COCONINO COMMUNITY COLLEGE
2008 – 2011 Strategic Plan

Goal 1 - GROWTH and ETHICS

By June 30, 2011, CCC will develop and establish sustainable funding options and optimize the utilization of existing resources by:

Sub Goals	Tactics	Measures	Responsibility	Resources Needed	Target Date	Status	Feedback Loop
1.1 Improving internal efficiencies (VP BAS)	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
	1.1.1 Develop recession plan.	Develop plan.	VP BAS and P	Time	Sept 08	**complete**	PC, Budget Committee and CC
	1.1.2 Develop efficiency best practices plans:	Review brainstorming list, prioritize and develop plan	VP BAS, VPs and Administrators	Time	June 09	**80%**	Budget Committee, P and CC
	A. Review class size district wide to determine optimum class size	Assess and develop three year class size plan	VPs and Executive Dean, Page campus	Time	June 09	**complete**	P and CC
	B. Review utilization of procurement best practices district-wide	Assess, develop plan for improvement and provide training	Dir, Purchasing and Auxiliary Services and Budget Managers	Time	June 09	**90%**	P and CC
	C. Review facility utilization district –wide	Prepare Facility Utilization Report.	Executive Dir, Facilities	Time	June 09	**complete**	FC, P and CC
	D. Review departmental business processes and procedures district-wide	Assess and develop plans district–wide	VP BAS, VPs, Executive Dean, Page campus and Administrators	Time	June 09	**75% & ongoing**	P and CC
	E. Review travel and professional development practices	1. Assess travel. 2. Separate travel required for job vs. professional development. 3. Reimburse w/ receipt up to per diem	VP BAS	Time	June 09	**complete**	Budget Committee, P and CC
	F. Review opportunities to increase automation of services district-wide	Assess and develop automation plan	VP BAS, VPs, CTO and Administrators	Time	June 09	**75% & ongoing**	P and CC
	G. Establish annual cycle and process to review academic programs district-wide	Develop annual cycle and process for program review	VP AA, VPs and Deans	Time	June 09	**complete**	P and CC

Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	H. Review and track full-time to part-time faculty ratio	Assess and update long-term plan.	VPs and Executive Dean, Page campus	Time	June 09	**complete**	P and CC
	I. Review committee structure for efficiency	Recommend additions, deletions, and changes to committees	CC	Time	November 09	**complete**	P, PC and CC
	1.1.3 Review organizational structure: A. Assess staffing levels. B. Create division plans to realign programs and departments with appropriate divisions for college-wide services	Assess and develop realignment plans	P, VPs, HR Dir + others as needed	Time	Dec 08	**Complete & ongoing**	PC and CC
	C. Implement phase I division realignment plans	TBD by plan	VPs, HR Dir + others as needed	Time	June 09	**Complete & ongoing**	P and CC
	1.1.4 Enhance sustainable business practices ensuring sustainability principles and practices receive priority consideration in college operations and decisions	Develop sustainability plan	Executive Dir, Facilities	Time	Dec 08	**80%**	Sustainability Committee, P and CC
	1.1.5 Adopt "budgeting to actuals" process	Implement new budget process and provide training	VP BAS	Time	Nov 09	**complete**	Budget Committee, P and CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	1.1.2 Implement Efficiency Best Practices	Implement phase I of plan	VP BAS, VPs and Administrators	Time	June 10		Budget Committee, P and CC
	1.1.3 Review organizational structure: A. Assess staffing levels. B. Create division plans	Assess phase I and implement phase II	P, VPs, HR Dir + others as needed	Time	June 10		PC and CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	to realign programs and departments with appropriate divisions for college-wide services						
	1.1.4 Implement sustainability Plan	Implement phase I of sustainability plan	Executive Dir, Facilities	TBD by plan	June 10		Sustainability Committee, P and CC
	1.1.5 Review new budget based on actuals process	Assess new budget process and financial results and develop plans as needed	VP BAS	Time	June 10		Budget Committee, P and CC
	Continue work on rewrite of policies and procedures (P & P)	1. Continue writing 2. Review P & P changed so far 3. Recommend any changes	VPs & designees	Staff time, best practices, Good Policy Good Practices paper, etc.; legal review	06/30/10	**Integrated from 5.3.9**	CC, PC, College community including students
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	1.1.2 Implement phase II Efficiency Best Practices plan	Assess phase I and implement phase II of plan.	VP BAS, VPs and Administrators	Time	June 11		Budget Committee, P and CC
	1.1.3 Review organizational structure: A. Assess staffing levels. B. Create division plans to realign programs and departments with appropriate divisions for college-wide services.	Assess phases I and II and implement Phase III.	P, VPs, HR Dir + others as needed	Time	June 11		PC and CC
	1.1.4 Implement sustainability plan	Assess phase I and implement phase II of sustainability plan	Executive Dir, Facilities	TBD by plan	June 11		Sustainability Committee, P and CC
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
1.2 Strengthening the CCC Foundation (FND Dir)	1.2.1 Solicit donations to the Foundation when registering or visiting the CCC Foundation website. Include a student tuition	Implementation with registration screen.	Foundation, IT	Collaboration with IT, ability to take donations through banner, online	Fall 2008	**50%**	Foundation Board and Dir

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	funding page in the course schedule.						
	1.2.2 Create Foundation Website with online giving.	Pages written and launched	Foundation and IT	Work with IT, Teaching Learning Center support; purchase program or online donations	January 2009	**complete**	Foundation Board and Dir
	1.2.3 Create Tuition Assistance Fund	Create Criteria and train registration on procedure	Foundation	Funding, approval of Board, input from Financial Aid and Registration	July 2008 (establishment of fund for each campus).)	**complete**	Foundation Board and Dir
	1.2.4 Explore Funding Opportunities with College vendors	Acquire information and work with Purchasing	Foundation and Purchasing	Determination of needs and appropriate events for which to approach contacts	December 2008	**Complete & ongoing**	Foundation Board and Dir
	1.2.5 Develop funding for Early Childhood Development program	Submit proposal for funding by January 2009	FND Dir and Business Dept. Chair	Input from Business Department	December 2009	**80%**	Foundation Board, Dir and Business Dept. Chair
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	1.2.6 Investigate Alumni Development program (donations, time, mentors speaking engagements)	Complete in house research of alumni programs	Foundation, Dir, PR/Marketing, IT, possible future Alumni staff	Input from Faculty, staff for newsletter. Time devoted to Alumni development	July 2009		Foundation Board and Dir
	1.2.7 Investigate BigOnline or similar research network.	Acquire membership	Foundation and College	Funding from Foundation and College. Available Grant Writer (within College).	Spring 2010		Foundation Board, Dir and College P
	1.2.8 Increase endowments. A. Develop potential donor list B. Establish five new endowed scholarships at $15,000 each	Number of endowments and levels in each	Foundation and Dir	Additional potential donor contacts. Input from Foundation Board, Faculty, and Staff	January 1, 2010		Foundation Board and Dir.
	1.2.9 Establish	Schedule of quarterly	Foundation and Page	Determination of	Spring 2009	**complete**	Foundation Board, Dir,

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	Foundation Advisory Committee in Page.	meetings	Campus	appropriate members and approval by Board			and Executive Dean, Page campus
	1.2.10 Develop Page funding sources	Create contact list and proposals for support	FND Dir and Executive Dean, Page campus	Establishment of Page sub-group	Summer 2009		Foundation Board, Dir and Executive Dean, Page Campus
	1.2.11 Increase endowed scholarship fund by $20,000 per year	Growth of fund	Foundation Board and Dir.	Input from Board, Faculty, Staff	January 1, 2010		Foundation Board and Dir
	1.2.12 Increase unrestricted funds support	Growth of unrestricted and greatest needs account	Foundation Board and Dir.	Input from Foundation Board, Faculty and Staff.	June 1, 2010		Foundation Board and Dir
	1.2.13 Secure SBDC NxLeveL Program Funding	Contact with potential donors	FND Dir. and SBDC Dir.	Input from SBDC staff	June 1, 2010		FND Dir and SBDC Dir
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	1.2.14 Explore feasibility for Endowed Chair/Series	Present proposals to potential donors	Foundation	Current student and alumni communication from CCC about needs; potential donor contacts	June 1, 2010.		Foundation Board and Dir
1.3 Developing new revenue streams (VP BAS)	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
	1.3.1. Work to increase State funding	Draft Annual Supplemental Funding requests	VP BAS	Time	Dec 08	**retire**	Budget Committee
	1.3.2. Research feasibility of instituting new non-course fees	Assess new non-course fees including: 1. $5 fee GED grad fee 2. AED fee 3. Learning Assistance Fee for over X# free 4. Transcript Fee for over X# free 5. Admissions Fee 6. Page Campus Parking Fee	VP BAS 1. AED 2. AED 3. LES 4. ARR 5. ARR 6. Executive Dean, Page campus	Time	Nov 08	**Complete & ongoing**	Budget Committee and CC

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	1.3.3. Review and recommend opportunities to sell advertising	Develop plan	Dir, PR/ Marketing	Time	June 09	**Reviewed & retire**	Budget Committee and PC
	1.3.4 Develop plan to maximize revenue generating aspects of facility usage	Develop plan to maximize facility usage, which may include: A. Promote CCC as conf/event/rental spaces thru/o week and weekend B. Obtain catering license for Culinary Arts Program C. Charge vendors a fee to participate in annual grad fair D. Charge vendors a fee to participate in career fair E. Charge for antenna at Page campus	VPs, Executive Dean, Page Campus, Executive Dir, Facilities, Dir, PR/Marketing	Time	Dec 08	**90%**	Facility Advisory Committee, P and CC
	1.3.5 Increase grant applications and acquisitions	Hire grant writer, develop systematic grant process: identification, acquisition, management and renewal, replacement cycle for grant-funded assets	VP AA, VPs	Time	June 08	**80%**	PC and CC
	1.3.6 Assess ASL Interpretation for NAU's SEP Program	Develop business plan to show amount of revenue generated; get support for plan and implement	SSS	Requisition approval; staff time	June 08	**complete**	Budget Committee, PC, SALT

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	1.3.7 Review policies and strategies relating to Course Fees	Assess and develop plan as needed	VP BAS, VPs, Deans	Time	Sept 08	**90%**	Budget Committee, CC and DGB
	1.3.8 Develop Override steering committee	1. Identify committee members 2. Establish CAC in each community 3. Develop Speakers Bureau	P and Dir, Pr/Marketing	Time	2012	**80%**	PC, CC and DGB
2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	1.3.1 Work to increase State funding	Draft second Supplemental Funding Requests	VP BAS	Time	Dec 09	**retired**	Budget Committee and PC
	1.3.2 Review non-course fees	Assess non-course fees and recommend changes as needed	VP BAS, VPs	Time	June 10	**ongoing**	Budget Committee, CC and DGB
	1.3.3 Implement plan to sell advertising as determined in FY 09	Implement plan	Dir, PR/Marketing	Time	June 10	**retired**	Budget Committee and PC
	1.3.4 Implement phase I of Facility Utilization Plan	Implement phase I of plan	VP's, Executive Dir, Facilities, Dir, PR/Marketing	TBD by plan	June 10		Facility Advisory Committee, P and CC
	1.3.5 Increase grant applications and acquisitions	Increase grant applications	VP AA, VP's	Time	June 10	**ongoing**	Budget Committee and PC
	1.3.6 Coordinate ASL Interpretation for NAU's SEP Program	Assess program	SSS	Requisition approval; staff time	Aug 10	**ongoing**	Budget Committee, PC and SALT
	1.3.7 Implement changes from review of course fees and policies	Implement changes	VPs, Deans	Time	Sept 08		Budget Committee, CC and DGB
2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	1.3.1 Work to increase State funding	Draft third Supplemental Funding Requests	VP BAS	Time	Dec 10	**retired**	Budget Committee
	1.3.4 Implement phase II of Facility Utilization Plan	Implement phase II of plan	VPs, Executive Dir, Facilities, Dir,	TBD by plan	June 11		Facility Advisory Committee, P and CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		PR/Marketing					
	1.3.5 Increase grant applications and acquisitions	Increase grant applications	VP AA, VPs	Time	June 11		Budget Committee and Cabinet
	1.3.6 Assess ASL Interpretation for NAU's SEP Program	Assess the fiscal outcome of the 2010 program; decide whether to make permanent; develop and publish procedures as needed	SSS	Staff time	Dec 10		Budget Committee, PC, CC, SALT
	1.3.8 Prepare and present educational materials regarding Override	Develop and present materials	P, VPs, Dir, PR/Marketing, , IR Dir	Time and $ for educational materials	June 11		CC and DGB
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
1.4 Enhancing recruitment and retention through innovative enrollment management strategies (VP SA)	1.4.1 Improve, expand, and simplify admissions and registration systems	1. Improve transfer credit posting 2. Simplify instructions in Banner 3. Update procedures 4. Capture learning goals at admission 5. Plan procedures for international students linked to NAU IGA	ARR, ASC, IT	Staff time, best of practices, CAS, legal review for admissions	04/01/09	**90%**	CC, PC, SALT
	1.4.2. Set up cross-departmental advising team (CDAT)	1. Review past work 2. Identify best practices 3. Prepare for year 2	CC, PC set up team; CDAT then takes next steps	Staff time, best of practices, previous work done, NACADA, CAS	12/01/08	**complete**	CC, PC, SALT
	1.4.3 Expand and diversify recruitment events	1. Find ways to bring more potential students to CCC 2. Work to improve volunteerism	SSS, Admissions, Dir, PR/Marketing	Staff time, possible fiscal costs, more volunteers	04/01/09	**complete**	CC, PC, SALT

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	1.4.4 Create Enrollment Management Team (EMT)	1. Sets retention targets 2. Develops means to monitor key data 3. Develops strategies and coordination to increase enrollment 4. Identify and train recruiters	CC and PC create EM team; EM team and IR continue the work	Staff time, best practices, SA Zone Plan, Noel-Levitz tools, CAS	08/01/09	**35%**	CC, PC, SALT
	1.4.5 Create a Recruitment Team (RT)	1. Study past and current plans 2. Create a recruitment plan aligned w/ marketing and other objectives 3. Recommend credit and tuition incentives	CC and PC create RT and decide how it connects to EM team; RT then develops the plan	Staff time, legal information on recruitment rules, CCC marketing and recruitment plans	09/01/08 plan in place; 04/01/09 steps in place to carry out plan	**complete**	CC, PC, SALT
	1.4.6. Create early and joint admissions	1. Implement any IGA changes with NAU 2. Explore and recommend other early or joint admissions 3. Recommend P & P changes as needed	ARR, ASC, EMT	Staff time, legal review, best practices	07/01/08 to implement for Fall 2008; could be later depending on NAU IGA	**complete**	CC, PC, SALT
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	1.4.7. Provide financial planning for student assistance	1. Integrate financial planning and estimates of aid with recruitment 2. Recommend any tuition prepayment plans	FA, BAS	Staff time, best practices	07/01/09		CC, PC, SALT, EMT
	1.4.8. Increase student financial aid resources	1. Work to develop new financial	FA, IT, Foundation	Staff time, technical support, legal input,	07/01/09		CC, PC, SALT, EMT

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	and availability	resources and aid programs 2. Develop online giving system in registration		best practices			
	1.4.9. Conduct studies on retention rates	1. Deliver five-year report on retention and diversity 2. Set schedule and methods of ongoing reports 3. Recommend changes as needed	EMT, IR	Staff time, best practices, SA Zone Plan, Noel-Levitz tools, CAS	08/01/09		CC, PC, SALT
	1.4.10. Explore ways to increase student completion rates	1. Set targets 2. Create programs to capture near completers and reverse transfers 3. Set up use of automated degree audit to find completers	EM team	Staff time, best practices, some possible fiscal impact	04/01/10		CC, PC, SALT, Curriculum Committee
	1.4.11. Create early intervention programs for all students	1. Define at risk students and how to track them 2. Establish diversity retention goals 3. Ensure first semester contact of new students 4. Create Help Desk tools for faculty to report students in need	EM team, SSS, LEC, AA, IT, IR	Staff time, Help Desk technology, best practices, FERPA issues, legal review	09/01/09		CC, PC, SALT
	1.4.12. Create coordinated approach to provide support to	1. Coordinate probation, dismissal, and SAP to connect	SSS, FA, LES, AA, EMT	Staff time, best practices, some mailing and calling	10/01/09		CC, PC, SALT

Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	students in poor academic standing	students to LEC and other resources 2. Create complete list of tutoring resources		costs			
	1.4.13. Implement best practices established by CDAT	1. Define who can and who must get advising 2. Define adviser roles, training, resources, procedures 3. Plan SSS and faculty collaboration 4. Increase NAU advising via new IGA or other means	SSS, AA, HR, EM team, CDAT	Staff time, best practices, NACADA, CAS	12/01/09 for final recommendation - 04/01/10 to implement		CC, PC, SALT
	1.4.14. Improve new student orientation	1. Recommend who must take new student orientation 2. Develop full online version of class 3. Create online and other tools for student	SSS, Dir, Online Media Services	Staff time, best practices, WebCT, NASPA	12/01/09		CC, PC, SALT, EMT
	1.4.15. Improve, expand, and simplify admissions and registration systems (	1. Upgrade Class Schedule publication 2. Analyze how prerequisites block online registration and recommend next steps 3. Analyze waitlist process and recommend how to automate 4. Start international implementation	ARR, Dir, PR/Marketing, AA	Staff time, Banner 8	03/08/10		CC, PC, SALT, EMT

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	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
1.4 Enhancing recruitment and retention through innovative enrollment management strategies (VP SA)	1.4.16. Finalize comprehensive EM data collection and analysis	1. Define CCC data to track 2. Define external data 3. Develop dashboard and reporting tools 4. Provide definitions and training	EM team, IT, IR, RT, CDAT	Staff time, best practices, IT resources or desktop computing	02/01/09		CC, PC, SALT
	1.4.17. Expand student support systems	1. Expand mentoring 2. Implement steps for diversity retention goals 3. Increase faculty-student interaction outside class 4. Explore student advocacy groups and peer advising; expand as needed	SSS, AA	Staff time, best practices, CAS, TRIO examples	02/01/09		CC, PC, SALT, EMT
	1.4.18. Increase access to student activities and services	1. Define CCC students 2. Recommend access to clubs and services by group type (e.g., high school, Adult Ed, non-credit)	SSS, CEC, Adult Ed, AA, BAS, other stakeholders as needed	Staff time, best practices, collaborative models	02/01/09		CC, PC, SALT, EMT
	1.4.19. Increase student involvement in governance	1. Enhance information going to students 2. Enhance means of students to give input	SSS, NASPA	E-mail, forums, publications	09/01/10		CC, PC, SALT, EMT
	1.4.20. Improve, expand, and simplify admissions and registration systems	1. Implement and final improvements to waitlist	ARR, EM team, IT	Staff time, Banner 8	03/08/11		CC, PC, SALT, EMT

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		2. Reach for ability to require all students to register online starting Fall 2011 if CCC so wishes 3. Finish international student programs set up					

Goal 2 - QUALITY

By June 30, 2011, CCC will improve the use of technology to enhance learning by:

Sub Goals	Tactics	Measures	Responsibility	Resources Needed	Target Date	Status	Feedback Loop
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
2.1 Strengthening technology infrastructure (CTO)	2.1.1 Consolidate server infrastructure	Creation of virtual environment using VMWare	CTO, Technical Director	CWI Infrastructure Expert, staff allocation	Year-end, June 2009	**complete**	Technology Committee, CC, College Community
	2.1.2 Monitor critical systems	Implementation of a infrastructure monitoring tool	CTO, Technical Director	CWI Infrastructure Expert, staff allocation	Year-end, June 2009	**complete**	Technology Committee, CC, College Community
	2.1.3 Develop Enterprise backup solution	Installation and configuration of an effective backup and recovery application	CTO, Technical Director	CWI Infrastructure Expert, staff allocation	Year-end, June 2009	**90%**	Technology Committee, CC, College Community
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	2.1.4 Provide leadership for Change Management	Implementation of a department change management tool meeting IT framework and audit standards	CTO	staff training	Year-end, June 2010		Technology Committee, CC, College Community
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	2.1.5 Develop student evaluations and	Implementation of a college-wide survey tool	Dir, IR, CTO	Staff allocation; Staff training; CWI	Year-end, June 2009		Technology Committee, CC, AUG, PIE, College

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	institutional survey tools			functional expert			Community
	2.1.6 Update technology governance policies	Creation of an Acceptable Use Policy with appropriate communication strategy	CTO	N/A	Year-end, June 2009		Technology Committee, CC, College Community
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
2.2 Maximizing technology and facilities for learning (CTO)	2.2.1 Review technology utilization and business practices	Review of current business practices as part of administrative system. Identify areas requiring attention, prioritized by AUG.	CTO, VPs, Director for each functional area	CWI functional expert; staff allocation	Year-end, June 2010	**complete**	AUG, Technology Committee, CC, College Community
	2.2.2 Provide a student Email system	Implementation of a robust student email solution	CTO, Technical Director, Manager, User Services	CWI infrastructure expert; staff allocation	Year-end, June 2009	**95%**	AUG, Technology Committee, CC, College Community
	2.2.3 Provide laptop option for employees as appropriate	Begin incorporating laptops as part of the desktop replacement strategy	CTO, Manager, User Services	Staff allocation	Year-end, June 2009	**complete**	Technology Committee, CC, College Community
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	2.2.4 Enhance technology training	Implementation of a training strategy to increase effectiveness of administrative and academic technologies.	CTO, Manager, User Services, Director Online Media, TLC	Staff allocation	Year-end, June 2010		Technology Committee, CC, College Community
	2.2.5 Conduct a business practice review of Banner	Review of business process within finance, student, and human resources modules.	CTO, VPs, Director of functional areas, Senior Systems Analyst	CWI functional expert; Staff allocation; funding	Year-end, June 2010		AUG, Technology Committee, CC, College Community
	2.2.6 Institute an Identity Management system	Single ID for all users when accessing any CCC technology service	CTO, Technical Director, Manager, User Services, Senior Systems Analyst	CWI infrastructure expert; Staff allocation	Year-end, June 2010		AUG, Technology Committee, CC, College Community

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	2.2.7 Increase effectiveness of computing and learning environments	Evaluate district wide learning technology requirements	CTO, Technical Director, Manager, User Services; Director, Online Media	Staff allocation	Year-end, June 2010		Technology Committee, CC, College Community
	2.2.8 Identity funding or collaborative measures to maintain and enhance library services district-wide	Evaluation of available databases (transition from Title III funding). Collaborations with other online library services. Expand learning objects	Library Services	Staff allocation; Funding	Year-end, June 2010		SALT, CC, College Community
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	2.2.9 Develop program to help students acquire or lease laptops	Work with laptop vendor to provide options for students to acquire or lease laptops	CTO, Manager, User Services	Staff allocation	Year-end, June 2011		Technology Committee, CC, College Community
	2.2.10 Create Wireless "Hot Spots"	Installation of a college-wide wireless solution	CTO, Technical Director	CWI infrastructure expert; Staff allocation	Year-end, June 2011		Technology Committee, CC, College Community
	2.2.11 Expand teaching and learning center services to remote campuses	Develop and implement faculty instructional support strategy	VP AA, Executive Dean, Page Campus	Staff allocation	Year-end, June 2011		CC, College Community
	2.2.12 Increase effectiveness of computing and learning environments	Implement upgrades to technology environment meeting the needs identified through discovery process and approved through budget process	CTO, Technical Director, Manager, User Services; Director, Online Media	Staff allocation	Year-end, June 2011		Technology Committee, CC, College Community
	2.2.13 Identify funding or collaborative measures to maintain and enhance library services district-wide	Review and implementation of enhanced Library services based on student feedback. Write	Library Services	Staff allocation, Funding	Year-end, June 2011		SALT, CC, College Community

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		Library component for accreditation report due 2012.					
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
2.3 Improving access to and delivery of distance learning (CTO)	2.3.1 Increase Bandwidth	Implement an upgrade to the college's internet connection	CTO, Technical Director	Staff allocation	Year-end, June 2009	**complete**	Technology Committee, CC, College Community
	2.3.2 Increase effectiveness of ITV	Develop training plan, room configuration standard, and support structure	CTO, Director, Online Media, VP AA, Executive Dean, Page Campus	Staff allocation	Year-end, June 2010	**complete**	Technology Committee, CC, College Community
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	2.3.3 Integrate online students into CCC community	Increased services available to all students via the learning management system (WebCT) and portal	CTO, Manager, User Services, Technical Director	Staff allocation	Year-end, June 2010		Technology Committee, CC, College Community
	2.3.4 Increase effectiveness of video through distance delivery	Pilot & plan for implementation of video conf strategy	CTO, Director Online Media, VP AA, Executive Dean, Page Campus	Staff allocation	Year-end, June 2010		Technology Committee, CC, College Community
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	2.3.5 Explore new group and individual based course delivery tools	Evaluation of latest distance delivery trends focusing on both group and individual environments	CTO, Director Online Media	Staff allocation	Year-end, June 2011		Technology Committee, CC, College Community
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
2.4 Enabling anytime,	2.4.1 Introduce new application for student	Installation and configuration of college-	CTO, Technical Director, Director,	Staff allocation	Year-end, June 2009	**70%**	Technology Committee, CC, College Community

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
anywhere use of college technology services (CTO)	collaboration	wide collaboration application	Online Media				
	2.4.2 Deploy phase I document imaging to enable district-wide access to documents	Initial implementation in Financial Aid	CTO, Director, FA	Staff Allocation; External Resource	Year-end, June 2009	**complete**	Technology Committee, AUG, SALT, College Community
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	2.4.3 Set up College portal	Integration of college portal to provide single point of communication and application access	CTO, Technical Director, Director, Online Media; VP BAS, VP SA, VP AA; Senior Systems Analyst	CWI portal expert; Staff allocation; Funding	Year-end, June 2010		Technology Committee, CC, College Community
	2.4.4 Increase Web 4 services	Projects to be identified by functional areas	CTO, Senior Systems Analyst, Director of functional areas	CWI functional expert; Staff allocation	Year-end, June 2010		AUG, CC, College Community
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	2.4.5 Provide streaming audio / video	Ability to stream live / recorded audio or video from the web site	CTO, Director, Online Media	Staff allocation	Year-end, June 2011		Technology Committee, CC, College Community
	2.4.6 Provide remote access	Remote access to college resources, such as file shares, applications, email, and Banner	CTO, Technical Director, Director, Online Media	CWI infrastructure expert; Staff allocation	Year-end, June 2011		AUG, Technology Committee, CC, College Community
	2.4.7 Deploy phase II document imaging to enable district-wide access to documents	Continued deployment to other departments	CTO, VP BAS, VP SA	Staff Allocation; External Resource	Year-end, June 2010		Technology Committee, AUG, SALT, College Community
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
2.5 Strengthening	2.5.1 Develop Help Desk	Implementation of a	CTO, Manager, User	Staff allocation	Year-end, June	**complete**	Technology Committee,

Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
technology operations to sustain a geographically disbursed, multi-campus environment (CTO)	support strategy	Help Desk support strategy to provide enterprise level support to members of all campuses	Services		2009		CC, College Community
	2.5.2 Provide remote software deployment	Ability to easily install and configure software from a central location	CTO, Technical Director, Manager, User Services	CWI infrastructure expert; Staff allocation	Year-end, June 2009	**90%**	Technology Committee, CC, College Community
	2.5.3 Install an emergency broadcast system	Installation of a new emergency broadcast system to alert users of security or weather related emergencies	CTO, Technical Director	Staff allocation	Year-end, June 2009	**85%**	Technology Committee, CC, College Community
	2.5.4 Develop a disaster recovery plan	Completion of a college-wide technology disaster recovery plan	CTO	Staff allocation	July 2008	**complete**	Technology Committee, CC, College Community
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	2.5.5 Provide remote imaging	The ability to image desktops and computer labs from a central location	CTO, Technical Director, Manager, User Services	CWI infrastructure expert; Staff allocation	Year-end, June 2010		Technology Committee, CC, College Community
	2.5.6 Conduct Institutional reporting	Installation and configuration of an enterprise institutional reporting tool	CTO, Technical Director, Director, Institutional Research	CWI functional expert; Staff allocation; funding	Year-end, June 2010		AUG, Technology Committee, CC, College Community

Goal 3 - COMMUNITY
By June 30, 2011, CCC will build greater awareness of its services throughout the District and collaborate with community partners to promote the health and economic vitality of the County by:

Sub Goals	Tactics	Measures	Responsibility	Resources Needed	Target Date	Status	Feedback Loop

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	2008-2009	2008-2009	2008-2009	2008-2009	2008-2009	2008-2009	2008-2009
3.1 Strengthen current collaborations with NAU and pursue new ones (VP AA)	3.1.1. Renegotiate IGA	Completed and signed.	P, PC, CC	Meeting time, legal review	Summer 2008	**complete**	CC, Sr. Management: NAU/CCC; DGB
	3.1.2 Explore shuttle service between NAU/CCC	Feasibility Study Make recommendations	P, PC, CC	Research consult	Subsequent to IGA and transit elections	**50%**	CCC Internal
	3.1.3 Include NAU on aspects of the "Developmental Education Initiative"	Convene group/ form timeline	Dean of Arts and Sciences	Faculty and Learning Resources Personnel	Fall 2008	**80%**	Collaborative service learning experiences for students with NAU
	3.1.4 Explore opportunities for 90/30 program at Page	Draft a business plan	Executive Dean, Page Campus	Faculty and Learning Resources Personnel	Spring 2009	**50%**	Instruction CC
	2009-2010	2009-2010	2009-2010	2009-2010	2009-2010	2009-2010	2009-2010
	3.1.1 Review past year of NAU/CCC partnerships	Agreements have been acted upon	P, PC, CC	P & P modifications if needed	Fall 2009		CC, Sr. Management: NAU/CCC; DGB
	3.1.4 Pilot College Pathways Program in Page	IGA with PUSD	Executive Dean, Page Campus	Meeting time			Instruction CC
	2010-2011	2010-2011	2010-2011	2010-2011	2010-2011	2010-2011	2010-2011
	3.1.1 Review 2nd year of IGA	PC Review completed	P, PC, CC	Meeting time	Fall 2010		CC, Sr. Management: NAU/CCC; DGB
	3.1.4 Evaluate the 9/30 Page Program and prospects for its expansion into other parts of the County	Determine measures for analyses and run them	Executive Dean, Page Campus, P, VPs, Budget Committee	Meeting time, potential fiscal resources	Spring 2011		Instruction CC
	2008-2009	2008-2009	2008-2009	2008-2009	2008-2009	2008-2009	2008-2009

Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
3.2 Strengthening HS collaborations (VP AA)	3.2.1. Develop a multi-step plan to bring CCC to HS students	1. Cross-departmental team formed 2. Develop and implement up to 5 1st year tactics	VP AA begins process Team develops tactics	Time Meeting time	September 2008 October 2008	**complete**	CC CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	3.2.1 Develop year one tactics for a multi-step plan to bring CCC to HS students	Develop and implement up to 5 2nd year tactics	Team develops tactics	Meeting Time	October 2009		CC
	3.2.2 Evaluate 1st year tactics.	Determine if resources are available to continue	Team makes recommendations	Meeting time	September 2009		CC
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	3.2.1 Develop year two tactics for a multi-step plan to bring CCC to HS students	Develop and implant up to 5 3rd year tactics	Team develops tactics	Meeting time	October 2010		CC
	3.2.2 Evaluate 2nd year tactics	Determine if resources are available to continue	Team makes recommendations	Meeting time	September 2010		CC
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
3.3 Forming collaborations with outside entities (VP AA)	3.3.1. Identify opportunities to work with businesses, governments, organizations and tribes	Create a list at PC level and identify individuals to do advance work	PC, CC, Dir. CCL	Community contacts	June 2008	**complete**	CC
	3.3.2. Promote internships and service learning through SBDC	Job description adjustments SBDC	VP AA, Dir, SBDC, SA Academic Advisor	Time, Coordination with Department Chairs	Summer 2008	**complete**	Instruction
	3.3.3 Participate and collaborate with Alliance affiliate groups	Identify CCC employees to serve on assorted work groups (i.e. IT, facilities, purchasing, HR)	VP BAS	Time	Summer 2008	**Complete & ongoing**	CC
	3.3.4 Establish new and	Contact NAU, Coconino	Executive Dir,	Time		**Complete &**	CCC internal

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	strengthen existing relationships with organizations that can effectively collaborate with CCC regarding sustainability issues and opportunities	Co., City of Flagstaff, Northern Arizona Center for Emerging Technologies, and the Coconino County Sustainable Economic Development Initiative	Facilities Chair of CCC Sustainability Task Force			**ongoing**	External
	3.3.5 Collaborate with all Chambers of Commerce, City Governments and businesses to identify ways in which CCC can assist with regional economic development	Identify ways in which CCC can step forward to assist	CC, Dir, CCL	Time	Ongoing	**Complete & ongoing**	CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	3.3.1. Identify opportunities to work with businesses, governments, organizations and tribes	Continue working the list	PC, CC, Dir. CCL				CC
	3.3.2 Promote internships and service learning	Analyze successes and build upon them	VP AA, Dir, SBDC SA Academic Advisor				Instruction
	3.3.3 Participate and collaborate with Alliance affiliate groups	Analyze successes and build upon them	VP BAS				CC
	3.3.4 Establish new and strengthen existing relationships with organizations that can effectively collaborate with CCC regarding sustainability issues and opportunities	Analyze successes and build upon them	Executive Dir, Facilities Chair of CCC Sustainability Task Force				CC internal External
	3.3.5 Collaborate with all Chambers of Commerce, City Governments and businesses to identify ways in which CCC can	Analyze successes and build upon them	CC, Dir. CCL				CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	assist with regional economic development						
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	3.3.1. Identify opportunities to work with businesses, governments, organizations and tribes	Continue working the list	PC, CC, Dir. CCL				
	3.3.2 Promote internships and service learning through SBDC	Analyze successes and build upon them	VP AA, Dir, SBDC SA Academic Advisor				Instruction
	3.3.3 Participate and collaborate with Alliance affiliate groups	Analyze successes and build upon them	VP BAS				CC
	3.3.4 Establish new and strengthen existing relationships with organizations that can effectively collaborate with CCC regarding sustainability issues and opportunities	Analyze successes and build upon them	Executive Dir, Facilities Chair of CCC Sustainability Task Force				CC internal External
	3.3.5 Collaborate with all Chambers of Commerce, City Governments and businesses to identify ways in which CCC can assist with regional economic development	Analyze successes and build upon them	CC, Dir. CCL				CC
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
3.4 Increasing CCC's visibility throughout the District (PR/Marketing Director)	3.4.1 Develop CCC awareness campaign (internal and external) by advertising successes/capitalizing on existing successful events	Develop Annual PR/Marketing Campaign "Now" and "Name Game" which may involve radio, television, print, bus billboards, internal/external	PR/Marketing Dir and Marketing Coordinator	PR/Marketing Dir, Marketing Coordinator, Marketing Committee Graphic Design, Web Master, PR Coordinator, Increased advertising	Begin drafting plan Summer 2008, implement fall 2008 advertising campaign	**complete**	DGB, Foundation Board, CC, Marketing Committee

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		newsletters, special events, DVD, community events (college samplers, fairs, balloon festival, parades, etc.), print and video news releases, with countywide focus		budget, college community			
		Resurrect Interdepartmental Marketing Team	PR/Marketing Dir.	PR Coordinator, Marketing Coordinator	First meeting, July 2008	**complete**	Marketing Committee
		A more friendly CCC Website with frequent updates and with community calendar of events and opportunities on the main home page	PR/Marketing Dir, Marketing Coordinator, IT	Web Master, Graphic Design, Marketing Coordinator	Focus on updates beginning Spring 2008; actively research Web sites beginning Fall 2008	**80%**	CC, Marketing Committee, College community
		CCC mission and values on classroom and meeting walls	PR/Marketing Dir	Graphic Design, Printing	June 2008	**complete**	CC
		Special Events Check List	PR/Marketing Dir	PR/Marketing Dir	June 2008	**complete**	PR/Marketing Dir
		Encourage CCC involvement/representation in community organizations	PR/ Marketing Dir, P	PR Coordinator	June 10	**0%**	PR/Marketing Dir and P
		Fact sheet/pocket facts/Annual Report	PR/Marketing Dir, IR.	Graphic Design, PR Coordinator, Printing funds	Begin compiling information/photos in July 2008	**complete**	CC, Marketing Committee
		Develop strategy to encourage staff/faculty attendance at CCC events	PR/Marketing Dir	Fine Arts Chair, Marketing Coordinator	Develop and begin implementing strategy Spring	**complete**	CC, Marketing Committee

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
					2008		
	3.4.2 Promote CCC as a cultural hub	Promote traveling exhibits and performances throughout district	PR/Marketing Dir, Marketing Coordinator, Fine Arts Chair, Arts Presenter	PR Coordinator, Graphics design, Web Master, Arts Presenter, Stage/Wagon	Begin promotions Fall 2008	**complete**	Marketing Committee, Fine Arts Department, CC
		Enhance promotions/reach for Palette to Palate	PR/Marketing Dir, Marketing Coordinator, Fine Arts Chair, Arts Presenter	Graphic Design, Advertising funds increase	Begin with Palette to Palate Spring 2008	**complete**	Fine Arts Department, CC
		Facilitate Passport to Culture creation and continue to support other Arts Dept. initiatives	PR/Marketing Dir, Marketing Coordinator, PR Coordinator, Fine Arts Chair, Arts Presenter	Graphic Design, Writer, Printing, Funding	Create Passport by Fall 2008	**complete**	DGB, Fine Arts Department, CC, Marketing Committee
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	3.4.1 Develop CCC awareness campaign (internal and external) by advertising successes/capitalizing on existing successful events	Develop annual PR/Marketing Plan	PR/Marketing Dir, Marketing Coordinator	PR/Marketing Dir, Marketing Coordinator, Marketing Committee Graphic Design, Web Master, PR Coordinator, Increased advertising budget, college community	Assess 2008/2009 campaign, continue to tweak, update and revise in July 2009 – implement 2009/2010 ad campaign		DGB, Foundation Board, CC, Marketing Committee
		Conduct regular meetings with Interdepartmental Marketing Team	PR/Marketing Dir	PR Coordinator, Marketing Coordinator	Meet March, July, October 2009; March, July, October 2010.		Marketing Committee
		Introduce new college Website	PR/Marketing Dir, Marketing Coordinator, IT	Marketing dept	Begin implementing new look Fall 2009		CC, Marketing Committee, College community

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		Encourage CCC involvement/representation in community organizations	PR/ Marketing Dir, P	PR Coordinator	Recruit representatives for major county organizations beginning Fall 2009		PR/Marketing Dir and P
		Develop Mascot Art	PR/Marketing Dir	Marketing Coordinator, PR Coordinator, Graphic Design	Create and implement community game Spring 2009		DGB, CC, Marketing Committee
3.4.2 prepare materials needed educational campaign	Educational Plan-Launch "affordability" campaign (i.e. Cost/ student with tax breaks, ROI, compare to public 4 yr, County economic impact)		P, Dir, PR/Marketing and Dir, IR	Time and $ for educational materials.	Nov 09		
	3.4.3 Promote CCC as a cultural hub	Promote traveling exhibits and performances throughout district	PR/Marketing Dir, Marketing Coordinator, Fine Arts Chair, Arts Presenter	PR Coordinator, Graphics design, Web Master, Arts Presenter, Stage/Wagon	Promote through 2010		Marketing Committee, Fine Arts Department, CC
		Develop strategy to encourage staff/faculty attendance at CCC events	PR/Marketing Dir	Fine Arts Chair, Marketing Coordinator	Evaluate/ continue or tweak strategy Spring 2009		PR Coordinator, attendance at events
		Passport to Culture: determine timeline (annual or bi-annual event)	PR/Marketing Dir, Marketing Coordinator, PR Coordinator, Fine Arts Chair, Arts Presenter	Graphic Design, Writer, Printing, Funding	Evaluate effectiveness, create 2009/2010 by Fall 2009		Fine Arts Dept., Marketing Committee
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	3.4.1 Develop CCC awareness campaign (internal and external) by advertising	Develop Annual PR/Marketing Campaign	PR/Marketing Dir, Marketing Coordinator	PR/Marketing Dir, Marketing Coordinator, Marketing Committee	Evaluate 2009/2010, tweak, enhance and implement		DGB, Foundation Board, CC, Marketing Committee

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	successes/capitalizing on existing successful events			Graphic Design, Web Master, PR Coordinator, Increased advertising budget, college community	new campaign by Fall 2010		
		Conduct regular meetings with Interdepartmental Marketing Team	PR/Marketing Dir	PR Coordinator, Marketing Coordinator	Meet March, July, October 2010; March July, October 2011.		Marketing Committee
		Update new college Website	PR/Marketing Dir, Marketing Coordinator, IT	Marketing	Evaluate new look Fall 2010, continue updates		CC, Marketing Committee, College community
		Encourage CCC involvement/representation in community organizations	PR/ Marketing Dir, P	PR Coordinator	Evaluate success of college representation in community organizations Spring 2011		PR/Marketing Director, P
		Fact sheet/pocket facts/Annual Report	PR/Marketing Dir, IR	Graphic Design, PR Coordinator, Printing funds	Evaluate annual report; determine whether to or how to continue publication for Spring 2010		CC
		CCC Mascot Art	PR/Marketing Dir	Marketing Coordinator, PR Coordinator, Graphic Design	Determine how to incorporate Comet art into marketing plan Spring 2010		DGB and CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	3.4.2 Promote CCC as a cultural hub	Promote traveling exhibits and performances throughout district	PR/Marketing Dir, Marketing Coordinator, Fine Arts Chair, Arts Presenter	PR Coordinator, Graphics design, Web Master, Arts Presenter, Stage/Wagon	Evaluate and improve/continue through Spring 2011		Marketing Committee, Fine Arts Department, CC
		Passport to Culture	PR/Marketing Dir, Marketing Coordinator, PR Coordinator, Fine Arts Chair, Arts Presenter	Graphic Design, Writer, , Printing, Funding	Evaluate effectiveness, create 2010/2011 by Fall 2010		Fine Arts Department, Marketing Committee
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
3.5 Develop ways to measure/ understand diverse learning needs of County (Dir IR)	3.5.1. Conduct environmental scan (also see 1.4)	Mini-reports	Topics to be selected by CC	IR Office will spearhead	Reports to begin 7/08	<u>**complete**</u>	Set achievable recruiting and admissions goals tied to county population
	3.5.2. Create a 3-yr. rotation to cover scans for District communities including Focus Groups and Surveys	Produce a timeline	P, VP AA, IR Dir.	Time	Summer 2008	<u>**complete**</u>	CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	3.5.1 Continue with mini-reports	Mini-reports produced; Focus Groups convened	As directed by CC	IR Office will spearhead	Quarterly or as requested		CC
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	3.5.1 Evaluate utility of continuing with mini-reports/complete Focus Groups plan	Mini-reports produced;	As directed by CC	IR will spearhead	Quarterly or as requested		CC
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
3.6	3.6.1 Survey communities	Develop survey w/	PR/Marketing Dir, CC		Develop survey	<u>**75%**</u>	Marketing Committee,

Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
Developing a clear 'Branding' for CCC – what we want to be (PR/Marketing Director)	regarding CCC's image and community's expectations	institutional research		PR Coordinator, Graphic Design, VP for Academic Affairs, Institutional Research or outsource with acquired funding	Spring 2009, Implement Survey Fall 2009,		Institutional Research, and CC
	3.6.2 Promote CCC's image through core values	News stories, PR/marketing materials	PR/Marketing	Graphic Design, Marketing Coordinator, PR Coordinator,	Plan July 2008, implement Fall 2008	**<u>complete</u>**	Marketing Committee, College Community
	3.6.3 Develop CCC promotional merchandise	High visibility at community events throughout district	PR/Marketing Dir,	Graphic Design, Marketing Coordinator, PR Coordinator	August 2008	**<u>complete</u>**	Marketing Committee, College Community,
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	3.6.1 Survey communities regarding CCC's image and community's expectations	Implement survey w/ institutional research	PR/Marketing Dir, IR Dir	PR Coordinator, Graphic Design, VP AA, IR	Implement Survey Fall 2009, Evaluate results Spring 2010,		CC, Marketing Committee
	3.6.2 Promote CCC's image through core values	News stories, PR/marketing materials	PR/Marketing	Graphic Design, Marketing Coordinator, PR Coordinator,	Continue to implement through 2010		College Community
	3.6.3 Develop CCC promotional merchandise	High visibility at community events throughout district	PR/Marketing Dir,	Graphic Design, Marketing Coordinator, PR Coordinator	August 2009		College community, external communities
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	3.6.1 Conduct Community Survey	Evaluate with Marketing Committee, Institutional Research	PR/Marketing Dir, CC	PR Coordinator, Graphic Design, VP for Academic Affairs, Institutional Research	Integrate findings into marketing plan Fall 2010, evaluate Spring 2011		Marketing Committee, CC, IR
	3.6.2 Promote CCC's image through core values	News stories, PR/marketing materials	PR/Marketing,	Graphic Design, Marketing	Continue implementation,		College Community

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
				Coordinator, PR Coordinator,	evaluation through Spring 2011		
	3.6.3 Develop CCC promotional merchandise	High visibility at community events throughout district	PR/Marketing Dir	Graphic Design, Marketing Coordinator, PR Coordinator	August 2010		College community, external communities

Goal 4- LEARNING

By June 30, 2011, CCC will engage in innovative strategies to enable achievement of individual learning goals by:

Sub Goals	Tactics	Measures	Responsibility	Resources Needed	Target Date	Status	Feedback Loop
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
4.1Promoting and expanding post-secondary opportunities for HS students (VP AA)	4.1.1 Establish a departmentally and functionally diverse task force for dual enrollment	Plan created	VP AA, VP SA, Arts and Sciences Dean, Department Chairs	Meeting time and School District Cooperation	Fall 2008	**complete**	CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	4.1.1 dual enrollment task force implements plan	1st steps of plan	VP AA, VP SA, Arts and Sciences Dean, Department Chairs	Meeting time and School District Cooperation			CC
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	4.1.1 Establish a departmentally and functionally diverse task force for dual enrollment	Evaluate the plan	VP AA, VP SA, Arts and Sciences Dean, Department Chairs	Meeting time and School District Cooperation			CC
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
4.2 Expanding non-credit offerings to correlate w/ demographic opportunities	4.2.1 Hire director of community and corporate learning	Contract	HR/Search Committee	HR	Sp 2008	**complete**	VP AA

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
(VP AA)							
	4.2.2 Develop business plan for Community and Corporate Learning	Completed plan	Dir, CCL	Academic Affairs	Fall 2008	**complete**	VP AA, P, DGB
	4.2.3 Conduct a needs assessment of non-credit offerings for the District	Create a timeline for advancing strategies	Dir, CCL and Staff	Marketing, IR	ongoing	**Complete & ongoing**	VP AA
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	4.2.2 Implement Community and Corporate Learning business plan		Dir, CCL				VP AA
	4.2.3 Advance opportunities from needs assessment	Work the timeline	Dir, CCL				VP AA
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	4.2.2 Re-Evaluate Community and Corporate Learning business plan		Dir, CCL				VP AA
	4.2.3 Advance identified opportunities	Work the timeline	Dir, CCL				VP AA
	2008-09	**008-09**	**2008-09**	**2008-09**	**2008-09**	**2008-09**	**2008-09**
4.3 Developing new and signature programs (VP AA)	4.3.1 Identify signature programs to research for year one	Programs assigned to DCs for investigation	VP AA, Deans	Time and Community Cooperation/Support	Summer 2008	**Complete & ongoing**	P and CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	4.3.1 Identify signature programs to research for year two	Programs assigned to DCs for investigation	VP AA, Deans	Time and Community Cooperation/Support	Summer 2009		P and CC
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	4.3.1 Identify signature programs to research for year three	Programs assigned to DCs for investigation	VP AA, Deans	Time and Community Cooperation/Support	Summer 2009		P and CC
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
4.4 Developing	4.4.1 Establish block scheduling for all courses	New schedule template	VP AA	Meeting time	June 2009	**complete**	CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
strategies to address specific needs of distance learners (VP AA)	throughout district	completed		Adjust software			CCC internal/external
	4.4.2 Provide orientation for distance learners.	Assess student experiences with distance learning modalities.	VP AA, VP SA, Executive Dean, Page campus	Meeting Time, IR Possible software	June 2009	**98%**	CC, College community
	4.4.3 Assess level of services with Mohave Community College (MCC) to be offered in Fredonia including dual enrollment, ITV, online, and traditionally delivered classes.	Completed business plan	Executive Dean, Page campus, Instruction			**complete**	CC, MCC and DGB
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	4.4.1 evaluate class schedule using a 3 yr master course plan –	3 year master course plan evaluation completed	VP AA	Meeting time	June 2010		CC, CCC internal/external
	4.4.2 Assess success of orientation for distance learners	Data collected	VP AA, VP SA, Executive Dean, Page campus, CTO, IR Dir	Meeting Time Possible software	Pilot test June 2010		CC, CCC internal/external
	4.4.3 Assess level of services with Mohave Community College to be offered in Fredonia including dual enrollment, ITV, online, and traditionally delivered classes.	Work the business plan	Executive Dean, Page campus, Instruction				CC, MCC and DGB
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	4.4.1 Implement 3-yr	Evaluation tool	VP AA	Space in course	Year end (June		CC and Instruction

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	master course plan, include in course schedule, evaluate its usage.	developed and utilized. Data collected and analyzed		schedule (approx 3 pages);IR time; Meeting time	2011)		
	4.4.2 Make adjustments as needed to orientation for distance learners	Based on assessment findings	VP AA, VP SA, Executive Dean, Page campus, CTO, IR Dir				CC, CCC internal/external
	4.4.3 Assess/adjust expectations on services to Fredonia	Based on assessment findings	Executive Dean, Page campus				CC, MCC and DGB
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
4.5 Ensuring Institutional Quality (Executive Dean, Page campus) (VPAA)	4.5.1 Evaluate institutional assessment processes and create an assessment plan linked to the new strategic planning process	Document existing institutional assessment efforts. Prepare written plan for assessment grounded in CCC's mission, vision, values, and other core documents to assess institutional health. Process should demonstrate linkage of assessment, planning, and budget	Executive Dean, Page campus, IR Dir and VPs	Time for team to evaluate assessment tools, plans	May 09	<u>**complete**</u>	CC
	4.5.2 Expand professional development opportunities for employees in quality improvement concepts and accreditation's role in quality improvement	At least one seminar would be offered on accreditation and/or quality improvement at each of the following: Each Professional Development Day	Executive Dean, Page campus, IR Dir	Time	May, 2009	**complete**	CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	4.5.3 Develop and begin implementation of a comprehensive, detailed	Written plan is developed and approved; self-study	Executive Dean, Page campus, IR Dir	Time	Fall 2009		CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	plan for seeking continued accreditation with the Higher Learning Commission	committee and support teams formed; charges given and work begun					
	4.5.4 Provide on-going development opportunities for accreditation participants	Conduct periodic workshops and provide HLC "coaches" to assist those involved in the self-study process and provide a means for providing regular updates to CCC employees	Executive Dean, Page campus, IR Dir	Time	Fall, 2009		Higher Learning Commission Self Study Committee
	4.5.5 Prepare self study handbook to guide participants through the self study process	Completed handbook available on web	Exec Dean, Page Campus		Aug 09		VPAA
	4.5.6 Organize and appoint self study steering committee with committee charge	Committee appointed and first mtg held	Exec Dean, Page Campus		Sept 09		VPAA
	4.5.7 Implement Academic Program Review	1) pilot 2 programs from both CTE & A&S using review model 2) modify program review model based on pilot feedback	VPAA, Deans	DCs, IR data support	June 2010		VPAA, Instruction
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	4.5.3 Continue execution of Higher Learning Commission self-study plan	Target dates set in the self-study plan are being met. Assess effects of shared governance	Executive Dean, Page campus, IR	Time	June, 2011		Self-Study Committee
	4.5.5 Prepare self-study report for the Higher Learning Commission	Report completed, printed, and distributed	Executive Dean, Page campus, IR Dir and VPs	Time Cost for printing of	June, 2011		Self-Study Committee CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
				self-study			
	4.5.6 Prepare CCC constituencies for the accreditation visit	Agenda with details for the visit is printed, distributed, and discussed throughout the college with clear delineations of responsibilities during the visit	Executive Dean, Page campus, IR Dir	Time Cost for visit	Depending on date of scheduled visit		Self-Study Committee CC Higher Learning Commission Visiting Team
	4.5.7 Implement Academic Program Review	1) schedule programs on 3 yr review cycle 2) implement full review cycle according to schedule	VPAA, Deans	DCs, IR data support	June 2011		VPAA, Instruction

Goal 5- PEOPLE

By June 30, 2011, CCC will foster a high quality workplace which values its employees and promotes a learner centered environment by:

Sub Goals	Tactics	Measures	Responsibility	Resources Needed	Target Date	Status	Feedback Loop
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
						60%	
5.1 Establishing multiple paths for high quality internal customer service and appreciation (HR Dir)	5.1.1 Expand employee development and training opportunities for employees	Assess and prioritize College-wide training needs in support of Strategic Planning Goals that may including the following: A. customer service training B. Leadership/Grow Your Own C. Cross training D. Technical training E. Staff and faculty exchange program	HR Dir, Faculty Development Coordinator, Training and Development Committee Chair	Time	Dec 08		Training and Development, P and CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		F. Ethic of Care Philosophy G. Learning College Principles H. Inventory employee skills and abilities outside scope of duties I. Accreditation/Quality Improvement J. Shared Governance					
	5.1.2 Expand employee recognition programs	Assess and develop plan to expand recognition programs that may include: A. College-wide celebration B Reward for progress toward CCC goals and priorities (i.e., Learning College, Accreditation/Quality Improvement)	HR Dir, Faculty Development Coordinator, Training and Development Committee	Time	Dec 08	**65%**	P and CC
	5.1.3 Expand New Employee Orientation program	Assess and develop plan to expand New Employee Orientation program	HR Dir	Time	Dec 08	**complete**	P and CC
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
	5.1.1 develop training programs that enhance cross training and professional development	1) review effect of customer service training – Noel Levitz 2) implement cross training prog, address "grow your own" , "train the trainer", inventory of employee skills	HR Dir, Faculty Development Coordinator, Training and Development Committee Chair	TBD by plan	June 10		Training and Development Committee, P and CC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	5.1.2 develop meaningful employee recognition programs	1)Survey employees 2)Review service awards	HR Dir	TBD by plan	June 10		Training and Development Committee, P and CC
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	5.1.1 Implement additional employee training/development programs	Implement phase II of plan	HR Dir, Training and Development Committee Chair	TBD by plan	June 11		Training and Development Committee, P and CC
5.2 Implementing an enhanced total compensation philosophy which promotes recruitment and retention of quality employees (HR Dir)	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
	5.2.1 Research and develop college-wide compensation philosophy	Research and develop philosophy	HR Dir, Compensation Committee	Time	Nov 08	**complete**	P and CC
	5.2.2.Research and consider new pay systems and proposals	Research compensation proposals and develop recommendation	HR Dir, Compensation Committee	Time	Nov 08	**complete**	P and CC
	5.2.3 Review medical benefits and wellness programs	Assess and provide recommendation for medical and wellness programs	HR Dir, Compensation Committee, Wellness Committee			**Complete & ongoing**	P and CC
	5.2.4 Review and develop plans for results of Spring 08 Employee Satisfaction Survey	Assess, develop plan and implement as needed	HR Dir	TBD	Oct 08	**complete**	HR, PC, CC
	5.2.5 Review and update job descriptions	Update job descriptions to include service on committees and customer service	HR Dir	Time	June 09	**complete**	Supervisors and employees
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**

Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	5.2.2 Implement total compensation plan	1)Review & update committee charter 2)review & implement cafeteria plan	HR Dir, Compensation Committee	TBD	July 09		P and CC
	5.2.3 Conduct Employee Satisfaction Survey	Complete survey	HR Dir ; IR Dir	Time	Oct 09		All Employees
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	5.2.2 Implement compensation plan	Implement phase II of compensation plan	HR Dir	TBD	July 10		P and CC
	5.2.3 Implement enhancements to benefits	Implement new benefits approved in FY 09-10	HR Dir	TBD	July 10		P and CC
	5.2.4 Review results of Spring 10 Employee Satisfaction Survey	Assess, develop plan and implement as needed	HR Dir	TBD	Oct 10		P and CC
	5.2.6 Review and update performance evaluation tool to include learning college philosophy	Assess and update evaluation tool	HR Dir	Time	June 11		Supervisors and Employees
	2008-2009	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**	**2008-2009**
5.3 Integrating learning college philosophy deeper into CCC culture (VP SA)	5.3.1. Establish Learning College Team (LCT)	1. Provide training and discussion of Learning College 2. Develop ways to capture and use customer input for learning and improvement 3. Show how core values support learning	CC and PC establishes the team; the LCT team then implements next steps	Staff time, customer service resources, works of O'Banion and others	06/30/09	**75%**	CC and PC
	5.3.2. Teach and assess shared governance model	1. Teach shared governance with	CC, LCT	Staff time, principles of a learning college	06/30/09	**0%**	CC, PC, entire college community; DGB as

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		tools for different learning styles 2. Provide ways to give input on governance 3. Use that input to continually improve governance					appropriate in President's view
	5.3.4. Create and launch plan for rewrite of policies and procedures (P & P)	1. Research P & P best practices 2. Create template and guidelines for P & P with learning goals and assessment 3. Identify ways other than text to craft P & P for ease of learning and use 4. List key P & P to improve	LCT, VPs or designees	Staff time, best practices, Good Policy Good Practices paper, etc.; legal review	06/30/10	**Complete & ongoing**	CC, PC, College community including students
	5.3.5. Create plan to apply learning college principles at CCC.	1. Develop tools to bring teaching and learning to work and events 2. Develop easy to use informal assessments 3. Teach how to give and receive feedback that preserves self-esteem	LCT	Staff time, best practices	06/30/09	**0%**	CC, PC, CCC community including students
	5.3.6. Identify and utilize resources, comparisons, best practices, and standards	1. Start planning with review of best practices 2. Compile sources of best guidance 3. Publicize standards	LCT	Staff time, identified resources such as NASPA, NACADA, League of Innovations, laws, regulations, CAS,	06/30/09	**0%**	CC and PC

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
		(e.g., CAS) 4. Create tips on web searches to find what other colleges do 5. Teach need for assessment		Baldridge, AQIP, TQM, AGTS, FPCO, ED, ARS, NASFAA, AACRAO, etc.			
	2009-2010	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**	**2009-2010**
5.3 Integrating learning college philosophy deeper into CCC culture (VP SA)	5.3.8. provide training on LC philosophy & principles utilizing technology	1. Show how WebCT, etc. can be used by committees, supervisors, etc. 2. Review other teaching and learning tools 3. Recommend next steps	LCT, IT	Staff time	06/30/09	**Integrated into 5.1.1**	CC, PC, CCC community including students
	5.3.9. Continue work on rewrite of policies and procedures (P & P)	4. Continue work to teach and use new template and guidelines 5. Review P & P changed so far 6. Recommend any changes	VPs & designees	Staff time, best practices, Good Policy Good Practices paper, etc.; legal review	06/30/10	**Integrated into 1.1**	CC, PC, College community including students
	5.3.10. Study and recommend optimum conditions for learning and success within SA division	1. Review and summarize research 2. Provide ways for all to give input 3. Considering pace of change, learning styles, etc., recommend next steps	LCT	Staff time	06/30/10	**retired**	CC and PC
	2010-2011	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**	**2010-2011**
	5.3.11. Incorporate learning college principles	1. Get broad input 2. Recommend ways	LCT, HR	Staff time	06/30/11	**retired**	CC, PC, CCC employees

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
	into performance evaluations	to evaluate learning and teaching 3. Recognize and reward innovative ways to connect work and activities with teaching and learning					
5.3 Integrating learning college philosophy deeper into CCC culture (VP SA)	5.3.12. Continue work on rewrite of policies and procedures (P & P) (continued from year 1 and 2)	1. Continue work to teach and use new template and guidelines 2. Review P & P changed to date 3. Recommend any changes	LCT, VPs or designees	Staff time, best practices, Good Policy Good Practices paper, etc.; legal review	06/30/10		CC, PC, College community including students
	5.3.13. Initiate new uses of technology to promote learning college-wide (continued from year 2)	1. Implement steps from last year 2. Seek input from areas now making new use of technology 3. Recommend any changes	LCT, IT	Staff time	06/30/09		CC, PC, CCC community including students
	5.3.14. Capture key learning college points for ongoing reference	1. Compile learning for this sub-goal into web pages for future reference 2. Provide a WebCT course on learning college principles and use at CCC 3. Recommend if the course should be required or recommended	LCT, IT	Staff time, some WebCT resources	06/30/11		CC, PC, College community including students
					2008-2009 plan	Dec 2008	56% complete

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Sub Goals	Tactics	Measures	Responsibility	Resources	Target Date	Status	Feedback
					2009-2010 plan	June 2009	88% complete

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