and removing bureaucratic barriers to receiving degrees and certificates.

##### *Responsible Party: Dean Kim Lopez*

##### *Working Groups: SSPC with VPSS Robin Richards and A&R*

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Using DegreeWorks, have student educational plans and degree audit fully on-line for students. | Fall 2011 On-going | * Dean, Enrollment Services * Counseling Department Chair | Use of the DegreeWorks program |
| 2. Explore opportunity to have students automatically receive degrees and certificates (rather than through the formal petition process) | Spring 2012 On-going | * Dean, Enrollment Services * Registrar | Report on automatic award- ing of degrees |

***Completion Objective 2.10:* Improve completion by expanding the career center and having it closely linked with instructional programs.**

***Responsible Party: Dean Kim Lopez***

***Working Groups: SSPC with Bob Haick, Anne Nicholls and ASCC***

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop plan for: making connections with community, businesses, faculty and staff to create internships/work experi- ence opportunities; promoting resources to students; and link- ing with instructional programs. | Spring 2012 On-going | * Career Center Director * Director, Workforce Develop- ment | Plan developed |

***Completion Objective 2.11:* Improve completion by enhancing the transfer center outreach, activities, and articulation.**

***Responsible Party: Dean Kim Lopez***

***Working Groups: SSPC with Soraya Sohrabi***

***PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Increase student awareness of the transfer process and through class presentations. | Fall 2011 On-going | * Transfer Center Director | Classes visited |
| 2. Increase number of TAGs. | On-going | * Transfer Center Director | TAGs |
| 3. Develop and implement effec- tive ways to encourage students to use the transfer center and attend workshops | On-going | * Transfer Center Director | Number of students |

***Completion Objective 2.12:* Monitor the student success and completion data on a regular**

##### basis to assess progress.

##### *Responsible Party: Dean Chialin Hsieh*

##### *Working Groups: Research Advisory Group, Planning & Research Analyst, IPC, SSPC, and PBC*

***PBC IIA and IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Publish “dashboard data” on success rates of students, includ- ing analysis of demographics. | Fall 2011 On-going | * Director of Research & Planning | Dashboard data published |
| 2. Develop and implement a plan for the use of the dashboard data throughout the college. | On-going | * VPI * VPSS | Meeting minutes Action plans  Program development |

### Community Connections

***Community Connections Objective 3.1:* Establish a campus community outreach advisory Group to address communication and collaboration with the community.**

***Responsible Party: President Buckley***

***Working Groups: APC with Dean Kim Lopez and Robert Hood***

***PBC I: Doug Hirzel, Debbie Joy, Chialin Hsieh, Robert Hood***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Identify individuals on campus who are interested in becoming involved in the advisory group. | Fall 2011 On-going | * PIO * Outreach Coordinator | Community Outreach Advi- sory Group created |
| 2. Work with the Advisory Group  to help with community connec- tions. | On-going | * PIO * Outreach Coordinator | Advisory Committee min- utes |
| 3. Create an annual marketing campaign to further the Cañada College “brand” in the commu- nity; look at vacant “windows”, buses; banners in various cities | On-going | * PIO * Outreach Coordinator | Marketing campaign imple- mented |

##### *Community Connections Objective 3.2:* Connect Cañada college to the community by creating a community-based advisory board to the President and enhancing relationships with the SMCCCF.

##### *Responsible Party: President Buckley*

##### *Working Groups: APC with Robert Hood and community members*

***PBC I: Doug Hirzel, Debbie Joy, Chialin Hsieh, Robert Hood***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Identify key individuals in the community who should be in- volved in the advisory board. | Fall 2011 On-going | * President * PIO | Membership identified |
| 2. Work with the Foundation to connect with community mem- bers to increase support for col- lege scholarships and programs. | Fall 2011 | * President * PIO | Contacts made |
| 3. Conduct regular meetings and activities. | On-going | * President | Activities conducted |

***Community Connections Objective 3.3:* Integrate service learning and Internship opportuni- ties for students into academic and student life.**

***Responsible Party: Dean of ALL, Dean Kim Lopez***

***Working Groups: SSPC and IPC with Bob Haick, Misha Maggi and ASCC***

***PBC IIA, IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Develop and implement initia- tive for service learning to include: professional develop- ment for faculty and staff on how to set up service learning opportunities and creation of an advisory board and a service- learning coordinator position. | Fall 2011 On-going | * Director, TRIO and Student Sup- port Services * Deans * CIETL Coordinators | Training provided Initiative developed |
| 2. Provide service learning oppor- tunities for students | On-going | * Director, Student Support Services * Deans | Number of Service Learning opportunities |

***Community Connections Objective 3.4:* Enhance off-site learning opportunities through con- tract education in the bayside/coastside locations.**

***Responsible Party: VPI Gregory Anderson, Dean Linda Hayes***

***Working Groups: IPC with Deans and Jenny Castello***

***PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Create plan for offering community-based learning op- portunities at different locations (Neighborhood College). | Fall 2011 On-going | * Coordinator, Neighborhood   College | Plan developed |
| 2. Conduct outreach learning op- portunities | On-going | * Coordinator, Neighborhood   College | Activities conducted |

### Global and Sustainable

***Global and Sustainable Objective 4.1:* Create sustainability and social justice interest groups to focus on issues and increase awareness on campus.**

***Responsible Party: Dean David Johnson***

***Working Groups: IPC with Sustainability Committee and Dreamers Task Force***

***PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Identify individuals who are passionate about social justice & sustainability & create advisory groups. | Fall 2011 On-going | * Director, Student Support Ser- vices and TRIO * Director, Workforce | Interest Groups created |
| 2. Create a plan which includes such items as speakers and events on sustainability & social justice issues. | Fall 2011 On-going | * Director, Student Support Ser- vices and TRIO * Director, Workforce | Plan created |
| 3. Conduct activities to implement plan and assess progress. | On-going | * Director, Student Support Ser- vices and TRIO * Director, Workforce | Activities conducted |

***Global and Sustainable Objective 4.2:* Through the Center for International and University Studies (CIUS), expand the international program.**

***Responsible Party: Dean Kim Lopez, VPSS Robin Richards***

***Working Groups: SSPC and IPC with Supinda Sirihekaphong, Lizette Bricker, Jeffrey Rhoades, Sunny Choi***

***PBC I and IIA: Doug Hirzel, Debbie Joy, Chialin Hsieh, Robert Hood, Lezlee Ware, David Johnson, Gregory Anderson***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Increase the number of interna- tional students to 5% of the total student body | Fall 2011 On-going | * Director, CIUS * Project Director, International Students | Number of international students |
| 2. Create a comprehensive pro- gram of services to assure inter- national students are successful. | Fall 2011 On-going | * Project Director, International Students | Plan created Services provided |
| 3. Create expanded opportunities for faculty and students to study abroad. | On-going | * Director, CIUS | Number of opportunities |
| 4. Develop a plan to increase the globalization of the campus. | Spring 2011 | * VPI | Plan created |

##### *Global and Sustainable Objective 4.3:* Work collaboratively with the academic senate and the curriculum committee to integrate sustainability into the curriculum by developing new courses and increasing the number of courses with a sustainability component.

##### *Responsible Party: VPI Gregory Anderson*

##### *Working Groups: IPC with Deans, Academic Senate, Curriculum Chair, and Sustainability Committee*

##### *PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson*

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Implement the strategy devel- oped by the faculty to integrate sustainability | Spring 2012 | * Academic Senate President * Curriculum Chair * VPI | Strategy developed |
| 2. Work to infuse sustainability into general education | Spring 2012 | * Academic Senate President * Curriculum Chair * VPI | Minutes of meetings to review GE |
| 3. Develop a certificate and/or de- gree program and work to align it with a CSU or UC | Fall 2012 | * Academic Senate President * Curriculum Chair * VPI | Certificate or degree pro- gram developed |

***Global and Sustainable Objective 4.4:* Improve sustainability awareness on campus.**

***Responsible Party: VPAS***

***Working Groups: Sustainability Committee, John Hashizume, Robert Hood***

***PBC IIIB: Mike Tyler, Lizette Bricker***

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| **Activity** | **Timeline** | **Responsible Individual(s)** | **Assessment** |
| 1. Create a web site featuring sus- tainability programs : curricular and co-curricular activities. | Spring 2012 | * VPI * PIO | Website developed |
| 2. Improve recycling efforts on campus. | Spring 2012 | * Campus Facility Manager * President | Recycling increased |