PILLAR I - STUDENT SUCCESS

1. ALIGN STUDENT SUPPORT WITH STUDENT NEEDS.
   - STUDENT INTAKE FORM
     Identify student needs and intervention strategies by developing and implementing a student intake survey. Resources will be allocated and integrated into planning that supports identified student needs.

   - EMERGENCY FUNDS
     Increase student food pantry and emergency grant funds to $250,000.

   - EQUITABLE AND ACCESSIBLE STUDENT SUPPORT
     Identify and address gaps in student services by compiling an inventory of current student support services and conducting focus groups and surveys to better understand the perspective of students.

2. IMPROVE TOOLS TO ADDRESS INDIVIDUAL STUDENT NEEDS.
   - LEVERAGE PERKINS V FUNDING TO INCREASE CTE PROGRAM PERSISTENCE AND COMPLETION
     Increase persistence and completion rates of special populations (underrepresented, underrepresented gender in major) in Career and Technical Education programs by leveraging Perkins V funding.

   - EARLY ALERT
     Implement a new early alert system to 1) increase student term success by 3 percent (completion in good standing); 2) increase fall-to-spring success by 3 percent (retain or graduate); and 3) increase fall-to-fall success by 2 percent.
3. ENHANCE PROGRAM REVIEW.
   - IDENTIFY OPPORTUNITIES
     Enhance the program review process to identify curricular, co-curricular and department opportunities.
   - INTEGRATE PROGRAM REVIEW
     Integrate program review into the budget planning process.

PILLAR II - EQUITY AND INCLUSION

1. MODEL A WELCOMING, SUPPORTIVE AND INCLUSIVE CAMPUS CLIMATE.
   - IMPROVE EQUITY AND INCLUSION CAMPUS AND COMMUNITY CLIMATE
     Improve the campus and community climate by hosting at least four equity and inclusion community conversations and establishing safe spaces to have dialogues about issues of equity and inclusion. An employee survey tool will be used to measure campus climate.
   - REVIEW AND UPDATE POLICIES WITH AN EQUITY LENS
     Review and update a minimum of 10 policies with an equity lens. All managers and administrators will be equipped to conduct reviews by completing the Cultural Competence/IDI Assessment training.

2. ACHIEVE EQUITABLE STUDENT OUTCOMES.
   - INCREASE EQUITABLE STUDENT OUTCOMES
     Increase equitable outcomes for underserved students by completing an Academic Student Equity Plan that identifies pedagogical and curricular approaches across all modalities.
   - IMPLEMENT THE DEVELOPMENTAL EDUCATION STRATEGIC ROADMAP
     Implement the developmental education strategic roadmap to improve developmental education and English language learner (ELL) student success. The goal is to 1) increase course completion rates by 3 points; 2) increase fall-to-fall retention or graduation rates by 2 points; and 3) decrease the gap in course completion for developmental or ELL courses as compared to rates for other students.
   - DIVERSIFY STUDENT ORGANIZATIONS
     Strengthen support to diversify student organizations on all campuses.
PILLAR III - FINANCIAL SUSTAINABILITY

1. PROVIDE EXCELLENT AND INCLUSIVE ACADEMIC PROGRAMS AND STUDENT SUPPORT.
   - ALIGN EMPLOYEE DIVERSITY AND STAFFING RATIOS
     Align staffing with state and national benchmarks while increasing employee diversity through the strategic hiring of faculty, staff and administrators.
   - LAUNCH SUSTAINABLE NEW PROGRAMS
     Develop the structure, oversight and advocacy to research, develop and launch new programs.
   - STATE-OF-THE-ART INSTRUCTIONAL FACILITIES
     Provide state-of-the-art instructional facilities that foster connections between theory and practice.
   - FOSTER MISSION-APPROPRIATE ACADEMIC PARTNERSHIPS
     Develop an action plan for each academic school that fosters mission-appropriate academic partnerships. Action plans should identify current partnerships and opportunities for enhanced partnerships.
   - PROGRAM VISIBILITY IN COMMUNITIES
     Increase the visibility of our credit and non-credit academic programs in our communities by completing crosswalks and pathways, and aligning program review with marketing strategies.

2. INCREASE INNOVATION AND EFFICIENCY THROUGHOUT THE COLLEGE.
   - MASTER SCHEDULE EFFICIENCY
     Increase efficiency in developing the master schedule by implementing a data-informed approach to scheduling classes.
   - SUPPORT INNOVATION AND CREATIVITY
     Develop a structure to support innovation and creativity, including infrastructure to support the launch and management of College initiatives.

3. EQUIP DEANS, DIVISION CHAIRS AND PROGRAM DIRECTORS WITH THE SKILLS TO MEET THE CHANGING NEEDS OF STUDENTS AND THE COLLEGE.
   - LEADERSHIP TRAINING
     Provide opportunities for leadership training and development.