2017-2018
Planning Report

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Closing the Loop Report

Program and Department Review is an integral part of the total process of planning and budgeting at Coastline Community College (CCC). The evaluation and recommendation subsections from each program review provides the basis for informed decision making on programs, personnel, facilities, equipment, and budget.

The Program and Department Review process is an effective vehicle for accountability and provides an opportunity for employees of CCC to actively participate in the growth of their own programs, departments and the growth of the college as a whole.

Institutional planning and budget considerations will be based on the recommendations and justifications provided by this process. Program and Department Review has been outlined by the Western Association of Schools and Colleges (WASC) and the Accrediting Commission for Community and Junior Colleges (ACCJC) as a mechanism to build awareness, develop strategies to increase proficiency and sustainability through continuous quality improvement.

The focus of this report is to highlight the progress made across all program and department initiatives and the impact they have made on the performance of the college. Again, these initiatives are tied to the College Goals and as these initiatives were developed under the timeframe of the 2020 Educational Master Plan Objectives.

Once the Program and Department Reviews are submitted in the fall term, the Department of Institutional Effectiveness collects the progress reports within the document and compiles a report for the college to review and disseminate.

The findings showed that of 287 previous Program and Department Review initiatives that 55.4% are completed/ongoing, 38.7% are in-progress, 3.5% have not started, and 2.4% were terminated.

Administrative Services Wing

The Administrative Services Wing is comprised of the operational departments of Campus Safety and Emergency Services, Fiscal Services, Human Resources, Information Technology and Support, and Maintenance and Operations.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Campus Safety & Emergency Services	Increase information transparency of Campus Safety and Emergency Services (1.1)	Completed	In 2014-2015 a consulting firm visited the college to review the documentation and help develop the full policies and emergency preparedness procedures.	Currently following recommendations by consulting firm to remain compliant.
Campus Safety & Emergency Services	Increase perception of safety on campuses and provide oversight of mandated documents and supervision (2.1, 2.3). Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline learning centers.	Completed	In 2014-2015 four 19.5 hour positions were approved by PIEAC and budget committee and were hired in 2015-2016	In 2015-2016 there will be full coverage at all of the campuses. In 2016-2017 in the process of converting 19.5 hour employees and filled two time position
Campus Safety & Emergency Services	Maintain relevancy in the field (6.2)	Completed	In 2014-2015 PIEAC and budget committee approved professional development budget be approved for Admin. Services.	Interim Director Staneart attended the Clery Compliance Academy in order to insure compliance with federal regulations.
Campus Safety & Emergency Services	Increase space for storage for Campus Safety and Emergency Services supplies and equipment. Provide adequate workstation for Campus Safety and Emergency Services (3.1, 3.2)	Completed	There is currently limited physical space available.	See description below.
Campus Safety & Emergency Services	Reconfigure the repeater system (4.1)	Completed	Discussions have occurred district-wide to identify a repeater system. A decision is anticipated in 2015-2016.	See description below.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Campus Safety & Emergency Services	Increase response time and efficiency of Campus Safety and Emergency Services (4.2)	Completed	In 2014-2015 PIEAC and budget committee approved for the technology to be updated in the security vehicle. The college vehicle has been assessed for the new technology upgrades.	Emergency Response Vehicle upgraded with current technology to include: Panasonic Toughbook Mobile Data Computer (MDC), docking station, mobile Wi-Fi hotspot, alternate power supply system replaced with enhanced tuned software based on needs, additional charging outlets, USB's, 12volt, and 110volt, add'l emergency lighting & fire extinguisher, and a mobile security radio.
Campus Safety & Emergency Services	Increase access for student obtaining parking permits at the college learning centers	Completed	The new Public Safety Technical Support Officer will have primary responsibility for the issuing of permits supported by M&O.	With the M&O Staff Assistant in the office on a regular day shift and the Safety Officer working a late day shift, hours available for students have expanded.
Campus Safety & Emergency Services	Develop, implement and conduct ongoing emergency preparedness trainings and drill to ensure college-wide awareness and understanding of emergency processes and procedures	Completed	The Emergency Activation Overarching Plan Manual was created with the expectation of conducting exercises to test and validate the plan.	In fall 2015 a tabletop exercise was conducted that included the activation of the EOC and a test of the new Regroup mass notification system.
Fiscal Services	Assist the Student Government with fiscal accountability and fiduciary responsibilities of clubs/activities	Completed	Meetings occur with ASG and Fiscal Director throughout each major term. In addition the ASG committee and treasurer have/are trained in CCC fiscal practices at the ASG retreat.	Process have been implemented and followed by ASG
Fiscal Services	Streamline processes and improve communications for Accounts Payable and Accounts Receivable. Strengthen communication and time management skill sets (21 and 2.2)	Completed	Sent staff to professional development. Monthly financials are distributed college-wide.	Better communication and frequency
Fiscal Services	Provide timely and accurate data and Financial Statements for Auxiliary Operations	Completed	A new process was developed and adopted in 2014-2015	Monthly financial statements are sent out

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Fiscal Services	Work with IT to have financial statements posted on the Coastline SharePoint site when it is completed	Not Started	CCC not fully implemented SharePoint	N/A
Human Resources	Improve the campus understanding of the hiring process, EEO training, Board committee makeup, timely scheduling and committee coordination	In-Progress	Coastline HR is working with District HR to continue improving our processes.	The Administrators and Managers Toolkit to the Hiring Process document has been developed by District HR, Employment Services as a resource for understanding the hiring process.
Human Resources	Strengthen communication and time management skill sets	In-Progress	This initiative will be re-evaluated by the new HR Director for continued interest and relevance. In 2016-17 the college conducted a communications assessment study as a result the college has obtain a grant from CCCCO to increase communication effectiveness.	Two EAP workshops were offered to help employees improve time management skill sets:\n\nThe Five Buckets Principle: Balancing Work and Life\n\nManaging Priorities to Maximize Your Day
Human Resources	Develop a new employee orientation to help with the transition of employee into Coastline.	In-Progress	Purchased subscription to the Articulate 360 E-Learning platform.\n\nDepartment staff receiving Articulate 360 training.\n\nChecklists are being developed to assist HR and hiring departments in providing new hires with the information, etc. needed to become productive employees in a shorter period of time.	N/A

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Human Resources	Develop a new manager onboarding program to help with the transition of new managers into the culture and operations of Coastline.	In-Progress	New manager meetings are scheduled during the first two weeks of hire. Checklists are being developed to assist HR and hiring departments in providing new hires with the information, etc. needed to become productive employees in a shorter period of time. Pre-boarding, Onboarding and Off boarding activities etc. are in the process of being identified	New managers are meeting with peers, and key personnel they will be working with and learning about how their positions/departments interface with others at the College.
Information Technology	Improve inventory control, configuration, security, and maintenance of IT assets through the implementation of a new IT systems management software solution. Add an hourly staff member to focus solely on the IT inventory control and asset management.	Completed	New inventory control software has been created and is currently in use to provide a more accurate accounting of assets and their respective budgets. Hourly staff member maintains but is not dedicated solely to this project as it is not required.	Reduction in time required to log and track assets. Improved reporting of assets based on criteria (location, budget, age Etc.)
Maintenance and Operations	Maintain a work environment that is safe and efficient for all M&O employees. In order to provide this the college must keep up with well-maintained equipment, vehicles and operational items.	Completed / Ongoing	This is on-going support provided by the college that is requested yearly, specific to the items needed. There needs to have a vehicle replacement plan.	N/A
Maintenance and Operations	Ensure high-levels of cleanliness, sanitation and efficiency across all facilities. Maintain buildings and provide services across all locations. Expand hours of operation and hire adequate human capital to meet the ongoing needs of the college.	Completed	In 2016-17, the college hired a utility worker and are converting 19.5 hour positions to full-time.	Has satisfied some of the needs of cleanliness college wide.
Maintenance and Operations	Effectively service the growing maintenance demands of the College. Maintain a work environment that provides comfortable conditions for all staff and students. That is to utilize various service maintenance agreements to keep up with aging equipment.	Completed / Ongoing	In 2016-17 PIEAC approved the ongoing coverage of SMAs. 2017-2018 Request for additional SMA's to be covered for ongoing service	SMA's help to extend the life of equipment so that the equipment runs more efficiently. Less need for repair and down time.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Maintenance and Operations	Upgrade technology to include receiving scanners, work order system and add additional computers to custodial rooms. Provide work flow efficiency and follow-up services for employees seeking maintenance requests	In-Progress	Using an outdated program and are looking to develop internally	Receiving scanners are updated and currently being used. Still requires a new work order system for efficiency in employee M&O requests
Maintenance and Operations	Vehicles replacement needed for aging M&O vehicles	Completed / Ongoing	Required for the safety of employees who drive College vehicles. Need a vehicle replacement plan for aging high mileage vehicles	N/A

Instructional Services Wing

The Instructional Services Wing is comprised of all Distance Learning, Dual Enrollment Programs, Instructional Programs, Learning Centers, and the Library, Office of Instruction, Student Pathways (STAR), and Student Success Centers.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Building Codes Technology	Expand our part time faculty pool to develop master courses for the BCT Program. These courses would be developed by the BCT faculty collaboratively, and the new faculty would teach the currently unstaffed courses, which are necessary for meeting partnership goals	In-Progress	2016-17 added two people in the pool and we are developing master courses across all BCT	Hired one part time faculty in Fall 2017 and plans for model courses are in progress.
Business	Improve quality of online courses through professional development through instructional design and online techniques. a) Identify areas of training needed b) Schedule training sessions for faculty	Completed / Ongoing	The department has adopted FSC Canvas Course Shell which incorporates all component used to develop the Course Quality Rubric.	Completed for all courses offered for Summer and Fall 2016. The Academic Quality Rubrics (all modalities) have been drafted and will be reviewed and approved by the Academic Senate.
Business	Implement department guidelines for improving faculty to student communication and responsiveness. a) Identify faculty members to develop department guidelines and prepare recommended guidelines b) Present guidelines to faculty and implement	Completed	The Academic Senate has authorized a committee to develop: 'Online Instruction Guidelines for Regular and Substantive Interaction and Regular and Effective Contact' with students. As courses are being developed in Canvas, these guidelines are being incorporated.	Canvas has been completed for all faculty teaching as of Fall 2016.
Business	Implement department guidelines for managing course enrollment (actively identify students participating in class). a) Identify faculty members to develop department guidelines and prepare recommended guidelines. b) Present guidelines to faculty and implement in courses.	Completed / Ongoing	The department faculty have discussed improving and managing course enrollment in our department meetings, Faculty are actively reviewing student activity in courses and taking appropriate action as needed.	Early identification of 'no show' and 'Inactive' students has been adopted by all Business Department faculty

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Business	Create a pathway for VESL students to enroll in classes leading to Business Certificates and Transfer degrees.	Terminated		
Business	Expand Advisory Committee participation and collaboration with Business groups. Integrate Advisory Committees feedback (including WAFC and VitalLink)	Completed / Ongoing	The Business department is actively engaged with several Business Groups and Advisory committees working collaboratively to identify the needs of the business community and encourage students to participate in our educational and career programs. • Coastline Community College Business and Management Advisory Committee • Vital-Link of Orange County. We will participate in Vital-Link Regional Advisory meetings. • Garden Grove Chamber of Commerce – Education Committee • Western Association of Food Chains Advisory Committee (WAFC)	We have reevaluated our Advisory and Outreach programs; future direction will include combined Advisory Meetings and focused (on-site) outreach with local high schools. Events will be presented by Coastline Staff and Faculty. We will participate in Vital-Link Regional Advisory meetings as well as: Garden Grove Chamber of Commerce – Education Committee and the Western Association of Food Chains Advisory Committee (WAFC).
Business	Conversion of all Business Department courses to the CANVAS LMS by Fall 2016.	Completed		All Business courses have been converted to Canvas.
Business	Submit and gain approval of C-ID numbers for BUSC110 course to be approved for both Business Law and the Legal Environment of Business.	Completed	C-ID Course Outline has been completed and approved by Coastline Curriculum Committee and State.	Coastline has also obtained approval from CSU Fullerton that BUSC110 will be accepted as meeting either the Business Law or Legal Environment of Business requirement.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Business	Complete a feasibility study to develop an incubator for CTE students to gain Work Study and Intern experience. This will include the Business, CIS, Networking, Business Computing and Paralegal Departments.	In-Progress	The incubator location has been identified and equipment is being purchased and installed.	Description of operation and goals is being developed.
Business	Review all Course Outlines of Record for active Business Courses including SLOs, text(s), content, and evaluations.	Completed	This project was undertaken to prepare for the department 5-Year review and to investigate the inconsistency between high Success/Retention Rates and low overall SLO attainment.	Accounting Business – 04/17 Economics – 04/17 Management – 04/17 Logistic/Supply Chain -04/17
Business	Develop an AD-T for Economics; revise Econ 170/175 for curriculum approval in the Telecourse modality.	Completed	This initiative will provide a guaranteed 2-year Economics program to Cal State Universities and prepare students for transfer to UCs. Telecourses will expand degrees offered to incarcerated students.	The Economics AD-T has been developed and submitted for approval.
Business Computing	Review and update all curriculum and revise existing certificates	Completed/ Ongoing	Suspending office specialist certificates to use the BIW certificate; Submitted Business Information Worker Certificate for curriculum approval. Will submit Level 2 and 3 during Fall 2018	Writing curriculum for courses missing for BIW Level 2 and 3 certificate. Reviewing medical coding certificates with new PT instructor
Business Computing	Develop and provide ongoing course development training for faculty, F2F and online.	Completed/ Ongoing	Faculty attended workshops concerning continuous course improvement and adding video to their online courses. Applied video and Camtasia skills to create instructional materials.	BC Faculty completed required Canvas training and course review process. Increased number of instructors using Canvas media options in their courses

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Business Computing	Continue to cultivate industry participation with the advisory board.	Completed/ Ongoing	Advisory committee - need additional participants for 2016-2017	Advisory members shared trending skills and recommend hiring one full time faculty member.
Business Computing	Consistently and effectively market the Business Computing Program especially via Outreach and Pathway programs	Completed/ Ongoing	Increased attendance to HS outreach programs	Increased Career Pathway articulation agreements and relationships. Dept Chair is member of the OC Pathway Alignment Team
Communication Studies	By spring 2021, implement an innovative scheduling strategy that will offer students an opportunity to complete the CMST Associate Degree for Transfer (ADT) and graduate in two years. This initiative will transform Coastline's former Speech program into a college major and a vehicle for guaranteed transfer. In Los Angeles, Orange, Riverside, and San Bernardino counties, every CSU campus (except Dominguez Hills) offers a CSU Concentration on a pathway for transfer from the Communication Studies major at Coastline. Pathways are documented on the joint CCC/CSU website Associate Degree for Transfer (http://adegreewithaguarantee.com).	In-Progress	In 2015-16 Course schedules for the last three years have been analyzed to weed out course days and times that do not fill. A rotation of major electives has been implemented to allow students to complete the major in a two-year period. A new initiative to develop more major courses for the hybrid modality. n 2016-17 new schedules were developed for 2017-18.	
Communication Studies	To develop master course hybrid options for our interpersonal, small group, and intercultural communication courses.	In-Progress	Developed intercultural master course and is currently working an interpersonal course.	
Communication Studies	To develop a model for a large lecture + activity lab Public Speaking Course	In-Progress	Discussion with the Dean has occurred	

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Computer Sciences	Become a CAE/2Y (Center for Academic Excellence/ 2-Year Colleges) for the National Security Agency.	Completed	Re-designation required in 2019	Coastline was designated as CAE2Y in 2015
Computer Sciences	Expand Cisco Academy Program moving more into security and offering in the highly regarded CCNA Security Certificate.	In-Progress	Training occurred in spring 2015 with anticipation to teach in spring 2018	Courses to be offered in spring 2018
Computer Sciences	Expand NETLAB to a regional capacity. This will involve building a new server room and purchasing new servers, routers, and switches. This involves partnering with other Community Colleges.	In-Progress	CCC is a statewide hub for NetLab and is working with multiple colleges to setup a regional Netlab located at Coastline's Garden Grove Center. Pilot program with Moorpark College began spring 2017 and ongoing.	Anticipating expansion to all regional members in spring 2018.
Computer Sciences	Expand NETLAB so that it can run Cybersecurity competitions for the local High Schools.	Completed	The sever room was established and recently upgraded. New pod images were purchased and created. We have purchased new servers and software that can run competition images (such as National Cyber League and WRCCDC).	Netlab is available to students in a wide variety of Networking classes.
Computer Sciences	Explore the possibility of revitalizing the Informatics Program.	In-Progress	Working with the Dean of Effectiveness to develop course material	
Computer Sciences	Develop an ongoing funding source for required vendor memberships and Service Maintenance Agreements. (SMAs)	In-Progress	PIEAC in 2015-16 approved 5,000 of 15,000 requested.	Will need to request SMAs funds
Computer Sciences	Become a Palo Alto Networking Regional Academy	In-Progress	Approved by Legal Dept and finalizing overall negotiations	Courses offered in fall 2017 and expanding program in spring 2018
Computer Sciences	Become a Red Hat Academy	In-Progress	Under review with Legal Department	Finalization anticipated in spring 2018
Computer Sciences	Become a CyberTech Girls Academy	In-Progress	Establishing relationships with various colleges throughout the western region	Expand to several colleges by spring 2018

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Computer Sciences	Establish Western CAE Regional Resource Center (CRRC)	Completed	Relationships with fellow CAE institutions established. Online presence created and publicly available.	Act as host for various professional development workshops for CAE institutions
Computer Sciences	CA Cybersecurity Apprenticeship Program	Completed / Ongoing	First cohort began Summer 2017, continuing through Summer 2019. Three cohorts planned.	Students to prepare for cybersecurity professions through hands-on coursework, on-site training workshops for soft skill development, and industry certification preparation.
Credits for College	Increase course enrollment and successful completion of course offerings	Completed / Ongoing	CCC worked in tandem with high school counselors to examine the college partnership and define a new direction for the program.	Increased enrollment and rates of success.
Credits for College	Provide marketing material for the Credit for College program in English and Spanish	In-Progress	Working with the Marketing Department to update the English brochure and translate it into Spanish.	Redesigned brochure with Spanish translation. Increase discussions with high school counselors about other languages for translation of marketing materials
Digital Graphic Applications	Continue to work with the Art Department to dual-list classes to ensure that DGA and Fine Arts students can complete Certificates and Degrees in a timely manner and to avoid duplication of offerings, which leads to cancelled classes.	Completed	Classes were dual listed in the Fall 2017 Class Schedule. Working with Art and will be taught by both disciplines	Classes are being offered 2016-17...
Digital Graphic Applications	Create an AA Degree in Digital Graphic Applications.	In-Progress	Continuing We Expect to complete it in the Fall 2017	Still researching but we designed a pathway for the students

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Digital Graphic Applications	Work to establish Articulation agreements with the local high schools and the Private Art Colleges.	Completed / Ongoing	Met with local High Schools and ROPs at Spring 2017 Articulation meeting. Next articulation in spring 2018	Signed multiple agreements with high schools and ROPs and met with 40 High School instructors In July 2017
Digital Graphic Applications	DGA C140 Beginning Audio Production	In-Progress	Waiting for equipment	Courses offered in Fall 2017
Digital Graphic Applications	DGA C150A Drone Imaging 1	In-Progress	Waiting for curriculum approval	Anticipated start in Spring 2018
Digital Graphic Applications	DGA C150A Drone Imaging 2	In-Progress	Waiting for curriculum approval	Anticipated start in Fall 2018
Digital Graphic Applications	Redesign the Animation program to make it more relevant to student and industry needs.	In-Progress	We are working with the advisory committee to make changes in this program. We're also evaluating new software for the Animation program to meet industry specifications	Still researching
Digital Graphic Applications	Increase publicity for the program to attract more students.	In-Progress	Designed new brochure for DGA outreach events. Met with 40 High School instructors In July 2017	Working with marketing
Digital Graphic Applications	Hire a Full-Time Faculty member	Completed	Angela Gomez-Holbrook started in Fall 2016 and is now starting her second year. In the spring 2017, several students won awards for steam titles And they were displayed at the Steam Conference at the Spring 2016 Orange County Fairgrounds. Meeting with Art math and sciences to discuss developing 3D printer projects	Looking to offer new courses in Fall 2017
Distance Learning	While maintaining or increasing DL enrollments, and working with CT, OLIT & relevant committees, improve DL course-level student success rates, term-to-term persistence rates, and program-level completion	In-Progress	Improvements made in RSI after DoE review and FSC Canvas training has helped here	We've noted a small increase in DL student success rates

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Distance Learning	Support instructors participating in Online Education Initiative and Canvas roll out.	Completed	2015-16 DL dean, faculty, and staff have participated in OEI activities. As of summer 2016, we were 100% in Canvas.	Six instructors are piloting courses in Canvas for fall 2016. Our association with OEI has earned us free services and a free LMS for now.
Distance Learning	Provide instructional and staff personnel to support telecourse instructors (direct support of instructors and addition of clerical staff)	In-Progress	This opportunity has been shared with telecourse instructors teaching larger sections (above 200) that have written assignments, projects, or essays. The completion of the draft AS Course Quality Rubric for telecourses will help facilitate this effort.	Counseling 105 is now using two readers.
Distance Learning	Improve proctor database (e.g., reports, drop & reinstate notifications)	Terminated	Terminated based on request for new proctor database	Was terminated
Distance Learning	Update/Upgrade three telecourses	Not Started	Political science course started but stalled in design phase due to instructor health and no one to manage production.	The beginning of a design plan
Distance Learning	Create and staff a student technical help desk with ticket system	Completed	Several DL staff members have been trained in Canvas and are linked to the Help Scout help desk system.	Improved student support. Our survey numbers seem to have improved since last year.
Distance Learning	Create Coastline specific orientation for new DL students, including our own online Student Readiness Assessment.	Terminated	De-prioritized	
Distance Learning	Social media marketing project pilot for online education	Completed	The campaign started on 8/23/17 and ran for six weeks, promoting to prospective students in Tulare and San Bernardino counties.	Pilot completed with positive results with increase of web hits, applications, and enrollment
Distance Learning	Conduct audit of incarcerated student support services	Completed	Vantage Point visited and provided report	Vantage Point visited and provided report and recommendations

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Early College High School (ECHS)	Provide signage and other marketing material to create a Coastline Community College presence on the ECHS campus.	Completed / Ongoing	In Process of discussion with NMUSD	A 4' x 9' vinyl banner is currently on display at the high school as well as pennants. More permanent signage is in the process of being discussed.
Early College High School (ECHS)	Provide optional training and professional development for instructors on using Aries (aka School Loop) software and on best practices for teaching in a high school environment.	In-Progress		
Early College High School (ECHS)	Create a vocal ensemble club that leads to the development of a vocal course.	In-Progress		A club with a Music Department Liaison was started in fall 2017. A more formalized club
Early College High School (ECHS)	Create a CyberPatriots class and team	In-Progress		CST 091 – CyberPatriot I offered in fall 2017 need to solidify completion team.
Educational Campuses: Garden Grove Campus	The Information Commons should expand the spaces for student learning, tutoring, and industry certification testing	In-Progress	Initial discussions have taken place.	Initial discussions have taken place.
Educational Campuses: Garden Grove Campus	Strengthen communication within the Garden Grove organization and within the college	Completed / Ongoing	Staff both general and grant meetings are occurring more often.	Staff both general and grant meetings are occurring more often.
Educational Campuses: Garden Grove Campus	Institutionalization of the staffing and equipment costs for maintaining the Information Commons should be investigated.	In-Progress	There is still discussion regarding whether the Information Commons will be part of the Garden Grove staffing plan or the Student Success Initiative.	Grant funds coupled with Student Success funds are used to provide staffing coverage by part-time classified staff and Tutors. Maintenance of the Information Commons equipment is being addressed through Measure M funds.
Educational Campuses: Garden Grove Campus	Work with M/O to upgrade the furniture at Garden Grove to allow for the multi-use of classroom/lab spaces allowing for greater flexibility of classroom space.	In-Progress	Three classrooms were converted from strictly computer labs to multi-use classrooms with hidden computers. Room 315 needs to be upgraded	In progress

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Educational Campuses: Garden Grove Campus	Work with M/O to remodel the Information Commons to provide for better space utilization for tutoring, computer usage, industry testing, and grant coordinators work space.	Not Started	Discussions are in progress and there is consideration of space that may be obtained from CSUF in 2017	In progress
Educational Campuses: Garden Grove Campus	CyberPatriot Competition Workshops and Training.	Completed / Ongoing	166 CyberPatriot Teams are registered from LA/Orange County K-12 districts.	On-going
Educational Campuses: Garden Grove Campus	Host CTE Advisory Meetings.	Completed / Ongoing	All CTE programs held a minimum of 1 onsite advisory committee meeting	On-going
Educational Campuses: Garden Grove Campus	Create regional NetLab Center	In-Progress	Equipment and some infrastructure has been installed, need more power.	On-going
Educational Campuses: Le-Jao Westminster Campus	Improve Student Services, including Additional Space for tutoring, lunch and other services for students	In-Progress	The expansion of student and tutoring space was completed in August 2017. This project is part of Measure M funding. Improved lunch space in the form of a café is scheduled to be completed in fall 2017.	When completed, additional space will include a café, expanded student lounge, an outdoor courtyard., additional parking, expanded student success center
Educational Campuses: Le-Jao Westminster Campus	Implement a card system (CI Solutions) in the Student Success Center to assist staff with tracking information for future data analysis to help the Center run successfully and smoothly. In addition, implement a card system (Go Print) to allow pay to print copies for students.	Completed	CI Solution is in the final n testing phase; Go Print has been installed at Newport Beach SSC but not hooked up as of now. The Go Print system is scheduled to be installed in the Student Resource Center during the Fall 2017 academic semester.	CI Solution software is in place and tracking student attendance for the purpose of analysis. Go Print system is still being negotiated.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Educational Campuses: Le-Jao Westminster Campus	Continue to fund Student Success Conferences either through BSI, BSSOAP or PDI funds and assure faculty and staff opportunities to attend and present. Provide opportunities for staff training.	Completed / Ongoing	BSI and BSSOAP funds were used for thirty (30) conferences and/or workshops attended by faculty and staff. Faculty and/or staff presented at nine (9) of the conferences and/or workshops. Faculty and staff attended other conferences funded by other sources. Staff have completed numerous trainings	While this will be an ongoing line item in the budget, it will continue to assist in meeting the goals of BSI, BSSOAP and PDI funds. Staff are more knowledgeable in safety and technology.
Educational Campuses: Le-Jao Westminster Campus	College to supply funding to repair typewriters and printers. New printers are needed in various work areas of the center.	Completed	IT Department has identified all printers that need to be replaced.	Current printers are oversized, out of date, and costly to maintain. To be completed by 2018.
Educational Campuses: Le-Jao Westminster Campus	Work with M/O to upgrade the furniture at Le-Jao to allow for the multi-use of classroom/lab spaces allowing for greater flexibility of classroom space.	In-Progress	Initial Install completed January 2017	Two more classrooms for upgrade have been identified Classroom scheduling and utilization is more efficient. to be completed by July 2022
Educational Campuses: Le-Jao Westminster Campus	Continue to work with the Office of Instruction to increase site-based offerings that support transfer degrees, certificates and other structured pathways.	In-Progress	Move to Block-scheduling to increase efficiency in course offerings.	Additional courses and move to Block schedule to be coordinated with other campus sites and completed by Fall 2020
Educational Campuses: Le-Jao Westminster Campus	Work with Math faculty to develop an onsite and online Math Boot Camp for those students who are not meeting college level math based on assessment testing.	Completed / Ongoing	Onsite Math Boot Camp, Math 045 Pre-Assessment Boot Camp online	Get success rate data in both instances
Educational Campuses: Le-Jao Westminster Campus	Work with M/O to design and furnish the newly constructed Student Success Center to provide for better space utilization for tutoring, computer usage, learning assistance, study space, lending library, as well as other resources for student success.	In-Progress	Initial Furniture install completed August 2017.	Construction completed for Student Resource Center. Furnishings and finishes are in-progress.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Educational Campuses: Le-Jao Westminster Campus	Work with M/O to redesign and furnish the ESL office area to remove safety hazards and provide efficient and confidential service to students.	In-Progress	Initial install completed August 2017 Re-install completed September 2017	Minor installation projects still need to be completed. Estimated completion date December 2017
Educational Campuses: Le-Jao Westminster Campus	Work with Marketing to develop Coastline Branded Outreach Materials for Instructional programs, partnerships, and the Le-Jao campus	Completed	Spanish Translation complete and redesign submitted to graphics	Brochures for Credit College program printed in English and translated in Spanish expected completion, Summer 2017
Educational Campuses: Newport Beach Campus	Improve Student Services, including Additional Space for tutoring, lunch and other services for students	Completed	Tutoring space was identified within the Student Success Center to provide services for students. Additionally, counseling, financial aid, and admissions service is available throughout the semester.	This provided students access to services and reflects in usages.
Educational Campuses: Newport Beach Campus	Implement a card system (CI Solutions) in the Student Success Center to assist staff with tracking information for future data analysis to help the Center run successfully and smoothly. .	Completed	CI Solution has been implemented	Attendance continues to be collected and assessed
Educational Campuses: Newport Beach Campus	Implement card system in the SSC to allow pay to print copies for students	In-Progress	It is in progress.	There needs to be set-up and have training to be able to use it
Educational Campuses: Newport Beach Campus	Reconfigure administrative work space and provide additional faculty work stations	Completed	Established full-time faculty offices: 5-science, 6-math, 6-general, 4-art, humanities and law, with room for limited growth, plus 6 work stations for part-time faculty (hoteling) use.	Completed
Educational Campuses: Newport Beach Campus	Continue to work with the Office of Instruction to increase site-based offerings at NBC that support STEM transfer degrees, certificates and other structured pathways.	Completed	Courses have been added in STEM fields	There has been an increase in enrollment and sections in STEM

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Educational Campuses: Newport Beach Campus	Work with Math faculty to develop an onsite and online Math Boot Camp for those students who are not meeting college level math based on assessment testing.	Completed	The second round of boot camps has been conducted	The performance of the student shows positive retention. All 26 students completed the course, and 69% received a C grade or higher.
Educational Campuses: Newport Beach Campus	To provide excellent and timely service to students, faculty, staff and the community.	In-Progress	In progress	Addition of staff is necessary to continue progress. New, colorful furniture purchased for second floor common areas. Colorful furniture additions anticipated for first floor in the near future. Negotiations with permanent food vendor in the works. Working with ASG to bring things to do - games and activities - to NBC. Art Gallery programming continues to expand to provide connections to local communities.
Education/TEACh3	Maintain relevance in the field and continuously strengthen teaching strategies and course development.	Completed	We spent the $3000 and attended several conferences. We used most of this for the NACTEEP membership and Sharon's attendance.	We feel students and TEACh3 faculty have been more effective and successful as measured by increase in student success rates. See more specific outcomes below for individual conferences and workshops attended.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Emergency Management/ Homeland Security	Coordinate the Coastline EM/HS Program with the CSU-CEMHS Strategic Initiative. Design the associate's degree model curriculum.	Completed	The curriculum was developed, it is moving forward for implementation and is being reviewed by the safety committee to the model and it is currently in review for stateside presentation	Waiting on state approval
Emergency Management/ Homeland Security	Present an updated instructor development workshop for all EM/HS faculty. Ensure college-level academic rigor in all EM/HS online course offerings (Goal 2 and 4)	Completed	In 2014-2015, 100% of faculty participated in an instructional design training session.	Increased quality in course design based on feedback and modification made in the courses.
Emergency Management/ Homeland Security	Implement TSA training program to John Wayne- Orange County Airport personnel.	Completed	Program started.	Graduated the first TSA Certificate of Specialization cohort in May 2014. Formal ceremony for graduates held at the Newport Center with federal and state officials present for the graduation. Additional courses are requested from the TSA groups.
Emergency Management/ Homeland Security	Collaborate with Coastline College officials to develop a marketing campaign to recruit new students into the EM/HS program.	Completed	In 2014-2015 CTE discussion has occurred and funds have been allocated for 2015-2016. In 2015-2016 marketing for TSA is being marketed by the Marketing Department.	
Emergency Management/ Homeland Security	Expand the adjunct faculty pool to offer and teach more EM/HS courses online leading to increased enrollments, graduates and transfers.	Completed	In 2016-2017 a request was approved from the Office of Instruction to fund new adjunct faculty.	
Emergency Management/ Homeland Security	Ensure faculty maintain relevance in the field and continue to improve teaching strategies and course material	In-Progress	In 2016-2017 there was a request sent and suggested that CTE funds would be available.	

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
English and Humanities	In collaboration with the Student Success Center, the Counseling Department, the ESL Department, and the English Department, implement an initiative with the outcome that, by 2020, at least 50% of the students who pass ESL C160 will persist to English C099 in the subsequent semester.	In-Progress	At the All College and beyond, English 099 instructors will forge a plan to create pathways with ESL C160 instructors, thus ensuring students' persistence.	TBD in 2020
English and Humanities	By 2021, improve Coastline's performance on the Student Success Scorecard by 5% in the percentage of students who begin in remedial English courses and progress to English C100.	In-Progress	The number of students who begin at 098 (two levels below 100), without having taken any basic skills courses, is negligible. The most recent scorecard already shows a substantial increase in remedial to college progression.	TBD in 2021
English and Humanities	By spring 2021, hire at least one new full-time English instructor.	Completed	Starting in Fall '16, the English department will be requesting two new full-time English faculty members OR one new full-time English faculty members + one new Humanities (with dual FSA) full-time faculty member.	Two new f.t. English instructors have been hired for the Fall '17 semester.
Health Sciences	Update the Health Fitness major to add two career paths- personal trainer and wellness coach, in addition to the existing major.	In-Progress	2015-16 Laurie Runk is working with our partners to align the curriculum. 2016-17 In working with OCC, it has been determined that Coastline will offer a Wellness Coach track but not personal trainer track as this would compete with offerings as OCC.	Partner with Science Dept to update Bio C221 Anatomy & Physiology (done and ready for Fall 2016 schedule) Hlth C100 assignments rewritten to emphasize behavior change requirement for the tracks (Done in lieu of re-writing PE C102) 2016-17 Major Updated to incorporate updates to current courses as well as approving 2 new courses – PE201 Fitness for Life, and HLTH120 Wellness Coaching

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Health Sciences	Continue marketing of Kinesiology ADT; Health and Fitness Major and Physical Fitness and Health Emphasis for the A.A. Degree.	In-Progress	Developing marketing plan for Department Programs -Suggesting that the CCC website allow for downloadable program brochures on the Academic Programs pages. -2016-17 Working on finalizing the C-ID for the last few General Education courses for the ADT track to move forward.	Publicity piece for Military CE Health Fitness Major completed -No word on whether the CCC website will start accommodating online brochures -2016-17 Working on updating brochure with new curriculum changes and Wellness Coaching track
Health Sciences	Maintain vendor approvals for continuing education units from various state agencies and professional organizations Maintain guest access for State CEU auditors on Canvas	In-Progress	Maintaining CEU credits for the Gerontology courses with 4 different State Agencies is a continual job. Depending upon the agency, reapplication takes place every two years. State auditors need 24/7 access to course websites. 2016-2017 One of our Adjunct Faculty and members of the Advisory Board will serve as CEU coordinator to maintain current status.	Staff support for this was requested in 2013 and granted in 2014- The Division/Area Coordinator NB Ctr was assigned to assist in tracking and managing the paperwork. -The Gerontology Chair conducted training for the Division/Area Coordinator NB Ctr -Division/Area Coordinator is overloaded so the Dean has requested 1 non-instructional LHE be granted to assign a faculty member to assist the Dept Chair. -Continuing our vendorship for RCFE; BNHA; LVN/RN (transcript review upon request); and CAN.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Health Sciences	Establish collaborative model courses to be used by online faculty members teaching the same course in Canvas.	Completed	On-going collaboration on Canvas courses between faculty members teaching the same course.	All department Faculty Members complete Canvas Training FCS C100 (Spring-Summer 2016) Faculty members collaborate on model courses (Fall 2015-Summer 2016) Faculty members meet to discuss/update the model courses after they have been offered for one semester. (Fall 2016)
Health Sciences	Continued alignment of course materials and outcomes between the FN C170 Nutrition course and equivalent courses at OCC and CSULB.	In-Progress	Course materials have been updated to align with what is being used in equivalent courses at other schools. This change has required an integration of Cengage Mindtap (third party LMS) into the Canvas course shells.	Reviewing changes with OCC and CSU affiliates to make sure course changes meet the needs for transfer credit.
International Languages	Decrease caps for all International Language online courses to 45 students.	In-Progress	2016-17 There has been a decrease in some online classes from 120 to 80 and some with 45 students.

2017-18 Japanese, Chinese, and French are capped at 45. All 8-weeks have been capped at 45 | Data pending in. Fren C180 #92504, Fren C185 #93147; Japn C180 #93115 and #93164,Span C180 #92505, #92510, #92992, Span C185 #92512. |
International Languages	Increase online instructors' capability to serve their students wherever/whenever.	Completed	The department chair was given a laptop. A microphone and headset was provided.	Increase in instructor and department chair availability wherever/whenever.
International Languages	Obtain a license for Camtasia to aid online instructors in personalizing their online classes.	Completed	The license exists but training is needed	Faculty are using the tool
Library	Develop a Coastline Community College archive	Terminated	Under review and evaluation for applicability.	Terminated. Not in the scope for the direction of the library.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Library	Expand the Coastline Community College collection to increase the usability of commercial databases	Completed	Cheryl Stewart had databases reviewed by faculty and added three commercial databases to the collection at Coastline. Mango Languages, MorningStar Investment Research Center, and RAND California.	By adding these commercial databases students and faculty will be able to access commercial resources to support their courses.
Library	Establish an information literacy badge program	Terminated	Under review and evaluation for applicability.	Terminated. Not in the scope of the library plan based on technological relevance
Library	Expand the online Library to increase service to students and faculty	Completed / Ongoing	Under review and evaluation for applicability.	The library has expanded its services to Canvas
Library	Facilitate more awareness of the Coastline Online Library and resources available to students, faculty, and staff.	Completed / Ongoing	Started doing this in Fall 2017. Modified SAOs to include measures for this.	
Mathematics	Hire two full-time math instructors due to the top ranking of FTEs, 14.8, in the entire college and 147 LHEs taught by adjunct instructors.	Completed	2015-2016 a new math faculty was hired and a second was hired in 2016-2017	The college was able to offer more math courses. There has been an increase in courses offered.
Mathematics	Establish Math Academy or Bridge Program in summer and winter sessions to prepare students before classes start; and to increase the math success and retention rate, especially for STAR and STAR2 programs.	Completed	In summer 2015, a math boot camp was help at NBC to help incoming students. In 2016-17, the program is still running well.	The results were that students placed into higher math courses. However, the labs need to be longer to cover more material.
Mathematics	Create "Pathway" curriculum to help students succeed in college level math courses at a faster pace.	Completed	The math faculty created Coastline pathways and has approved it and is waiting for state approval.	Offering courses fall 2017
Mathematics	Acquire a mobile "smart cart" with laptops, printer and wifi at Newport Beach Center for math classrooms.	Completed	All smartboards have been installed and a smartcart was purchased	Coursers in spring 2017 started using the smartcart

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Mathematics	Develop a system to mentor and evaluate new math instructors, especially online.	Completed	Discussions at all college meetings have occurred around that evaluation of math instructors. There is now an-onboarding and mentoring process for new math faculty	There has been an increase in higher quality course. The faculty to develop master courses
Mathematics	Create a dedicate Math Lab for math students. In the student survey, one of the suggestions for the Student Success Center tutoring was to have a quiet place to study. Currently, the Center has English and other subjects' tutoring in the same room.	Not started		N/A
Mathematics	Math tutors shall be recommended by math instructors or interviewed by a math instructor prior to hiring.	In-Progress	Discussion have occurred with Student Success faculty	N/A
Mathematics	Develop and plan a system of an efficient online tutoring; improve online embedded tutoring services; provide a coordinator for this effort; implement a system that allows the Student Success Center to track individual student assistance and sends that information to each instructor as well as sending student success center use by math students to the department.	Completed	In spring 2015 a math coordinator was assigned	Though there was direction given from the coordinator, there need to be a better planning to effectively use the support services.
Mathematics	Discuss implementation of a STEM or STEAM Program and provide appropriate permanent office space for full-time faculty at the Newport Beach Center.	Completed	6 offices were opened spring 2017	Faculty are using the offices.
Mathematics	Provide more technology training programs for math faculty.	Completed	2014-2015 PIEAC and budget allocated professional development funds to explore new trainings. In 2015-2016 the instructors attended annual national conferences. In 2016-17 the faculty attended three conferences	The instructor learned of newer technology and strategies in their courses for flipping courses

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Mathematics	Participate with the college bookstore and the textbook publishing companies to help lower the cost of textbooks to students, and to more clearly outline all the options available to students for instructional materials; investigate free or low-cost online educational resources to help lower the cost of textbooks to students.	Completed	In spring 2015 the math faculty met at the All-College Meeting in a breakout discipline focused session where discussion occurred around the textbook. In 2015-2016 the faculty have been reviewing OER textbooks. The program invested in OER in 2016-17.	Faculty are in courses using OER which has reflected in higher retention and success.
Mathematics	Equip classrooms where math is taught with furniture and equipment that promote active leaning, such as mobile chairs with laptops and individual student whiteboards.	In-Progress	The college purchased student whiteboards and there is a 2015-2016 request going to budget for approval. In 2016-17 it was requested but not funded	N/A
Mathematics	Modify the math placement system to include a student's recent performance in math classes that do not transfer (such as high school students).	In-Progress	Multiple measures have been piloted in summer 2015 and are awaiting courses performance results in fall 2015. Multiple measures are getting approved at Academic Senate for implementation in summer 2017.	N/A
Mathematics	Increase program effectiveness and continue to grow and meet student demand for math courses.	In-Progress	The hiring of FT and PT is in process	N/A
Paralegal	Increase marketing through law specific outlets	In-Progress	Need funding to advertise in the OC Lawyer magazine. Need funding to send info postcard to law firms-potential employers. I have met with Ross to discuss program specific marketing. In spring 2016, a prioritized request was moved forward to PIEAC for approval, which is pending the fall 2016 budget revise.	The cost and guidelines for this marketing effort have been researched. By marketing to existing law firms through the OC Lawyer we hope to attract non-traditional students who may be unaware of the program or whose employer may provide education financial assistance.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Paralegal	Increase diversity in the program through advertising in ethnic community newspapers	In-Progress	Need funding to complete this goal. Advertising copy will need to be developed in various languages. In spring 2016, a prioritized request was moved forward to PIEAC for approval, which is pending the fall 2016 budget revise.	Local community newspapers in languages such as Spanish, Vietnamese, Korean, Farsi, and others. We need funding to advertise in these community newspapers to make students aware of the Coastline Paralegal program.
Paralegal	Develop 2 alternative delivery classes for submission to ABA for approval	In-Progress	2 online courses passed through curriculum in Spring 2014. One class has been offered as a non-legal specialty course and is doing well.	One online class has been initiated as a non-legal specialty course. A second class was modified to be treated as non-legal specialty and was taught online in spring 2017. The feasibility and impact of these online courses, and others, is currently under review

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Paralegal	Work with students/faculty to develop paralegal club	In-Progress	Pursuant to ABA recommendations and discussion with students this club has been modified to be an Alumni club.	The Alumni group has been established . The Alumni group met on three occasions. They have also created a Facebook page to advertise their events. This effort continues
Paralegal	Expand Career advising with OC One Stop	Completed / Ongoing	Career counseling seminars begun with OC One Stop. Coastline career center is now doing these seminars with our program. Interview stream software purchased.	This initiative was modified as a result of the termination of the Coastline/OC One Stop partnership. The career advising partnership is now directly with the Coastline Career Center. There were seminars for resume writing and job search held fall 2016 and spring 2017.
Paralegal	Send out direct mail post cards to law firms and legal employers in the coastal	In-Progress	In spring 2016, a prioritized request was moved forward to PIEAC for approval, which was subsequently referred to Dean of CTE	These mailings have been approved through the Dean of CTE. The Program coordinator will be working with the marketing department to create mailers.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Paralegal	Expand program awareness and growth throughout the regional communities to help expand and sustain the program	In-Progress	The program coordinator attends National and Regional meetings of paralegal educators. The coordinator continues to hold OCPA student section meetings to increase awareness of the program in the local community	This increased community awareness will assist help increase enrollment by utilizing a network base for word of mouth advertising.
Philosophy	Offering the PHIL ADT supports the College's Mission, specifically Goal #3: Innovation & Improvement. Coastline will continue to create and nurture innovative programs, services, and technology solutions that respond to the needs and expectations of its learning community.	In-Progress	2015-16 ADT: The course most recently added to the philosophy curriculum, History of Ancient Philosophy (C102), is required for the Phil ADT. This course has been approved and is listed as "active" in CurricUNET; however, the actual course content has not yet been designed. 2016-17: The status on the ADT remains this same. This is because it was deemed that my time would be better spent by spending this Summer constructing my own Canvas Philosophy 100 course rather than History of Ancient philosophy which, while required for the ADT, is less apt to fill.	Given the increased number of telecourse students and the move to Canvas, designing the content for this C102 course was not given priority over improvements in those two areas. However, course content can be designed during an intersession. 2016-2017: As noted, the course could have been designed during the intersession, but consensus was that producing content for the philosophy 100 course was more pressing. Because I make PPT videos with full narration and closed captioning (a typical course requires me to produce hundreds of pages of my own scripted narration), it usually takes the full summer to construct all lessons for a quality course. Phil 102 could be produced in summer of 2018 unless it is again determined that another major project would better serve the students.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Process Technology	Develop and produce twelve new process technology courses aligned with OSHA standards to advance students towards necessary certifications for job advancement.	Completed / Ongoing	Approved by curriculum and are being developed by Fall 2018	New certificate program
Process Technology	Hire two additional part time instructors to develop the new courses by FALL 2017.	Completed	Hired one PT faculty member and will hire another by Spring 2018	Hire another PT faculty
Process Technology	Participate in the state and federal apprenticeship program grants in partnership with the Coastline's Contract Education team, resulting in job placement for all students, especially veterans. The PTEC department will create a bridge with the Building Codes department to expand the opportunities for students to seek varied levels of entering the workforce.	Completed / Ongoing	Developing additional guided pathways to BCT, PTEC. Developing new curriculum CUES	
Process Technology	Expand the PTEC advisory board membership to include experts in additional process technology industries, such as Food and Beverage, Bio-Manufacturing and Wastewater Treatment.	Completed / Ongoing	Currently added the Building trades council, Career Expansions, Inc with other local companies and union reps.	
Psychology	Hire ONE full-time teacher who has online teaching experience, in time to be ready to take FSC training courses, develop telecourse handbooks, and be ready to teach in fall 2017.	Completed	Full-time faculty hired PSYC approved by the CCCD Board spring 2017.	N/A
Psychology	All psychology teachers be at least at the level of "effective" on the Academic Senate Academic Quality Rubric. This includes RSI and providing feedback in telecourses	Completed / Ongoing		
Psychology	Identify an office for Erin Johnson ASAP. Any new full-time psychology faculty will need offices, as well.	Completed	Erin Johnson moved into permanent office at NBC in fall 2016.	Erin Johnson is able to effectively meet with students and conduct Psychology club meetings in the new office space.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Psychology	Ensure that all psychology courses are at least at the level of "effective" on the Academic Senate Academic Quality Rubric. This include RSI and providing feedback in telecourses; Update telecourse videos; Hire one new full-time instructor; Improve poor success rates in DL courses; and Dedicate offices for full-time faculty	Completed / Ongoing		
Psychology	Over the next five years update all three telecourses with simple video productions, mostly narrated shots and interviews in studio, and using some of our existing video. We can also incorporate public domain footage or acquire low cost videos. Even paid, we may not have enough faculty to be involved in telecourse updating. Introductory psychology would be the first priority.	Completed / Ongoing		
Real Estate	Establish a professional advisory committee consisting of real estate faculty and members from the various fields of real estate, escrow, title, lending, exchange and taxation, and property management; hold a minimum of two meetings per year	Completed	This year's advisory group was consistent with the previous year's group (same members) Need to recruit new members	Findings were in alignment with program goals to develop a new course in media.
Real Estate	Develop new courses	Completed	One RE instructor retired in Spring and hired one instructor for Fall 2016 to teach the unstaffed course.	Framework outline built for new course in using media/video in Real Estate (drones)
Real Estate	Develop online courses for all real estate offerings.	Completed	Faculty hired to create the RE Legal Aspects, RE Property Management and RE Finance courses online	Six of six courses developed in an online format
Real Estate	Develop a plan to recruit new real estate instructors	Completed	Dept chair is working with the advisory group and local businesses to recruit new instructors and course developers.	Hired two new part time instructors in 2016-2017
Real Estate	Develop a team-teaching/mentoring program to prepare new instructors	In-Progress	Promote Academic Quality Rubric for course development while creating an online program	

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Sciences	Biology: Develop and offer Health Science Certificate and AS degree and explore partnerships with local health care facilities	Completed	Health Science Certificate is in its fourth year of awards.	Increased Health Science Certificate awards from 17 2015-2016 to 24 2016-2017
Sciences	Biology: Implementation of Biology major courses	Completed	The Biology majors courses are in their fourth year of being offered; ADT in Biology has been approved at curriculum, but is pending the C-ID approval in Chemistry	All curriculum has been updated; BIOL185 includes research experience with local scientists and citizen-science programs
Sciences	Biology: Redesign general biology laboratory instructional materials	Completed	Adopted different lab manual and implemented new experiments and ordered supplies with lottery funds	Improvement in similarity across the sections.
Sciences	Biology: Develop independent study course involving human cadaveric dissection	Completed	Course is developed and approved at State level. Awaiting contractor plan and final funding for specialized room	We are in need of a specially designed room. The location in NBC identified. Waiting to set up a meeting with engineer. Have met with a room designer and a supplier of required equipment (all complimentary meetings to date)
Sciences	Biology: Offer Biology AS-T degree	In-Progress	The Biology ADT is Approved at Curriculum; C-IDs for the Chemistry courses were submitted in Spring and are awaiting approval.	Marketing needed
Sciences	Biology: Bio-technician Certificate	In-Progress	Curriculum Committee recommended to not suspend program, but still needs administrative support. Curriculum will be revised pending administrative support for the program;	Decision needs to be made at the institutional level whether to enact this Certificate again. We could use the Microbiology labs at Garden Grove on off days. Perkins funds could be used?

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Sciences	Biology: STEAM Advanced Informal STEM Learning	In-Progress	Cooperation with Computer Networking/Digital Media, Art, and Physical Sciences began to write and submit AISL grant; see Initiatives below	STEAM Academy to serve as 1) community outreach and education, 2) supplement STEAM experiences for CCC students, 3) promote underrepresented population participation in STEM fields
Sciences	Biology: STEM Scholarship Program	In-Progress	S-STEM grant submitted to NSF to support and grow STEM program at CCC; proposal revisions will be incorporated and grant resubmitted if it is not funded	Cooperation between all sciences and student services to move a step forward in developing STEM at CCC and improving opportunities for underrepresented students
Sciences	Biology: Study Abroad	In-Progress	Study abroad trip and associated curriculum planned for 2018 through Study Abroad Department, recruitment has begun	Marketing needed
Sciences	Biology: Develop independent study course BIOL292 Work Based Learning	Completed/ Ongoing	Eight students served as interns for Institute for Conservation Research and Education in Summer 2017; one intern is enrolled in Fall 17	Additional research opportunities are now available to support student learning and employment in STEM related fields
Sciences	Biology: Internship Program/Community outreach with Girls Inc.	Completed/ Ongoing	The Life Sciences department supported one "extern" for Girls Inc. internship program in Summer 2017	Developed new relationship with secondary school students and community outreach programs in Costa Mesa

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Sciences	Biology/Ecology: ECOL100	In-Progress	Updates were approved by Curriculum Committee, but must be cross-listed (submitted to Curriculum Committee) to appear as a BIOL course as well; will be taught for the first semester, Spring 2018	Increased course offerings for non-major students
Sciences	Biology: BIOL281 Biochemistry	Completed	Approved by Curriculum Committee, Being taught for the first semester, Fall 2017	Increased course offerings for major-level bio students
Sciences	Biology: BIOL282 Molecular Biology	Completed	Approved by Curriculum Committee, will be taught for the first semester, Spring 2018	Increased course offerings for major-level bio students
Sciences	Biology: Health Sciences Triathlon	Completed/ Ongoing	Held for the second time in Spring 2017; will be held every other year moving forward	Increased sense of community among biology students and faculty; learning opportunity for biology students; additional prep for students facing standardized entrance exams for health science programs
Sciences	Biology Health Science Certificate	Completed	Encourage Students to earn the certificate with the courses that they have already taken	Marketing; Increase awareness in Counseling
Sciences	Hoag Scholars Program	Completed/ Ongoing	Yearly, have Hoag Scholar visit to tell of the great health care experience at Hoag and its application process	Increased competency of students in the pre-health care fields
Sciences	Faculty Web Pages	In-Progress	initiated	increase student awareness of faculty and programs

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Sciences	Canvas Shell for Biology Department	Not Started	Not yet started	Allows for communication between part and full time faculty and sharing of best practices.
Sciences	New SLO Collection	In-Progress	Fall 2017	Compare Student assessment with faculty assessment techniques
Sciences	Updated Microbiology Lab Manual	In-Progress	initiated	Concise manual for student education
Social Sciences	Diversify Course offerings	Completed/ Ongoing	We have added additional courses in Geography, History and Sociology. Dean of Instruction has offered additional course suggestions.	Enrollments in the new classes have been good.
Social Sciences	Develop Geography transfer major	Completed/ Ongoing	Need to develop an additional course. Anticipate this course will be added this year.	We added the California Geography course and are offering it in Fall 2017. The next step is to actually work on getting the degree prepared and approved by the Curriculum Committee.
Social Sciences	Improve retention and success rates throughout the program, but particularly in Political Science	Completed/ Ongoing	Relatively speaking, our success and retention rates have remained relatively static. It's also clear that Political Science continues to be a problem area with very low success rates.	Success and retention rates seem to be up slightly. We don't have the data from 2016-17, which is the first full year of Canvas implementation, so we won't really know the impact until then. Political science still appears to be a bit of a problem area..

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Social Sciences	Work with the faculty and the college to lower costs for students, specifically with regard to textbooks	Completed/ Ongoing	The program will be working with the OER coordinator to determine feasibility of adopting OER textbooks. The f/t History faculty member has committed to converting all his courses to OER for Spring 2016	All of Dan Johnson's current courses are using an OER textbook. The one course he is not using OER for is California History (offered in Spring) since there is no OER option. Other instructors in the department have also adopted OER: Bob Franklin in Geography is running 2 courses with OER materials and William Diaz-Brown in History (1 course). We should continue to discuss this option as a department.
Social Sciences	Work with the Dean at Newport Beach to develop alternative scheduling patterns which will improve onsite enrollments.	Completed/ Ongoing	To date we have not had a great deal of success. Enrollments in onsite classes remain low. Will work with incoming Dean on this issue.	This is an ongoing issue. We do not see any improvement since our last annual report.
Social Sciences	In conjunction with the Distance Learning department, ensure that all telecourses offered in the program are current.	Completed/ Ongoing	Development began on working with the DL department to update our Political Science telecourse, but because of instructor illness, the project was not completed.	Preliminary efforts were made to update the Political Science telecourse, but it was not completed. There is a college wide taskforce which will begin meeting this Fall to address the problems of telecourses and incarcerated instruction – hopefully this will have an impact on moving forward.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Social Sciences	Development of Model Courses.	In-Progress	Incoming Chair and f/t History faculty member have met to discuss who could develop model courses. Will need to determine possible compensation for instructors (additional LHE?) and approval from Dean	Waiting on FSC to set parameters in terms of instructor compensation, what work will be required, etc. Dan Johnson has had conversations with Shelley Blair (the Dean of Innovation who is over the FSC) and she indicated that this is on their radar.
STAR	Program redesign	Completed / Ongoing	This is a multi-stage process addressing curriculum, remediation, growth in majors, length of time to completion, resources and support and locations. All students now qualify to be admitted to STAR Program	First year curriculum track redesigned for General Education focus. Added Math 030 and English 099 for necessary remediation Garden Grove location added to departmental offerings. Future targeted student support.
STAR	Outreach initiative	Completed / Ongoing	Multiple recruiting events in the college's service district with concentrated efforts in Garden Grove and the Newport-Mesa school districts to increase enrollment in the department.	Increased student enrollment in STAR at the Newport Beach Center. Continued STAR offering at Garden Grove.

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STAR	STAR coordination committee meetings	Completed / Ongoing	Establishing advisory committee and operations task group with input from faculty senate, staff, and administration.	The operations task group has changed its membership composition, adding more faculty members meeting weekly to resolve issues in the department. The advisory committee was established with input from the faculty senate and meets bi-annually to review and recommend actions for the department and task group.
STAR	Outreach and Retention Specialist roles established	Completed / Ongoing	Established greater understanding of Outreach Specialists and Retention Specialist duties.	Established greater understanding and clarity of work to be done by Outreach Specialists. Marketing to high schools and assisting in the application and assessment phase of becoming a Coastline STAR student. Retention Specialist. - Focusing on guiding STAR students through to program completion while earning an AA Degree and earning the best grades possible.
STAR	2016/2017 Established presence of Instructional Associates and Academic Success Coaches	Completed / Ongoing		IA's and Success Coaches are attempting to establish strong STAR community interactions.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
STAR	Program redesign	Completed / Ongoing	This is a multi-stage process addressing curriculum, remediation, growth in majors, length of time to completion, resources and support and locations. All students now qualify to be admitted to STAR Program	First year curriculum track redesigned for General Education focus. Added Math 030 and English 099 for necessary remediation Garden Grove location added to departmental offerings. Future targeted student support.
Student Success Centers	Serve at least 1500 unduplicated students per semester through all learning assistance services.	Completed	This was achieved in spring 2015 and is now a baseline moving forward. In fall 2016, 1531 students were served. In spring 2017, 1545 students were served.	The intent is to serve a baseline of students in our drop-in centers to ensure we are serving a substantial portion of the student body.
Student Success Centers	Improve the transition percentage of basic skills to college-level coursework in English, ESL, and math by 5% as reported by the College Student Success Scorecard.	In-Progress	This is a long-term goal that will require a 5-7 year horizon and longitudinal analysis.	The expansion of learning assistance means more basic skills students are receiving services than ever before. These efforts, combined with curricular revision and new or clarified pathways/courses will hopefully lead to the attainment of this goal.
Student Success Centers	To provide robust online tutoring for all students.	In-Progress	Student use of Skype, Smarthinking, and email-based tutoring continues to increase.	The intent of this initiative is to provide easy-to-access and just-in-time online tutoring for all distance learning students.
Student Success Centers	To maintain a feedback system to allow tutors to catalog each tutorial session, sorted by CRN.	In-Progress	System was launched in early 2017. Currently need to continue to establish a reporting mechanism between the Centers and various academic units so the information is useful to those departments.	The intent is to provide academic programs with valuable information about tutorial sessions to inform department dialog around student learning outcomes.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Study Abroad	Improve two-way communication between CCC and district re: protocols/procedures	Completed/ Ongoing	Improved communication requested from district to CCC.	Increased participation at SA recruitment fairs and events
Study Abroad	Work more closely with GWC & OCC	Completed/ Ongoing	Started Aug. 2015	Expected outcome is that GWC and/or OCC would use CCC's model so they may offer FTES-generating programs
Study Abroad	Study Abroad Program Coord. and/or experienced instructor to review any SA content, text, etc.	Completed/ Ongoing	Postcard and material are being reviewed prior to submission	Better oversight of processes
Study Abroad	Increased communication to CCC constituency groups by making presentations to ASG, CMT, et al. and/or dep't. chair mtgs., discipline mtgs., college committees, e.g. Diversity work group, Student Success.	In-Progress	Working with different groups to build awareness of the program	Expected participation and growth in the program,
Study Abroad	Increased awareness of SA Deploy survey again to, and/or form focus groups comprised of, CCC employees.	In-Progress	Looking to add it to the annual SAO survey	
Study Abroad	Increase #/instructors to conduct programs Clarification: the suggested number of instructors per program should be at least two. This helps to ensure that the number of units offered meet/exceed the minimum number of units per summer term program to assist students in qualifying for financial aid.	In-Progress	While two are participating currently, there is no agreement	
Study Abroad	Study Abroad Program Advisory 'group'/Study Abroad Program Taskforce	Not Started	Looking for support in the future as the new Dean of Innovative Learning was hired	
Study Abroad	NAFSA membership Annual membership, per person, $459. The next annual conference, in Philadelphia, is set for May 27 to June 1, 2018. Registration will open March 1, 2018.	Not Started	No funds were made available	
Study Abroad	At least one semester-length program Planned for no earlier than TBD term; program development start date no later than TBD.	Not Started	No plans as of past	
Study Abroad	Stipends to be paid to instructors.	Terminated		
Study Abroad	Emergency fund	Terminated		

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Visual and Performing Arts	Hire additional full-time faculty	In-Progress	The department is going to request 2 new FT faculty: a FT music program faculty for fall 2018, and a FT visual art faculty with an emphasis on 3D for fall 2019.	ongoing
Visual and Performing Arts	Increase marketing to attract the Creative Economy student for transfer, career and degree	Completed/ Ongoing	FT faculty/curator David Lee has extensive marketing skills. The Coastline Art Department and Gallery are regularly posted on multiple online social medias as well as hard copy periodicals. In the past academic year the department has published 2 exhibition catalogues. Coastline Art Gallery exhibitions attract hundreds of people. Over 1,000 people attended the 2015 "Orange Sunshine" exhibition. A panel discussion and subsequent lecture by prominent writer/journalist Nicholas Schou ("Don't Kill the Messenger") attracted hundreds of people. Anton Segerstrom, and RVCA were among the underwriters. The Portrait exhibition in 2016 was reviewed in OC weekly.	Coastline has hosted dozens of art gallery events that include openings, lectures, and workshops. Se attached list.
Visual and Performing Arts	Create a hybrid Gallery/Business of Art Certificate	Completed	In 2014-15, the certificate was completed and approved by the state.	Looking to promote more and is expected to have growth based on the increase in Art enrollments and majors.
Visual and Performing Arts	Hire a FT Teaching Assistant	In-Progress	A request was made in 2016-17 and was not funded. Planning to make a future request	ongoing

President's Wing

The President's Wing is comprised of the operational departments of Foundation, Institutional Effectiveness, Marketing and Public Relations, Military Education, Corporate Training, Business Development, and Office of the President.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Foundation	The Coastline Promise –This initiative was inspired and built on a variety of local, state, and national programs that support college access, academic persistence, and completion. Coastline's President's Council is spearheading the initiative. The Foundation will be partnering by focusing heavily on fundraising specifically for this project to help ensure its success and sustainability.	Completed/ Ongoing s	The BOD has agreed to contribute $100,000 annually to support the Promise Program for the next three years.	Approx. 60 students enrolled in the college promise program
Foundation	Provide professional development opportunities for Foundation staff to strengthen fundraising and development skills.	Completed/ Ongoing	Employees participated at the annual CASE conference.	Strengthened understanding of opportunities and ideas around fundraising with a focus on College Promise Programs.
Foundation	To connect with global leaders by promoting practices of innovation, and support professional learning internally and externally through hosting local and regional-level events, such as the OC Innovation Speaker's Series.	Completed/ Ongoing	The college hosted an innovation focused event in June 2017	280 participant attended the conference
Foundation	Increase financial resources to advance student support services and increase opportunity for student achievement by garnering additional funds through outreach and development. This position will also help support events and projects, such as the College Promise and annual fundraising events, such as the Innovation Speaker's Series.	In-progress	The position was not funded, however funds and request for FWS student workers was used.	While the positions were filled, due to turnover there is still a need

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Institutional Effectiveness	Expand the department's capability to provide more custom data, conduct innovative research, strengthen equity and SSSP reporting, and distribute information through different visual channels. Monitor the Civitas system and present timely reports for planning. Create and manage an SLO, PSLO, and ISLO reporting repository. Be the liaison for accreditation evidence and maintain the repository of supporting documentation. (Combined 2.1, 2.2, 2.3, 2.9)	Completed	The position was approved for 2015-16 and is under review for an alternative position to a senior research analyst. In 2015-16 a 19.5 Research Assistant position was hired through SSSP. The position was not funded but will be moved requested for 2017-18. In 2016-17 Coastline utilized grant funds to hire an Institutional Effectiveness Analyst	Outcomes reported in 2018-19
Institutional Effectiveness	Support the department's capability to effectively service the college constituencies through the integration of innovative technology initiated strategies and tools. (Combined 4.1, 4.2, 4.3, 4.4, 4.5, 4.6)	Completed	The Survey Monkey and Tableau software were purchased through Title III. The departments' websites were updated, and files were better cataloged. Five Microsoft Surface Pro 3s were purchased.	Increased efficiency in collecting and presenting information.
Institutional Effectiveness	Establish a liaison for grant development and administration. (2.4)	Completed	The position was moved from Title III grant support to 100% college grant development support.	The department increased their oversight in the development process which led to an increase in grant proposals and grant revenue in 2015-16.
Institutional Effectiveness	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in grant development. (2.7, 2.8, 2.10, 2.11, 2.12)	Completed	The department obtained approval of an additional $8,000 from membership and professional development. Memberships have been purchased. The department members went to multiple conferences and training in 2015-16 which included AIR, Regional RP Group meetings, and a week-long Argos training.	The department members started using new Tableau tools to create dashboards and develop new Argo's data query blocks.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Institutional Effectiveness	Increase department efficiency through the administrative support the department, streamline record maintenance processes and provide support to grant development operations. (2.5, 2.6)	In-Progress	A pilot position of a grant writer was funded as a one-year pilot	Outcomes reported in 2018-19
Institutional Effectiveness	Increase opportunity to obtain indirect costs from federal grants. (1.1)	In-Progress	In 2015-16 the college obtained a preliminary rate from a federal award. In 2016-17 the request from CCCD was made to complete the process, but due to missing timelines, CCCD will have to reapply.	
Institutional Effectiveness	Centralize the department to increase operational and communication efficiency. (Combined 3.1, 3.2)	In-Progress	The discussion is occurring and pending other facility decisions. In 2016-17 the college will start planning the re-org of the building. The department was centralized under Institutional Effectiveness and will be looking to move positions and offices around to finalize the project.	
Marketing and Public Relations	Increase student communication and engagement	Completed/ Ongoing	Continuing to provide monthly student e-blast communication, and timely advertisements. Social media presence has become steadier and posts have become more interesting, timely, and consistent. Currently, CCC website navigation will be enhanced to be more student-friendly and useful, as well as be ADA compliant and mobile-friendly.	Social Media followers have increased over 10% each month. Also, increase in readership among students through social media has increased by 20%. Open rates of email blasts are increasing as well. Students will be able to gain more valuable information about their college career much more quickly and easily.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Marketing and Public Relations	Increase college marketing and branding efforts (digital and video included)	Completed/ Ongoing	The creation of new brochures for Coastline departments and programs has better established the branding for the college, as well as has increased marketing and student recruitment efforts.	Coastline outreach materials are improving, which improves the student recruitment efforts.
Marketing and Public Relations	Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination	Completed/ Ongoing	Development of an online system to manage and track production requests is underway and should be completed and in use by mid-October.	Team members will be able to operate more efficiently and take less time to complete projects for clients, enabling them to increase the quality and accuracy of the projects. Also, tracking and documentation of projects will provide valuable data for future planning purposes.
Marketing and Public Relations	Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).	Completed/ Ongoing	Continuing to review analytics from student email blasts, Google Analytics from the website, and digital marketing efforts.	The PIO office is continuing to improve communication to students and the community based on findings from analytics.
Marketing and Public Relations	Advance the printing capabilities of the department	Completed/ Ongoing	New equipment has been purchased to increase capabilities like envelope printing, and to keep current with printing industry standards.	By increasing capabilities of internal print jobs, cost efficiencies will increase. The Marketing department will continue to review methods and types of printing to enhance capabilities for the college by provide more efficient printing services and minimize outsourcing, thus reducing costs.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Office of the President	Improve governance and integrated planning assessment processes	Completed	In 2015, 2016, and 2017 governance surveys were distributed to measure committee effectiveness. Additionally, the integrated planning guide was modified and updated for 2015-2016. The integrated planning guide was reviewed and updated again in 2017-2018.	The governance survey showed a major increase in participation and performance across all 5 metrics of committee effectiveness.
Office of the President	Improve flow and aesthetics of work spaces	In-Progress	In spring 2017, architects visited the college to work with the redevelopment and renovation of the College Center Campus.	Pending
Office of the President	Establish a SharePoint webpage and develop the technical capacity to maintain the information and page	In-Progress	SharePoint training has begun at the committee level.	Pending
Office of the President	Conduct and communication audit and establish communication via social media	Completed	A commination assessment was completed through the PACE survey and the communication assessment survey.	This has led to the development of new and timely communication from the President's Office
Office of the President	Ensure the Academic Senate, Classified Senate, and Management Team has the opportunity to maintain relevancy within the field and participate in regional and statewide events	Completed	The request for professional development was funded	This led to the hosting of retreats for each constituency group and the development of new college plans and strategies.
Office of the President	Continue to support the advancement of the institution through new and innovative ideas.	In-Progress	The President's Office has obtained two years of innovation funding	Pending

Student Services Wing

The Student Services Wing is comprised of the operational departments of Admissions and Records, Categorical Programs, Counseling and Matriculation, Financial Aid, Office of Student Services, and Student Life.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Admissions and Records	Reinstate VP of Student Services position	Completed	VP position was filled in 2014-2015	Operational efficiency has increased and there amore more planning meetings and support for change.
Admissions and Records	Recruit Additional Support Staff to: Increase efficiency in processing incarcerated student applications	Completed	4 (19.5) hour positions were hired in 2012-2013; 2 f/t temporary in 2014-2015	Supported the incarcerated students through SSSP and increased customer service and efficiency. The other position 2 helped increase transcript evaluations.
Admissions and Records	Convert lobby into interactive kiosk	Terminated	Replaced with and information, call and student computer center	Improve student access to information and to provide student services
Admissions and Records	Website enhancement	Completed / Ongoing	The website has been updated consumer reports	Increased access to information
Admissions and Records	Attend customer service training seminar/conference	Completed / Ongoing	In 2014-2015 staff participated in Title IX training	Increased awareness of regulations and has resulted in high student satisfaction rates
Admissions and Records	Provide adequate publications to area sites	Completed	A&R flyer was created and distributed in 2013-2014	There has been an increase of web service utilization.
Admissions and Records	Effectively meet student demand by providing an adequate level of student support services throughout the admissions and onboarding process.	In-Progress	In 2015-2016 Coastline funded 3 of the 4 Admissions & Records Tech III.	There is still a need for additional positions
Admissions and Records	Provide Scanners that are suitable for the needs of the A&R staff to scan all permanent records required by Title 5.	In-Progress	Director is working with VP to obtain the scanners	
Admissions and Records	To process incarcerated student admissions, registration, add/drop, address changes, and communications with the prisons and students.	Completed	The position was hired in 2016-17	Productivity has increased

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Assessment Center	Operationalize a full-service Proctoring and Assessment Service Center to meet student demand.	Completed	The Center has an increase of one full-time Guidance Assistant and an hourly employee. Therefore, the Center does not need to be closed during lunch hours.	Students are being served more which is reflected in the number of students served
Assessment Center	Maintain a high level of security while eliminating opportunities for cheating on proctored testing or placement tests	Completed	SSSP funds were used to upgrade security cameras. Six cameras have been installed in December 2015.	We are catching more cheaters
Assessment Center	Provide adequate facilities to effectively accommodate students and maintain operational workflow for the department.	Not Started	Needs to meet with Architecture to discuss renovation plan. Renovation of the Center will be funded through Measure M bond.	The testing materials are stored in the vault. Staff needs to go through the testing room to get access which disrupts the students while taking exams and placement tests. Need more workstations for staff. The College is planning to renovate the College Center within the next two years.
Assessment Center	Utilize SARS Messages to improve communication by emailing and texting to students	In-Progress	Staff received training in June 2016. Encountered technical set-up issues. Would require SARS IT intervention.	Pending set-up
CalWORKs	Hold a CalWORKs Orientation for new and returning students in order to ensure that they are aware of all program requirements and college resources.	Completed	The CalWORKs staff decided to incorporate an Orientation for new and continuing students.	During the 2016-2017 academic year all CalWORKs students were invited to a CalWORKs Orientation. However, based on staff and student feedback we will be discontinuing the orientation.
CalWORKs	Encourage CalWORKs students to meet with academic counselor at least once a semester	In-Progress	During the 2016-2017 academic year all CalWORKs students were encouraged to set up a time to meet with the CalWORKs Counselor to go over their educational plan.	During the 2016-2017 academic year the CalWORKs Counselor had 43 one on one student contacts, 28 group contacts and offered 4 workshops to CalWORKs students.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
CalWORKs	Increase enrollment and retention	In-Progress	The CalWorks program currently has 45 enrolled in the program and the CalWORKs staff assistant keeps them engaged in order to ensure that they persist from semester to semester.	During the 2016-2017 the number of participants remained constant therefore this is area that we will continue to focus on.
CalWORKs	Work with the campus webmaster to upgrade the CCC CalWORKs website to include a more of a 'student friendly' website and easier accessibility.	In-Progress	We will be working on updating the website during the 2017-2018 academic year.	We were not able to make any changes because Coastline was changing its website.
Career Center	Permanent Career Center location	Completed	The center was opened on the 4th floor of the College Center.	
Career Center	Computer for student's to access	Completed	Completed	There are four computers that students can utilize.
Career Center	Expand the capability of offering workshops to students	Completed	Collaboration with different programs and faculty increase the number of workshops delivered.	
Career Center	Promotion and marketing	In-Progress	Due to high turnover of staff (three in the past year), the staff has to learn how to run the center which causes a delay on previous years' goals. Additional staff for 2017-2018 is being requested in order to effectively promote the Career Centers, especially in classrooms in the beginning of the school year	The creation of social media to increase awareness of the career center and opening up career services to virtual platforms makes it more convenient for students to receive career services.
Career Center	Creation of virtual workshops	In-Progress	Due to high turnover of staff (three in the past year), the staff has to learn how to run the center which causes a delay on previous years' goals.	Pilot studies of a Cranium Café will be run this academic school year.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Counseling	To provide regular and consistent training and information updates for counselors on academic, career and personal counseling issues in order for counselors to stay current and maintain relevancy. Professional Development	Completed / Ongoing	The counselors attended various conference which include Civitas, Cranium Café, transfer conferences, and on course workshops	The counselors are using these training in the classroom and to start using the new technology systems (Civitas). In 2016-2017 it was determined that the implementation of Civitas was premature. The role of the counselor and their responsibility with regard to the specific purpose of Inspire Advisor had not been fully developed and clear expectations had not been identified. Therefore, implantation has been postponed until further notice. However, many of the counselors have been trained in Cranium Café, which allows counselors to provide high quality web-based counseling sessions. Cranium Café provides a platform that allows two-way video conferencing, document sharing, and screen sharing. The implementation of Cranium Café has elevated the counseling experience and Coastline Counseling department is one of the first CA community colleges to provide such innovative and cutting edge service to distant learners.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Counseling	To increase student retention and completion in Counseling classes. Tutoring and Si	Completed	Success Coaches were embedded in three on-site Couns 105 courses which were part of the curriculum for the STAR program. The embedded success coaches actively participated in the classroom assisting the instructor by providing workshops, informing students of college resources and connecting students to co-curricular activities.	The Success Coaches embedded in the Couns 105 course provided immediate and accessible wrap services that facilitated a positive student experience. Students always had a point of contact whenever they had questions about assignments, resources or college policy. This reduced student confusion, frustration and allowed them to focus on succeeding in academics and college life.
Counseling	Collaborate with Student Success Center to help increase basic skills readiness for college.	Completed	Six Success Coaches were hired in Fall 2016. The role of the Success Coach was to provide Basic Skills students with proactive support to assist students in course completion and college obligations. Coaches provided a variety of study skills workshops, assisted students with preparation for counseling appointment visits, directed students to tutoring services, assisted students with scheduling courses and registering for courses.	As a result of the Success Center/Success Coach collaboration a variety of unduplicated services to students were developed to help increase basic skill students' readiness for college level courses.
Counseling	Ensure that 100% of comprehensive educational plans are created, orientation are provided and follow-up serveries are completed for all incoming and continuing students. Two full-time counselors funded from SSSP.	In-Progress	Only one full-time counselor was hired as an emergency hire due to unexpected retirement of counselor/articulation officer.	In order to meet the goal of 100% completed SEP's More full-time counselors will need to be hired. There is an immediate need to hire at least one more additional counselor just to fill previously vacated counseling position (Eric Garcia). Currently the counseling department staffing is insufficient to ensure all students will have access to counseling services.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
EOPS/CARE/CAFYES	Continue to develop, strengthen and nurture relationships with educational partners (counselors, vocational specialists, career advisors) at local service area high schools and social service agencies to increase access to their constituencies who are likely candidates for EOPS/CARE eligibility.	In-Progress	The EOPS staff developed relationships with at least 10 more community agencies during the 2016-2017 academic year. A list of these organizations can be found in the 2016-2016 EOPS and CAFYES report.	As a result of increasing our visibility we are seeing an increase in the number of students applying to EOPS, CARE and CAFYES.
EOPS/CARE/CAFYES	Continue to pursue outreach events and activities that will increase Coastline's CARE student population. Maintain and build partnerships with counselors/advisors, teachers, and mentors at service area high schools, and non-profit and social service agencies. Continue to work with other Coastline departments and programs to identify <u>current</u> students who may be eligible for CARE program services.	In-Progress	The EOPS/CARE/CAFYES program has been focusing on growth by participating in college and community events.	During the 2016-2017 academic year we received more than 500 new student applications and as a result we are not serving over 400 students. In addition, we focused on recruiting CAFYES students and will be starting the 2017-2018 academic year serving twice the amount of CAFYES students.
EOPS/CARE/CAFYES	Provide some EOPS services at least at one other location (not just the College Center) in order to make the services provided by EOPS more assessable to all students.	Completed	During the Fall 2016 semester we began providing counseling services at the Newport Beach Center. Due to the success we also began offering counseling at Le-Jao and Garden Grove.	The EOPS program was able to secure office space for counseling once a week at each of the three locations.
EOPS/CARE/CAFYES	Provide all EOPS services to distance learners using technology. Counseling will be made available through google hangouts and Cranium Café. Workshops will be available on Canvas. Orientation will be housed in Canvas as well. Student will be encouraged to use Coastline's Online Tutoring. Prospective students will be able to apply and submit their application online.	In-Progress	During the 2016-2017 our intention was to begin using Cranium Cafe but that was not possible due to the influx of in person students. We will aim to use Cranium Cafe towards the end of the Fall semester. However, we have also discontinued accepting distance learners since we are at capacity.	We did not implement the use of Cranimum Cafe during the 2016-2017. We also were not able to build a Canvas shell for EOPS because the plan is to have a Student Services one. Nevertheless, the EOPS program did serve distance learners and provided over the phone counseling to those students. We were however able to create and launch an online EOPS application.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
EOPS/CARE/CAFYES	Create a procedures manual for the EOPS/CARE/CAFYES & CalWORKs Department. The manual will provide the EOPS/CARE/CAFYES & CalWORKs staff with guidance on office policies and procedures in an effort to create consistency in the way that we do business and serve students.	Completed	During Summer and Fall 2016, the staff worked diligently to create a staff and student worker manual.	The EOPS staff completed the student worker and staff manual and since then began utilizing it to train new students workers/employees.
EOPS/CARE/CAFYES	Enhance the services provided by EOPS. For the past 6 years, EOPS has provided very basic services to EOPS students. Moving forward the EOPS staff aims to provide more workshops, trips to colleges, cultural trips, team building opportunities as well as additional financial support.	In-Progress	During the 2016-2017 academic year we provided more services to EOPS students. We partnered with community organizations that delivered workshops in both English and Vietnamese. We also began offering workshops at other sites. We also planned a few trips to local 4-year institutions but discontinued them because they were not well attended.	While the EOPS program increased the services that were provided to EOPS students, we hope to continue developing more holistic services. Moving forward we would like to establish a food pantry. In addition, we plan to hold more EOPS events so that students can connect with other EOPS students.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Financial Aid	Ensure quality and safety to student information and decrease fraudulent activity.	In-Progress	A full-time position was added to focus on fraud in June 2016. Stricter identification requirements have been added for online students submitting loan requests; even though these are not required by the Dept of Ed.	This individual has been trained with what we have been able to learn about identifying fraud and investigating. The FAO continues to identify potential fraud and requires additional information from those students suspected of fraud. Additional strategies are being developed to identify those who may be engaging in financial aid fraud. Cases continue to be reported to the OIG. However, the number of incidents does not appear to be diminishing at this time. We will not be able to measure the effect that this is having until the 2017 or 2018 cohort default rate comes out. However, we will at least have a greater measure of assurance that the online students we are processing loans for match the identities being used.
Financial Aid	Reorganize and increase the CFAO staffing to accommodate the increased demand on student financial aid services, to handle the decentralization of District financial aid processing, and to comply with the federal and state laws and regulations governing student financial aid.	In-Progress	The College received approval to add a Financial Aid Manager position. This was filled by the existing coordinator, so there has been no increase to the staff. In addition, one of the existing FA Specialists was reclassified into a FA Systems Specialist position, which matches new tasks, but also did not result in an increase in staffing. It is hoped that we can add a needed FA Accounting/Fiscal Specialist position that will increase our staffing by 1.	We now have someone looking into many of our Banner technical issues as they arise. This is needed, as no one else in our office can devote their time to running Banner systems and to working with IT to fix Banner problems. We continue to have to pay one of our FA Specialists out-of-class in order to complete our Accounting/Fiscal Specialist processes—this cannot continue as the out-of–class assignment has already lasted 12 months.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Information Center	Provide new software support for receptionist and call center management (phones, other communication modes)	Terminated	Going in a different direction.	N/A
Office of Student Services	The Office of the Vice President of Student Services will refocus the Coastline Community College Student Support Services Programs to be set-up in a "Distributive Model" where the services are delivered to the student at all four sites of the college and to online/distance education students	In-Progress	The distributive model is in progress; the hardware has been purchased and the distribution of the hardware will take place in the beginning of the fall semester. Students will be able to receive virtual support from where they are via computer video conferencing using Canvas and/or Cranium Café.	The planning for the distributive model was completed and produced the following implementation schedule: NBC will begin in Spring 2017; GGC will begin in Fall 2018; and Le-Jao will begin in Fall 2019. Cranium Café was released in Spring 2017 and the training will continue in 2017 – 2018 academic year to other counselors and Student Services departmental offices.
Office of Student Services	Fully implement the Student Conduct, Title IX, and Behavioral Assessment Team to constitute an integrated approach to student intervention and discipline. The implementation will include training programs for students, staff, faculty, and administrators. The program will promote college community awareness of sexual violence, yes means yes, and the student code of conduct.	In-Progress	This initiative is still in progress. The initiative depends on the hiring of the Dean of Students to move many of the responsibilities over to the Dean. Many of the responsibilities are housed in the VPSS office and an Interim Title IX Coordinator.	The position of Dean of Students was approved by the PIEAC and Budget Committees and moved forward by the College Council and signed off by the President. The reorganization of the Student Services Wing will commence once the position is filled. The position is being reviewed by the District.
Office of Student Services	The Office of the Vice President of Student Services will support the Math department in its development of a Summer Math Academy and Winter Math Retention Program by offering professional development and support in coordinating the implementation of the program.	Completed	The Math Academy was implemented in summer 2015 and then course corrected in summer 2016. Results will be release in September 2016.	The initiative produced an outcome produced a 68% success rate for students completing Elementary and Immediate Algebra of those students who enrolled in the course in summer 2016.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Office of Student Services	The Office of the Vice President of Student Services will support the Director of Student Life, Information Center and Outreach to develop a comprehensive Coastline Community College Student Outreach and Recruitment Program that will target high school graduates, adult re-entry, and online students.	In-Progress	The Information Center was launched in the fall of 2015. It is in its second cycle and the VPSS has filed a re-organization plan for the office to employ counseling classified staff members to provide a wider range of services to students.	The Student Information Center is centered around providing basic information about Coastline College's programs and services; the center will also develop into a full service center for online students who need assistance for all student service's needs.
Office of Student Services	The Office of the Vice President of Student Services will support the Dean of Counseling to develop and coordinate Coastline Community College's participation in the Statewide Alternative Assessment Program.	In-Progress	This is the second cycle for Coastline CC in the MMP.	
Office of Student Services	Revising the student support services for the STAR Program to the Newport STAR that will target first-time freshmen at the Newport Beach Center into a Learning Community based system with structure pathways in Business Administration, Psychology, and Pre-Allied Health Certificate. This program will feature embedded tutoring in "gateway" classes.	In-Progress	The first cycle is complete with the second cohort coming fall 2016.

The second cycle started with a larger cohort (50%) and a new curriculum pattern towards a meta major format | The first cycle completed with an 83% retention rate after one term and 60% retention rate from fall to fall.

Second cycle data is coming |
| Office of Student Services | Start working with the Vice President of Instruction to revision the Online STAR Program to create an Institutional intrusive, integrated, student engagement model to increase retention and academic achievement among Coastline Community College online student learners. | In-Progress | In the beginning stages of implementing STAR Fish Early Alert system. | Two meetings are set:

1) Technology

2) Functional Users |
| Office of Student Services | Start working with the Vice President of Instruction to revision Working Adult type program that will meet the needs of working adults and create a significant increase of academic achievement of students in a structure cohort model. | In-Progress | This initiative is in the brainstorming stage with multiple alternatives still being considered. | Consulting with Faculty Senate, Deans and Directors of both the Student Services and Instructional Wings. Consult with the staff members of the Student Services Wing. |

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Office of Student Services	Student Services priority focus will be on to enhance the student customer service experience.	In-Progress	Held several trainings on customer services and inter-cultural communication	Will be planning to run Disney's Guestology training the entire 2017 – 2018 year.
Outreach and Recruitment	Increase the number of first-time Freshmen (full-time students) in the STAR 2.0 Programs at Newport Beach, Garden Grove, and Online	In-Progress	2015-16 This continues to be one of the main objectives of Outreach & Recruitment. 2016-17 Fall 2017 cohorts showed a slight decrease at Newport Beach Center but a significant increase for the Garden Grove Center	Since the beginning of a concentrated recruitment effort in Spring 2015, interest in the STAR 2.0 Program (student agreements collected, with signatures) has quadrupled when compared to the initial starting cohort of 2014.
Student Life and ASG	Search current facilities and/or explore options for remodeling space for ASG equipment/event storage	In-Progress	The decision has been made to create another space for ASG storage in the Student Life & Outreach Office at College Center	Additional space for organizing activities, equipment, and supplies for student government
Transfer Center	Distribute surveys to measure student satisfaction and make adjustments accordingly in the Transfer Center planning processes.	Completed / Ongoing	Under development with the Institutional Research Department.	Not available until the surveys are deployed and results analyzed,
Transfer Center	Provide additional services such as longer distance tours to UC/CSU in Central California.	Not Started	The Intercultural Resource Center conducts tours for its students to UC Santa Barbara. Will discuss with OCC and GWC to open their tours to UC Santa Barbara with Coastline students.	In begin talks with OCC and GWC during the fall 2017 semester.
Transfer Center	Online live and "canned" workshops, and events throughout the academic year, including summer to improve student satisfaction.	Completed / Ongoing	Online live workshops began in Summer 2016 to Spring 2017 through CCC Confer. Transfer workshop via Video conference using Cranium Café began in Summer 2017. Canned workshop production underway with use of PowToon.	Planning underway with Work Study Student and IT. Work to begin in October 2017.

Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Transfer Center	Add Transfer-Ready Workshops to provide transfer orientation and have UC and CSU application workshops year-round.	Completed / Ongoing	Year-around transfer workshops began in Summer 2016 to present.	Scheduled over 50 transfer workshops (duplicated titles) in Fall 2016, Spring 2017, and Summer 2017. Student participation total 145.
Transfer Center	Review services and resources for clarity, accessibility, and student engagement to improve student satisfaction and ability to clearly express transfer goals, successfully apply to four-year universities, and understand transfer policies and procedures.	In-Progress	Information posted on Transfer Center website; increase in student appointments; transfer-related workshops and transfer orientations.	Survey to be distributed.
Transfer Center	Increase awareness of the Transfer Center and services through marketing, social media, internal and external partnerships, and other promotional means.	Completed / Ongoing	Public Information Office promotion on social media, College App, Career Center use of Facebook, Snap Chat, promotions within classrooms and online through Academic Success Coaches. Participation in Dolphin Day and Intense Registration, EOPS Orientation, IRC Welcome Open House, and Student Life Outreach activities.	Increased awareness and access to the Transfer Center services. Knowledge of what transfer services are available
Transfer Center	Transfer Partnership PACT	Completed / Ongoing	Counseling Department employed Academic Success Coaches who graduated with M.A. in Counseling or who are in graduate school.	Training and working with the Academic Success Coaches to promote accurate and current transfer information and services to all Coastline students in contact.

2017-2018 Planning Report

The Program and Department Review process draws attention to a range of data trends (e.g., student enrollment, student academic performance, efficiency, and operational performance), metrics (e.g., survey results, CTE market data, curriculum review) and outcomes assessment Student Learning Outcomes (SLOs), Program Student Learning Outcomes (PSLOs), Service Area (SAOs) as means to facilitate evidence-informed decisions. Through this reflection and rich dialog, initiatives for change are developed and tracked throughout the cycle of the review process. These initiatives are associated with College Goals and the mission of the institution.

The focus of this report is to present all program and department initiatives developed in the 2017-2018 academic planning year. Once the Program and Department Reviews are submitted in the fall term, the Department of Institutional Effectiveness collects the initiatives developed and compiles a report for the college to review and disseminate.

The findings showed that 104 new initiatives were developed through the 2017-2018 Program and Department Review process.

All of the Program and Department Reviews were submitted in the fall 2017 term. The findings showed that 105 new initiatives were developed through the 2017-2018 Program and Department Review process. Table 1 indicated the proportion of College Strategic Goals that were supported by Program and Department Reviews initiatives. On average, each initiative was align with two College goals.

Table 1 *Alignment to College Strategic Plan Goals*

College Goals	Percent
Student Success, Completion, and Achievement	26.0%
Instructional and Programmatic Excellence	35.6%
Access and Student Support	31.7%
Student Retention and Persistence	20.2%
Culture of Evidence, Planning, Innovation, and Change	20.2%
Partnerships and Community Engagement	14.4%
Fiscal Stewardship, Scalability, and Sustainability	34.6%

NOTE: 104 initiatives were aligned to 190 College Goals

Administrative Services Wing

The Administrative Services Wing is comprised of the operational departments of Campus Safety and Emergency Services, Fiscal Services, Human Resources, Information Technology and Support, and Maintenance and Operations.

Department	Initiative	Evidence	College Goal
Campus Safety and Emergency Management	Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline learning centers.	SAOs, Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Campus Safety and Emergency Management	Provide emergency backup electricity at each Campus to support operations of the Emergency Operations Center (EOC).	SAOs, Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Information Technology	Increase IT support and to monitor Measure M technology assets and support	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Establish, codify and implement a vehicle replacement process	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Evaluate the fire system at the Newport Beach campus	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Upgrade maintenance and custodial equipment to ensure the department can meet current demand	Internal Research; SAOs	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Support the expansion of a college wide ID/Key card system	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Expand key card system at various sites	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability

Instructional Services Wing

The Instructional Services Wing is comprised of all Distance Learning, Dual Enrollment Programs, Instructional Programs, Learning Centers, and the Library, Office of Instruction, Student Pathways (STAR), and Student Success Centers.

Program or Department	Initiative	Evidence	College Goal(s)
Business	Implement department SLO evaluation process	Internal Research	Student Success, Completion, and Achievement; Student Retention and Persistence
Business	Increase Program Marketing (update/create brochures; enhance external contacts)	Internal Research	Student Retention and Persistence
Business	Convert Telecourses to Online delivery through Canvas	Internal Research	Student Success, Completion, and Achievement; Student Retention and Persistence
Business	Develop Enrolled Agent Certificate	Internal Research	Student Success, Completion, and Achievement; Student Retention and Persistence
Distance Learning	Effectively offer correspondence courses	Internal Research	Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
Distance Learning	Increase the effectiveness of the distance learning information collection and tracking system.	Internal Research	Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
Distance Learning	To establish a distance learning technical support center to provide technical help and mitigate technical issues hindering student access at Coastline.	Internal Research	Access and Student Support
Distance Learning	Pilot a mail tracking system to improve the efficiency of mail operations	Internal Research	Culture of Evidence, Planning, Innovation, and Change; Stewardship, Scalability, and Sustainability
Distance Learning	Support professional learning and continue to foster relationships with state partners.	Internal Research	Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Distance Learning; Social Sciences; Psychology	Maintain relevancy in course materials and media	Internal Research	Access and Student Support; Instructional and Programmatic Excellence; Planning, Innovation, and Change
Dual Enrollment Programs	Providing faculty with an orientation to the program will build awareness of Coastline's support services, increase knowledge of Coastline's, NMUSD, and expectations, FERPA regulations, support student success, and contribute to instructional and program excellence	Internal Research	Instructional and Programmatic Excellence; Access and Student Support; Partnerships and Community Engagement
Education	Maintain relevance in the field and continuously strengthen teaching strategies and course development, including Institutional membership in the National Association of Community College Teacher Preparation Programs.	Internal Research	Instructional and Programmatic Excellence

Program or Department	Initiative	Evidence	College Goal(s)
ESL	Westminster Campus Computer Lab	Internal Research	Instructional and Programmatic Excellence
ESL	Additional half-time ESL Office Instructional Associate	Internal Research	Access and Student Support
ESL	**Full-time position to be requested for spring 2019.**	Internal Research	Student Success, Completion, and Achievement
Garden Grove Campus	Office space for classified	Internal Research	Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Garden Grove Campus	Office space for Part-Time Faculty	Internal Research	Access and Student Support
Garden Grove Campus	Reallocate space for Information Commons/Student Success	Internal Research	Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement
Garden Grove Campus	Garden Grove Center-F/T receptionist	Internal Research	Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Library	Implementation of a Library Catalog for the textbook reserve library	Internal Research	Access and Student Support
Library	Upgrade the Coastline Textbook Reserve Library and transition to an online Library Catalog so students and faculty can seamlessly search for items in the Library	Internal Research	Access and Student Support
Mathematics	Equip classrooms where math is taught with furniture and equipment that promote active leaning, such as mobile chairs with laptops and individual student whiteboard	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change
Newport Beach Campus	Four (4) movable whiteboards for areas outside of classrooms - $350 each	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Newport Beach Campus	Large glass, lockable display case for fac/staff photos	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Newport Beach Campus	Typist Clerk – Dean's Office – move 19.5 hr to FT	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Newport Beach Campus	Dean's Office Supply budget is $2250 (for photocopier paper, general supplies), but we spend $5500 (largely on paper)	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Newport Beach Campus	Postage (mostly to mail faculty load sheets). We currently receive $300, but we spend ~$700 annually	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Newport Beach Campus	Accessibility improvements throughout NBC (via M&O efforts)	External Research	Access and Student Support
Office of Instruction	Offer classes to meet student demand	SAOs, Internal Research	Student Success, Completion, and Achievement; Access and Student Support, Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
Office of Instruction	Decrease the cost of taking courses at Coastline	External Research	Access and Student Support

Program or Department	Initiative	Evidence	College Goal(s)
Office of Instruction; Business Computing; Building Codes Technology; Health Sciences; Process Technology; Real Estate; Social Sciences	Increase course quality by developing model courses	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
Office of Instruction; Distance Learning; Dual Enrollment Programs; Sciences	Strengthen program awareness and increase enrollment; Increase the numbers of students enrolled in and completing degrees and certificates fully-online with Coastline.	SAOs, Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Paralegal	Open a multi-use room in student lounge at NBC	SLOs	Student Success, Completion, and Achievement
Sciences	Yearly Budget. Ongoing Biological Sciences Consumables	Internal Research, SLOs	Student Success, Completion, and Achievement, Student Retention and Persistence
Sciences	Contracts (included is the Additional Current Needs laundry contract) under the Consumables Assessment: Current Needs	Internal Research, SLOs	Student Success, Completion, and Achievement, Student Retention and Persistence
Sciences	Maintain Lab Equipment in Astronomy, Chemistry, Geology and Physics	Internal Research, SLOs	Student Success, Completion, and Achievement, Student Retention and Persistence
Sciences	Maintain chemistry equipment	Internal Research, SLOs	Student Success, Completion, and Achievement, Student Retention and Persistence
Sciences	Ensure classroom safety when conducting labs	Internal Research, SLOs	Student Success, Completion, and Achievement
Sciences	Increase the number of microscopes to meet course and student demand	Internal Research, SLOs	Student Success, Completion, and Achievement, Student Retention and Persistence
Sciences	Build program awareness	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Sciences	Strengthen the student learning experience with skull and heart models	Internal Research	Student Success, Completion, and Achievement
Sciences	Maintain lab specimens and ensure classroom safety	Internal Research, SLOs	Fiscal Stewardship, Scalability, and Sustainability
Sciences	Statistical Analysis Package	Internal Research, SLOs	Student Success, Completion, and Achievement
Sciences	Purchase Heat Block for the Westmintser Campus	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Sciences	Host a Health Science Triathlon	External Research	Partnerships and Community Engagement
Sciences	Maintain lab safety and support sciences courses at the college	Internal Research, SLOs	Student Success, Completion, and Achievement, Instructional and Programmatic Excellence, Access and Student Support, Student Retention and Persistence,

Program or Department	Initiative	Evidence	College Goal(s)
			Fiscal Stewardship, Scalability, and Sustainability
Student Success Center	Increase ongoing budget for hourly tutors and assistants	Internal Research	Access and Student Support, Access and Student Support, Student Retention and Persistence
Study Abroad	Expand Study Abroad Services for students and faculty	SAOs	Institutional & Programmatic Excellence
Visual and Performing Arts	All up to date 3D college classes have cutting tools, a laser cutter eliminated old fashioned, dangerous power saws and drills.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
Visual and Performing Arts	Expand ceramics curriculum to include advanced second year courses	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support
Visual and Performing Arts	Hire 2 full-time lab assistants/TAs	External Research, Internal Research	Instructional and Programmatic Excellence; Access and Student Support
Visual and Performing Arts	Safety store materials and equipment	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Visual and Performing Arts; Sciences	All up to date 3D college classes have 3D printers. Our students need to know how to use them	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support
Westminster Campus	Redesign one classrooms with hybrid computer desks	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Westminster Campus	Equip Small group meeting rooms in SRC with computer monitors	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Westminster Campus; ESL	Redesign classrooms with movable furniture	Internal Research	Fiscal Stewardship, Scalability, and Sustainability

President's Wing

The President's Wing is comprised of the operational departments of Foundation, Institutional Effectiveness, Marketing and Public Relations, Military Education, Corporate Training, Business Development, and Office of the President.

Department	Initiative	Evidence	College Goal
Extended Learning	Provide support to Veteran Students	Internal Research	Student Access and Support
Extended Learning	Provide support to Learning 1st Students	Internal Research	Student Access and Support
Foundation	Increase financial resources to advance student support services and increase opportunity for student achievement.	Internal Research	Student Retention & Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Foundation	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in fundraising.	SAOs, Internal Research	Culture of Evidence, Planning, Innovation, and Change
Institutional Effectiveness	Increase College organizational, planning, and communication through the administrative support the planning committees and provide oversight to the documentation of meeting and planning materials.	Internal Research	Culture of Evidence, Planning, Innovation, and Change
Institutional Effectiveness	Increase department efficiency through the administrative support of the department, streamline record maintenance processes and provide support to grant development operations.	SAOs, Internal Research	Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
Institutional Effectiveness	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in research and grant development.	SAOs, Internal Research	Culture of Evidence, Planning, Innovation, and Change
Institutional Effectiveness	Provide support to SLOs, SAOs, PSLOs, ISLOs assessment, Planning communications, CTE reports, and Grant projects	SAOs, Internal Research	Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
Marketing and Public Relations	Increase College, marketing, and branding efforts to increase awareness and promote programs and services	Internal Research	Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Marketing and Public Relations	Increase College, marketing, and branding efforts to increase awareness and promote programs and services	SAOs	Student Retention & Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Marketing and Public Relations	Increase College, marketing, and branding efforts to increase awareness and promote programs and services	SAOs	Student Retention & Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Marketing and Public Relations	Increase College, marketing and branding efforts to increase awareness and promote programs and services	SAOs	Student Retention & Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability

Department	Initiative	Evidence	College Goal
Office of the President	Continue to support the advancement of the institution through new and innovative ideas.	Internal Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
Office of the President	Ensure the Academic Senate, Classified Senate, and Management Team has the opportunity to maintain relevancy within the field and participate in regional and statewide events.	Internal Research	Instructional and Programmatic Excellence; Partnerships and Community Engagement

Student Services Wing

The Student Services Wing is comprised of the operational departments of Admissions and Records, Categorical Programs, Counseling and Matriculation, Financial Aid, Office of Student Services, and Student Life.

Department	Initiative	Evidence	College Goal
Admissions and Records	Provide additional support and oversight to the Admissions and Records Department	Internal Research	Access and Student Support
Assessment Center	Expand the operational capacity of the assessment center to accommodate student and faculty demand (testing, CLEP)	SAOs	Access and Student Support
Counseling	Hire a full-time counselor to help support the development of educational plans	Internal Research	Access and Student Support
EOPS/CARE/CAFYES	Establish a food pantry	External Research	Access and Student Support; Partnerships and Community Engagement
EOPS/CARE/CAFYES	Provide an adequate space to effectively serve students	External Research	Access and Student Support
Financial Aid	Provide adequate coverage to meet student demand to access Financial Aid Services	Internal Research	Access and Student Support
Information Center	Implement Cranium Café.	SAOs	Access and Student Support; Student Retention and Persistence
Office of Student Services	Provide oversight to data quality and internal reports for reporting and provide technical assistance with new technology	External Research	Access and Student Support; Culture of Evidence, Planning, Innovation, and Change
Office of Student Services	Increasing the Customer Service Experience	External Research	Access and Student Support
Office of Student Services	Establish and operate a High School Assessment Program	External Research	Access and Student Support; Partnerships and Community Engagement
Office of Student Services	Create computer stalls for GGC to support student access to service	Internal Research	Access and Student Support
Office of Student Services	Host gamification training	External Research	Access and Student Support
Office of Student Services	Increase access to services and support	Internal Research	Access and Student Support
Student Life	Provide a secure place to store Student Life materials, supplies, and equipment	Internal Research	Access and Student Support
Transfer Center	Transform the Transfer Center	SAOs, Internal Research	Access and Student Support; Partnerships and Community Engagement