



LONG - TERM INSTITUTIONAL OBJECTIVES

Strategic Goal A: Advance Student Access, Equity, and Success

LONG-TERM INSTITUTIONAL OBJECTIVES	BASE DATA: AY '06-'07	PERFORMANCE MEASUREMENTS (TO BE FINALIZED)																
Grow 29,200 FTES enrollment by year 2022, at 17.5 productivity rate	In academic year '06-'07, 18,769 FTES enrollment, at 16.15 productivity rate.																	
<p>Increase student persistence</p> <table border="1" data-bbox="191 651 636 927"> <thead> <tr> <th></th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>Cohort 1: Beginning the Journey</td> <td>65%</td> </tr> <tr> <td>Cohort 2: Adjusting Path</td> <td>59%</td> </tr> <tr> <td>Cohort 3: Enriching Life</td> <td>65%</td> </tr> </tbody> </table>		2012	Cohort 1: Beginning the Journey	65%	Cohort 2: Adjusting Path	59%	Cohort 3: Enriching Life	65%	<table border="1" data-bbox="823 651 1255 894"> <thead> <tr> <th></th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Cohort 1: Beginning the Journey</td> <td>60%</td> </tr> <tr> <td>Cohort 2: Adjusting Path</td> <td>54%</td> </tr> <tr> <td>Cohort 3: Enriching Life</td> <td>60%</td> </tr> </tbody> </table>		2007	Cohort 1: Beginning the Journey	60%	Cohort 2: Adjusting Path	54%	Cohort 3: Enriching Life	60%	<p>Based on Traditional Measures and State ARCC indicators, compared with other similarly situated colleges. Possibly use other statistical data.</p> <p>Survey cohort 3, especially, what their objectives are. Maybe start with matriculation students; for example, of those students checking matriculation box, measure those students' persistence.</p> <p>Or, only consider completion when students have a passing grade.</p>
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Maintain accreditation	As of the end of academic year '06-'07, accreditation was maintained.	WASC status																
Achieve ethnic parity in line with the District's service-area demographics per the Student Equity Plans adopted by the Board of Trustees (+/- 1%) by 2012.		College Student Equity Plans																
Increase student engagement at the colleges.	As of the end of academic year '06-	Use Community College Survey of Student																

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	'07, there was no mechanism to measure directly student satisfaction.	Engagement (CCSSE), which is conducted every two years, to assess student engagement.

Strategic Goal B: Engage Our Communities and Partners

LONG-TERM INSTITUTIONAL OBJECTIVES	BASE DATA: AY '06-'07	PERFORMANCE MEASUREMENTS (TO BE FINALIZED)
<p>Increase the number of partners, and improve the quality of such relationships.</p>	<p>As of the end of academic year '06-'07, inventory of partnerships does not exist.</p>	<p>Survey employees to determine the number of hours dedicated to the community.</p> <p>Survey key partners to determine the quality of the partnerships.</p>

Strategic Goal C: Build Programs of Distinction

LONG-TERM INSTITUTIONAL OBJECTIVES	BASE DATA: AY '06-'07	PERFORMANCE MEASUREMENTS (TO BE FINALIZED)
Continue planning process and ensure that District-wide Educational Master Plan is addressing the needs in the service areas with all deliberate speed	As of the end of academic year '06-'07, District-wide Educational Master Plan did not exist.	
Continue planning process and ensure that District-wide Resource Master Plans (Facilities, Fiscal, Human Resources, Information Technology, and Marketing) directly support the Educational Master Plan	As of the end of academic year '06-'07, District-wide Facilities Master Plan did not exist.	

Strategic Goal D: Create A Culture of Innovation and Collaboration

LONG-TERM INSTITUTIONAL OBJECTIVES	BASE DATA: AY '06-'07	PERFORMANCE MEASUREMENTS (TO BE FINALIZED)
Improve collaboration and integration between the Chancellor's Office and Colleges	Survey conducted in summer 2006 indicated a need for better collaboration between the Chancellor's Office and the Colleges.	Survey of Strategic Management Team members on collaboration and integration. Survey SPPAC on collaboration and integration.
Establish and set aside \$50,000 (minimum) each year for Innovation Fund program.	At the end of academic year '06-'07, no Innovation Fund existed.	Budgeted every fiscal year
Conduct annual self-review of the Board of Trustees	At the end of academic year '06-'07, Board did not conduct annual evaluation.	
Continue to develop organizational capacity for institutional effectiveness	At the end of academic year '06-'07, there was no formal structure or person formally responsible for institutional effectiveness.	

Strategic Goal E: Develop Resources to Advance and Sustain our Mission

LONG-TERM INSTITUTIONAL OBJECTIVES	BASE DATA: AY '06-'07	PERFORMANCE MEASUREMENTS (TO BE FINALIZED)
Increase grant money by 5 % per year over the next 5 years.	At the end of academic year '06-'07, grant money consisted of 4.5% of the budget.	Budget report
Increase non-general fund money (e.g., contract education, funds from fundraising, international tuition, out-of-state tuition, grant money, etc.) by \$4 million or more every year until 2018)	At the end of academic year '06-'07, non-general fund money was 8.6 % of the budget.	Budget report
Maintain the district budget reserve at least at the state standard (5%), with a goal to maintain at a significantly higher percentage than the state standard.		State standard and Budget report