

Goal 1 Employ enrollment management strategies to support student success, progression, and completion/transfer

- 1.1 Develop guided pathways within metamajors, including stacked credentials, and in connection with K-12 and university partners.
- 1.2 Strengthen scheduling to provide effective, efficient, student-centered course offerings, delivered through structured time blocks, that also maximize FTES generation.
- 1.3 Design and develop innovative programs and expand educational programming to meet workforce needs (esp. in Ag, IT, and CTE).
- 1.4 Provide just-in-time and advanced technical training to meet workforce needs.
- 1.5 Expand coursework and certificate and degree programs at Los Banos Campus to align with area workforce needs.
- 1.6 Create innovative packaging and delivery of programs (e.g. cohort approaches; coordinated night, weekend, & summer programs; Fast Track; etc.) and expand distance education offerings.
- 1.7 Implement strategies to support student success, progression, and completion/goal attainment.

Goal 2 Increase student access and streamline entry processes

- 2.1 Support student goal identification and development of individualized student education plans.
- 2.2 Streamline registration and matriculation processes.
- 2.3 Reach new populations of students (e.g. in outer areas of District; new growth communities; incumbent adult workforce; non-traditional; AB288; more high school students; incarcerated; etc.).
- 2.4 Create First-Year Experience program which integrates campus life, career counseling, educational planning, and student success strategies.

Goal 3 Maximize future financial stability via data-driven, long-range, integrated fiscal planning

- 3.1 Implement integrated, data-driven business practices and sustainable resource development and allocation.
- 3.2 Align resources with planning processes for long-range financial planning and fiscal management.
- 3.3 Further develop the Foundation with structure, friend-raising, and fundraising.
- 3.4 Develop proactive funding diversification via the Foundation, grants, and private sector partnerships (see also Goal 5.0) (Staffing Plan).

Goal 4 Strengthen campus safety and align facilities and technology planning with educational master planning

- 4.1 Address campus safety issues across all campus locations.
- 4.2 Ensure facilities and technology planning supports long-range educational planning.
- 4.3 Proactively pursue facility and technology funding through both state and diversified funding sources.

Goal 5 Strengthen existing and create new partnerships with educational institutions, employers, and government and community agencies to support EMP Goals

- 5.1 Revitalize Program Advisory Committees.
- 5.2 Strengthen University partnerships.
- 5.3 Strengthen K-12 partnerships.
- 5.4 Partner with Employers, Foundations, Community groups and Government agencies (city, county, state).

Goal 6 Design streamlined, integrated technological and human systems that work effectively towards desired outcomes

- 6.1 Strengthen integrated planning.
- 6.2 Automate processes and strengthen data access and use at various levels of the institution; employ technology effectively; provide training.
- 6.3 Refine Committee structure to support institutional goals, the Educational Master Plan, and student success.
- 6.4 Develop long-range staffing and professional development plans.

Goal 7 Implement innovative practices, learned as a result of the pandemic, to increase accessibility and preserving an authentic collegiate experience for our students, employees, and community.

- 7.1 Provide diversified professional development, resources, and training opportunities to support innovative practices throughout the college.
- 7.2 Embrace and implement more flexible and adaptable best practices to better serve our employees, students, and community.
- 7.3 Invest in student and employee engagement programs and initiatives to foster connectedness, commitment, and motivation.
- 7.4 Invest in current and modern technology and equipment to promote innovation for students, classified professionals, faculty, and leadership to fulfill the mission of the college.

Goal 8 Utilize MCCD's Diversity, Equity, and Inclusion Framework to address systemic racism and social injustices within all facets of our services and programs for our community, colleagues, students, and academics.

- 8.1 Engage with the diverse communities within our service area to promote and support diversity, equity, and inclusion in higher education.
- 8.2 Create an environment among colleagues that fosters respect, cooperation, acceptance, and understanding of differences.
- 8.3 Strengthen the investment in proven practices that advance diversity, equity, and inclusion by amplifying and enhancing campus-based equity plans for students and employees.
- 8.4 Create opportunities for self-reflection for employees to address issues of diversity, equity, and inclusion.
- 8.5 Promote institutional efforts that support faculty to design and revise curriculum, implement transformative practices, and improve classroom and campus environments to create a more diverse and inclusive educational experience that strives to achieve more equitable outcomes.