***Center for Instructional Systems Development***

***Strategic Action Plan 2009 – 2012***

***CCC Goals noted in RED (attached)***

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| GOAL I: Student Success |
| GOAL II: Access, Persistence and Completion |
| GOAL III: Innovation |
| GOAL IV: Growth and Efficiency |
| GOAL V: Partnerships |
| GOAL VI: Culture of Evidence and Inquiry |

1. ***Promote the creation of a student-centered environment that provides instructional technology and mediated instructional products as tools to empower students, faculty, and staff for effective learning and teaching now as well as for life-long learning:***
   1. Develop an innovative high-quality state-of-the-art instructional technology-based environment that is transparent, irrespective of delivery option, faculty, classroom, or student location:

* Actively collaborate with faculty and Instructional Administrators to ensure that all students, regardless of center or delivery modality, have access to the same instructional technology and mediated learning resources (1 & 2)
* Develop minimum standards for instructional technology to enhance the student-learning environment and promote active learning
  + 1. *Implement WIDS and/or similar technology to expedite and facilitate the application of a consistent high quality approach to instructional design.*
* Provide ubiquitous access to advanced instructional technology and resources for all students, faculty, and staff (1, 2 & 3)

1. *Develop collaborative course planning engine (e.g., course planning for new courses/programs where student interest in new courses and/or programs is aggregated and automatically scheduled when a critical mass of students is reached making the courses/program economically feasible.*
2. *Develop automated degree planning system.*

* Collaborate with partner colleges, businesses, and agencies to provide a common instructional technology and life-long learning environment for students transferring for higher degree or entering the job market directly (1 & 5)
  1. Create support and delivery system for instructional technology that is student-centered and seamless across the college, in classrooms, and in student homes:
* Integrate in all teaching and learning multiple forms of interactive interaction and support delivery (intrinsic learning and teaching support systems, dynamic content/instruction storage and retrieval, instant response, call-center support/tutoring, dynamic ubiquitous instructional databases, multi-sensory synchronous/asynchronous electronic communication, collaborative interactive communication systems) to provide individualized and personalized support for all students (1, 2, & 3)

1. *Expand use and development of college learning object repository.*
2. *Design and develop seamless interface between common social utilities/networks and Seaport and other ISD development processes and/or systems.*
3. *Design and develop 2nd Life Campus and/or 2nd Life-Like system seamlessly integrated with Seaport and other ISD development processes and/or systems.*
4. *Continue development and implementation of Seaport test engine (SQuiD)*
   * Develop an “Orientation to Instructional Technology and Mediated Learning Resources” for incoming students, faculty, and staff (1 & 2)
   * Evaluate and continually improve the responsiveness of and satisfaction with instructional technology and mediated learning resource capabilities and services at each center (1 & 2)
5. *Implement Virtual offices for faculty & administrators using CCC Confer and/or OpenSource Desktop communication systems.*
6. *Expand early alert system initiated/driven by Seaport to use RSS features.*
   * Provide at standardized set of assistive technologies for disabled students (1, 2 & 3)
   * Establish and manage instructional technology staffing, funding, and resources to position and maintain CCC as a national leader in the design, development, distribution, and application of state-of-the-art instructional technology while maximizing quality teaching and learning for every CCC student (1 & 2)
7. *Implement Content Management System to drive MyCCC, CCC Web, Seaport content, etc. This initiative is critical to avoid the proliferation of redundant, incomplete, and erroneous data and to establish a process for review and approval of content prior to publishing to ensure accuracy, currency, and accessibility. Moreover, it establishes a hierarchy of ownership and responsibility for creation, maintenance, and management of content.*
   * Periodically survey students, faculty, and staff to assess customer satisfaction with instructional technology systems and mediated learning resources products and services (2)
   1. Provide appropriate incentives and support to encourage faculty and staff to use and to continually help improve application and use of instructional technology and mediated learning resources for teaching, learning, and support services:
   * Emphasize the *Center for Instructional Systems Design* as the central resource for excellence in support of technology-based teaching and learning and mediated instruction innovation (1, 2, 3, & 4)
   * Support faculty in the appropriate use of DL and classroom instructional technologies
   * Support faculty development opportunities which result from the exploration and sharing of innovation and effective use of instructional technologies (1, 2, & 3)
   * Continually analyze student learning relative to faculty acquisition and use of teaching technology to determine additional needs and to enhance instruction and student service (1, 2, & 3)
   1. Position CCC to respond wisely, as new technologies emerge:
   * Establish processes for incorporating new instructional technology initiatives that include appropriate resource planning, implementation, and assessment to ensure viability, proper support levels, and sustainability (2 & 3)
   * Evaluate new technologies by using pilot projects across the College and discipline (3)
     1. *Design and develop speech recognition tools and/or systems for use in courses and/or collateral products.*
     2. *Design and develop animation products (2-D & 3-D), demonstrations, models, assets, etc., for use in products and courses.*
     3. *Implement instant response systems & technology for synchronous use in the classroom and online.*
     4. *Develop process to automate and automatically generate and place open captioning on videos for streaming, CD-ROMS, or POD/VODcasting.*
     5. *Create single-sign-on (SSO) for all collateral systems and services, e.g., triggered by logging into MyCCC/Luminis.*
   * Determine procedures for turning pilot projects into initiatives when feasible (1 & 3)
   * Create a climate for embracing new technologies by providing opportunities and training for faculty and staff to evaluate and use new and innovative instructional technologies and mediated learning resources (2 & 3)
   * Identify opportunities for collaborating with community partners in the design, development, acquisition, and implementation of innovative instructional technologies and systems (4)
   1. Encourage active participation at all levels in student, faculty, staff, and community organizations to collaborate and generate ideas for the application and support of instructional technologies that will enhance the student learning and faculty effectiveness:
   * Promote participation in local instructional and information technology user groups to keep abreast of the needs of the local community (2 & 4)
   * Create mechanism to evaluate learning and teaching technology needs of local industry and align with program offerings (2 & 4)
   * Solicit student views regarding instructional technology needs and effectiveness (3)
   1. Enhance scale and scope of student, faculty, and staff access to and use of instructional technology systems and services:
   * Increase support options for students with mobile phones, touch-pads, e-readers, laptops, etc., by providing innovative mediated instructional systems (1 & 2)
   * Prepare for the integration of mobile learning appliances to enable ubiquitous computing (1 &3)
   * Evaluate and update the quantity and quality of interactive simulations, game-based learning systems, learning object databases/repositories, mediated instruction, collaborative learning systems, etc., available to students, faculty and staff (3)
     1. *Design and develop game-based learning systems and/or reusable tools, engines using game –based systems for use in courses and/or collateral products.*
     2. *Design and develop virtual worlds and/or reusable VR tools, engines using VR for use in courses and/or collateral products.*
     3. *Develop game tools for faculty to modify for their classes (courseware and reusable tools/approaches)*
     4. *Develop Simulation tools for faculty to populate and use in their classes (reusable).*
   * Increase or eliminate services as dictated by student, faculty and staff requirements (1 & 2)
   * Establish cost-effective programs for students/faculty to learn and/or acquire innovative interactive learning systems, media, and appliances (2)
   1. Facilitate the effective use of the web-based systems, portals, and databases so students and faculty can easily create and find resources for course work and collaborative learning and teaching activities:
   * Provide appropriate training to students, faculty, and staff on the use of web-based systems (2 & 3)
   * Facilitate the appropriate use of web tools and other learning resources (2 & 3)
     1. *Examine Moodle, Sakai, etc., and other OpenSource LMS, CMSs, Portals, Wikis, Blogs, etc., capabilities and merge into Seaport and/or build links to use with Seaport for added functionality.*
8. ***Develop a flexible infrastructure of instructional technology that will enable CCC to thrive in the present and grow into the future*** 
   1. Increase the scope and effectiveness of instructional web presence, learning repositories, and interactive simulations:
   * Establish and adopt protocols, standards, and procedures for developing and managing interactive/digital content for delivery using interactive and/or dynamic digital technologies (2 & 3)
     1. *Create Schedule Planning feature, e.g., build/acquire schedule planner that allows students to create and compare registration options based on day of week, time of class, instructor, location of class, etc. Results will be automatically posted into the Banner registration page so students can seamlessly continue with the online registration process.*
     2. *Create custom, easy to use report tools generator to extract and analyze data from Banner, CCC Apply, or other system in use by CCC.*
     3. *Automatically transfer military applications received via the IBM Portal and/or other application portals/databases to Banner:*
9. *Implement MyCCC collaborative content development and discussion board (e.g., wiki, blog, FAQ, etc.) to assist and facilitate in the development and coordination MyCCC integration and development.*
10. *Aggregate and automatically post Seaport grades to Luminis for transfer to Banner (include provision to lock grades in accordance with Banner rules).*
11. *Automatically post positive attendance and census information to Luminis for transfer to Banner (need to discuss data requirements and rules for reporting).*
    * Develop and/or adopt common instructional design templates, interactive learning shells, and course management system to promote cohesiveness and maintain instructional consistency (2 & 3)
      1. *Integrate Seaport & ISD agnostic content development shell (dynamic database driven content tools, asset repository)*
      2. *Design and develop (for faculty use) tools and templates for course development (reusable and customizable tools). Launch effort by adapting existing OpenSource and/or internally develop products, e.g., Pachyderm, ISD’s shell, etc.*
    1. Improve and expand instructional technology and/or mediated learning resources in teaching and learning across the board through the use of communication technology:
    * Maximize the effective use of learning communities using asynchronous and synchronous collaborative learning and teaching systems (1, 2, & 3)
    * Continually investigate new ways to use communication and collaboration tools to improve instructional technology and/or to more effectively deliver mediated learning resources/systems (2, 3, & 6)
      1. *Create automatic alerts for students triggered by Seaport (allow students to turn alerts off or on, select the type of announcement wanted, and delivery options),*
    * *Types of alerts*: advance notice of upcoming test, quizzes, assignments, or projects (anything posted in the gradebook).
    * *Options for delivery of alerts*: send via G-mail and/or student announcement channel.
    * *Performance alerts:* send grades for activities as they occur with the option to see grades in comparisons to class, e.g., median, average, and standing.
    1. Collaborate and optimize relationships between CCC and other College instructional technology units, staff, and experts to ensure that the CCC students obtain cost-effective and beneficial services:
    * Ensure a balanced constituency-based approach on initiatives that are instructionally sound and sensitive to student and community interests (3)
    * Take advantage of shared and/or collaborative approaches to the evaluation, acquisition, and implementation of innovative instructional technology or learning systems to promote cost savings and cohesiveness (2 & 3)
      1. *Develop process of scoring and posting SLOs in Seaport, whereby assignments and activities posted in the Seaport gradebook are automatically extracted and parsed in a format appropriate to score SLO metrics (this is critical task since manually posting/scoring data for SLOs will be a tedious and complex process, making it difficult to implement and achieve objectives).*
    * Continually identify new technology-based services, systems, or process that when shared and/or centralized will improve effectiveness of service, reduce cost, and improve teaching and learning (3)
    * Create common practices, procedures, protocols, guidelines, etc., that enable access to instructional resources for staff and students whether on a campus or at home (2 & 3)
    * Pilot promising instructional technology and/or interactive mediated learning resources/systems (2)
12. ***Establish expanded self-sustaining capacity to promote the design, development, acquisition, and implementation of state-of-the-art learning technologies and mediated learning resources/systems for CCC.*** 
    * + 1. Market mediated resources and technologies designed and developed for teaching and learning to colleges and universities nationwide. (2 & 3)
      1. *Design and develop e-Commerce “Store-Front” to market and sell CLS products and services, contract education non-credit courses, custom-one-off courses, games, models, etc.*
         1. Develop collaborative partnerships with other colleges, corporations, and government agencies to share in the development of innovative learning systems/resources that will benefit CCC and improve teaching and learning. (2 & 3)
         2. Pursue creative funding strategies, with regional collaboration and community involvement, to bring new instructional technologies and mediated learning resources to CCC and our students:

* Identify grant opportunities for instructional technology initiatives and determine the protocol for linking grant opportunities with CCC initiatives (1 & 2)
* Develop innovative partnerships and joint ventures to evaluate and implement new and innovative teaching and learning systems (1 & 4)

1. ***Provide instructional technology training and professional development opportunities for our staff and the communities we serve***
   * 1. Identify opportunities in the community and among the District colleges to share the cost of training and acquisition of technology enabled learning and teaching (3)
     2. Support the creative use of instructional technology and learning resources to increase diversity awareness and appreciation (2)
     3. Provide incentives to staff and faculty to assist in the design and development of instructional resources/systems that will benefit CCC and improve teaching and learning (1)
     4. Develop training programs to provide skill building in the design, application, and/or acquisition of instructional technology and interactive mediated learning resources:

* Develop training plans for those implementing new instructional technology initiatives as well as for those providing the training for new initiatives (1 & 3)
* Identify expectations for the use of instructional technology and mediated learning resources by faculty, staff, and students (1 & 3)
* Support, use, and develop incentives for faculty and staff to use training programs (1 & 3)
* Develop and/or participate in community/regional user-groups for sharing expertise on specific technologies (1 & 4)
* Develop plans to provide work release time and incentives for staff and faculty who participate in community/regional user-groups to design and development new instructional technology/system and/or learning resources that will benefit CCC and its students (1 & 4)

**Coastline Community College**

**2011 – 2016 EDUCATION MASTER PLAN  
GOALS, INITIATIVES, AND KEY PERFORMANCE INDICATORS**

**[early version]**

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| **GOAL I: STUDENT SUCCESS** |

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| **Goal I**: | CCC WILL MAKE LEARNER SUCCESS FOR ALL STUDENTS THE CORE FOCUS OF COASTLINE COMMUNITY COLLEGE. |
|  | (Linked to District Theme: Certificate and Degree Completion, Transfer with Competence) |

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| **INITIATIVES** |

I.a. CCC will increase the number of Transfer Admission Guarantee (TAG) and Memorandums of Understandings (MOU) with four year colleges and universities to promote student transfer.

I.b. CCC will develop an Enrollment Management Plan that increases the number of full-timestudents the college serves.

**I.c.** CCC will establish clear pathways and course sequencing from Basic Skills to CTE and STEM**2** to A.A. / A.S. and transfer to assist students in achieving their educational goal.

**I.d.** CCC will develop new fully articulated transfer courses and programs as required by AB 1440.

**I.e.** CCC will increase its articulation agreements with service area high schools and regional occupation centers.

**I.f.** CCC will magnify the options for student advisement and student support services.

**I.g.** CCC will provide students with a balanced schedule of course offerings in different delivery modalities.

**I.h.** CCC will increase the number of students completing career certificates, A.A. / A.S. degrees, and transfer readiness.

**I.i.** CCC will install an electronic tool which integrates a variety of resources to assist students and counselors with the development of education plans.

**I.j.** CCC will establish an online system which allows students to track their academic progress.

**I.k.** CCC will introduce accelerated and contextualized ESL and Basic Skills programs.

**I.l.** CCC will continue to advance the quality of instruction and support services through a  
comprehensive faculty and staff development program.

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| **KEY PERFORMANCE INDICATORS** |

**Access**

* Number of articulation agreements with four year and feeder high schools
* Percentage of hybrid, online, and F2F course offerings
* Number of hybrid, online, and F2F enrollments

**Success**

* Successful course completion rates by program (i.e. Basic Skills) and by ethnicity
* Transfer rates, volume, and prepared/readiness
* Number of degrees and certificates conferred
* Subsequent success rates: Basic Skills to transfer level
* Alumni survey

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| **GOAL II: ACCESS, PERSISTENCE AND COMPLETION** |

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| **Goal II**: | CCC WILL INCREASE STUDENT ACCESS, AND IMPROVE PERSISTENCE, RETENTION, AND COMPLETION OF ALL STUDENTS WITH A PARTICULAR FOCUS ON BASIC SKILLS SUCCESS. |
|  | (Linked to District Themes: Basic Skills and Diversity) |

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| **INITIATIVES** |

**II.a.** CCC will provide an integrated multilingual transitional orientation program for students new to multi-model learning options.

**II.b.** CCC will implement a case management system for student support services.

**II.c.** CCC will develop an Enrollment Management System and Marketing Plan which responds rapidly to shifting District demographics and employment training needs, plus state budget restrictions.

**II.d.** CCC will expand the number of “learning community” opportunities for its students.

**II.d.** CCC will enhance its use of technology, including learning in interactive 3-dimensional learning environments and enhance its technology infrastructure to meet the instructional and administrative needs of the college.

**II.e.** CCC will participate in the development and promotion of District-wide course schedules.

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| **KEY PERFORMANCE INDICATORS** |

**Retention**

* Retention rates by ethnicity
* Persistence rates
* Subsequent enrollment rates: Basic Skills to transfer level

**Enrollment Management and Marketing Effectiveness**

* Number of outreach activity participants who enroll
* Enrollment Management and Integrated Marketing Plan

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| **GOAL III: INNOVATION** |

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| **Goal III**: | CCC WILL CONTINUE TO CREATE AND NUTURE INNOVATIVE PROGRAMS AND SERVICES THAT RESPOND TO THE DEMANDS OF OUR LEARNING COMMUNITY. |
|  | (Linked to District Themes: STEM**2** and CTE) |

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| **INITIATIVES** |

**III.a.** CCC will increase the number of complete online programs.

**III.b.** CCC will provide short-term and accelerated CTE programs for the unemployed and underemployed.

**III.c.** CCC will develop and provide innovation programs with a particular focus on   
Science, Technology, Engineering, Math and Medicine (STEM**2**).

**III.d.** CCC will select three to eight DL and site-based courses each year to receive focused enhancement through technology-mediated learning.

**III.e.** CCC will offer 24/7 course delivery modalities for use in multiple environments.

**III.f.** CCC will enhance the college’s technology infrastructure to meet the instructional and administrative needs of the college.

**III.g.** CCC will continue to enhance Seaport to incorporate student support connectedness and student learning outcomes.

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| **KEY PERFORMANCE INDICATORS** |

**Program Quality**

* Number of completed program quality reviews
* Placement and transfer rates of program completers
* Graduate satisfaction with CCC educational experience
* Number of CTE certificates awarded
* Number of fully online programs

**Employability**

* Employer satisfaction with CCC graduates
* Number of employers participating in program design

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| **GOAL IV: GROWTH AND EFFICIENCY** |

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| **Goal IV**: | CCC WILL INCREASE ITS ENTREPRENEURIAL ACTIVITIES TO ENHANCE INSTRUCTION,  STUDENT AND ADMINISTRATIVE SERVICES. |
|  | (Linked to District Theme: Global/International Ed) |

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| **INITIATIVES** |

**IV.a.** CCC will identify, design, and offer specific training and educational fee-based programs for the public, industry, government entities, and U.S. military personnel.

**IV.b.** CCC will design courseware, virtual reality training sites, educational technology training  
packages, plus course management and support systems for use by other education entities.

**IV.c.** CCC will assess, support, and ensure college-wide technology literacy among all employees to streamline daily communication, conduct of business, and scheduling.

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| **KEY PERFORMANCE INDICATORS** |

**Growth and Innovation**

* Increased revenue 10% each year from entrepreneurial activities (i.e. contracting with certain industries and education programs)

**Productivity and Efficiency**

* FTES
* Load

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| **GOAL V: PARTNERSHIPS** |

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| **Goal V**: | CCC WILL STRENGTHEN AND EXPAND PARTNERSHIPS WITH BUSINESS AND INDUSTRY, GOVERNMENT AGENCIES, EDUCATIONAL INSTITUTIONS, AND THE PUBLIC TO ENHANCE OPPORTUNITIES FOR STUDENTS. |
|  | (Linked to District Theme: Partnerships) |

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| **INITIATIVES** |

**V.a.** CCC will collaborate on projects with the District and its sister colleges.

**V.b.** CCC will develop partnerships with corporate leaders in higher education to sustain the college’s use and knowledge of emerging technologies.

**V.c.** CCC will enhance outreach efforts to the public, business/industry, government,   
and other identified targeted markets.

**V.d.** CCC will develop a systematic process for cultivating and soliciting major donors, resulting in increased giving to the Foundation.

**V.e.** CCC will expand partnerships with private and/or public universities to offer fully articulated BA/BS degree programs.

**V.f.** CCC will enhance outreach effort to high school students, parents and counselors.

**V.g.** CCC will expand its partnerships in other nations to enhance international student education opportunities and continue its study abroad opportunities for students.

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| **KEY PERFORMANCE INDICATORS** |

**Partnerships**

* Number and variety of partnerships
* Employee satisfaction
* Number of internships
* Amount of corporate giving

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| **GOAL VI: CULTURE OF EVIDENCE AND INQUIRY** |

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| **Goal VI**: | CCC WILL IMPROVE ITS COLLECTION AND ANALYSIS OF DATA AND DEVELOPMENT OF INFORMATION TO ENHANCE TEACHING, LEARNING, INSTITUTIONAL EFFECTIVENESS, AND STUDENT SUCCESS. |
|  | (Linked to District Theme: N/A) |

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| **INITIATIVES** |

**VI.a.** CCC will develop research cohorts of entering students and establish realistic targets for improvement.

**VI.b.** CCC will survey the college community to determine what data and information needs exist and how those needs can be translated into actionable information to support decision-making.

**VI.c.** CCC will create an online fact book that includes basic institutional information and data trends.

**VI.d.** CCC will establish and implement an annual college research agenda that is linked to the strategic/master plan.

**VI.e.** CCC will plan, develop, and improve SLO assessment and will use the results as a basis for college planning.

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| **KEY PERFORMANCE INDICATORS** |

**Culture of Evidence and Inquiry**

* Existence of data-driven reports supporting the operational and strategic planning processes
* End user satisfaction with actionable data availability