COASTLINE COLLEGE

2019-20
PLANNING REPORT

Table of Contents

2019-2020 Closing the Loop Report

Program and Department Review is an integral part of the total process of planning and budgeting at Coastline College. The evaluation and recommendation subsections from each program review provide 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.

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 360 previous Program and Department Review initiatives that 53.1% are completed/ongoing, 38.1% are in-progress, 6.1% have not started, and 2.8% were terminated. Of the 328 started or completed initiatives, 79.9% (262) have reported an associated outcome.

Administrative Services

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

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Campus Safety and Emergency Services	Increase information transparency of Campus Safety and Emergency Services	Completed/ Ongoing	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.
	Increase perception of safety on campuses and provide oversight of mandated documents and supervision. Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline learning centers.	Completed/ Ongoing	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
	Maintain relevancy in the field	Completed/ Ongoing	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.
	Increase space for storage for Campus Safety and Emergency Services supplies and equipment. Provide adequate workstation for Campus Safety and Emergency Services	Completed/ Ongoing	There is currently limited physical space available.	See description below.
	Reconfigure the repeater system	Completed/ Ongoing	Discussions have occurred district-wide to identify a repeater system. A decision is anticipated in 2015-2016.	See description below.
	Increase response time and efficiency of Campus Safety and Emergency Services	Completed/ Ongoing	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, additional emergency lighting & fire extinguisher, and a mobile security radio.
	Increase access for student obtaining parking permits at the college learning centers	Completed/ Ongoing	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.
	Develop, implement and conduct ongoing emergency preparedness trainings and drill to ensure college-wide awareness and understanding of emergency processes and procedures	Completed/ Ongoing	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. In July 2018, an orientation to the Garden Grove EOC and discussion exercises were conducted for Command Staff and Section Chiefs.

Campus Safety and Emergency Services	Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline campuses.	Completed/ Ongoing	In 2017-18 six part-time positions were converted to three full-time positions. Propose an Administrative Assistant I position.	The department has over 95% of student and employees indicating that they feel safe at Coastline.
Campus Safety and Emergency Services	Provide emergency backup generators at the Garden Grove Campus and Newport to support operations of the Emergency Operations Center (EOC).	In-Progress	The concept is being reviewed and quotes are being collected.	Emergency generators would provide backup power to support operations of the EOC to respond to and recover from an extended power outage resulting from a number of causes, including a catastrophic earthquake. Ability to recover and reopen facilities, and resume classes is critical to Coastline College.
	Installation of 44 emergency lockdown/panic switches. The switches would permit faculty to quickly lock doors to their classrooms and offices in the event of an emergency situation without having to step outside and potentially exposing themselves to danger.	In-Progress	M&O has identified a vendor for a device that will integrate with our current access control systems and locking mechanisms and are awaiting the release of funds to complete the upgrade.	Anticipated completion in FY 19/20 will increase security and ability to lock classrooms and faculty office from the inside
	Purchase of ten (13) new surveillance cameras, three for immediate installation in the parking lot at the Garden Grove Center. New solar carports currently obscure camera coverage of the parking lot from the building. The cameras will also provide surveillance of the two emergency blue phones mounted under the carports last year. The remaining ten cameras will be used for the Annex building due to the move of a number of offices from the soon to be replaced administration building.	In-Progress	District IT is in the process of identifying a standard camera system for use at all three colleges permitting redundant viewing capabilities and that may be integrated with the access control systems.	Will create a district-wide standard increasing efficiency and security, particularly in the ability of GWC and OCC 24/7 security officer to monitor Coastline campuses after hours when no officers are on duty.
Fiscal Services	Maintain fiscal accountability, assure continuation and stability of the institution	Completed/ Ongoing	Continuous review and monitoring of the College and departmental budgets, operating trends and funding availability	
	Streamline processes and improve communications for Accounts Payable and Accounts Receivable. Strengthen communication and time management skill sets	Completed/ Ongoing	Sent staff to professional development. Monthly financials are distributed college-wide.	There has been an increase in the rate communication of departmental budget reports.
	Provide timely and accurate data and Financial Statements for auxiliary operations	Completed/ Ongoing	This initiative will be constantly re-evaluated for new or existing technology that can provide auxiliary operations users on demand reporting of budget and financials.	Monthly financial statements are sent out. The rating of information accuracy is consistently over 90%.
	To provide annual comprehensive training of the business processes and workflow of Requisitions, Accounts Payable, ePAF, Accounts Receivable	Completed/ Ongoing	Annual update of administrative services handbook to reflect changes in business practices, operational workflows and/or software.	

Human Resources	Improve the campus understanding of the hiring process, EEO training, Board committee makeup, timely scheduling and committee coordination	Completed/ Ongoing	Coastline HR will offer EEO Search Committee training in November 2018 and April 2019 to ensure that those interested in serving on a hiring committee are certified to serve for a two-year period. The HR department has developed an HR Position Status Update list that provides readers with the status of all open vacancies. In addition, the status of all vacancies is tracked on a large department whiteboard that allows our customers to check the status of open positions on demand, and serves as an aide for department personnel to know what additional steps must be taken to move job applicants through the hiring process.	The majority of full-time employees have completed the EEO training
	Strengthen communication and time management skill sets	Completed/ Ongoing	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 during 2017-2018 to help employees improve time management skill sets: The Five Buckets Balancing Work and Life Principle: Managing Priorities to Maximize Your Day
	Develop a new employee orientation to help with the transition of employee into Coastline.	In-Progress	Checklists will be 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 and to ensure that all of the onboarding steps have been completed.	
	Develop a new manager onboarding program to help with the transition of new managers into the culture and operations of Coastline.	Completed/ Ongoing	The New Manager Onboarding Program launched on September 28, 2018. The second session will take place on October 12, 2018.	The Program was well received by those in attendance. Version 2.0 of the New Manager Onboarding Program will be developed in Spring 2020
	Implement Leading at the Speed of Trust (Managerial Training)	Completed/ Ongoing	Content helped trainees to establish, build and restore trusting relationships to positively impact the bottom line.	Approximately 35 managers were trained at the Coastline Manager's retreat in January 2019.
Information Technology	Windows 10 – Centralized management	In-Progress	In an effort to simplify deployment of instructional and non-instructional systems, we are moving to a centralized management style for all computers. This requires all computers be updated to the same OS and versions.	All non-instructional computers have been migrated to the same OS versions. Instructional computers will be migrated to the same OS versions before spring 2020.
	VDI (Virtual Desktop) conversion for instructional computers.	In-Progress	We are currently moving to replace most lab computers to Virtual Desktops to allow for easier deployment of classroom software.	This move requires assistance form the District Information Services department and is currently in progress.

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.	In-Progress	A vehicle replacement plan was created and submitted to the VP of Admin Services with data indicating the need for replacement of the fleet due to either the age, mileage or both for the vehicles.	Two vehicles were replaced in 2017-18, five vehicles in 2018-19 and three are on order to be delivered by the end of 2019. This will allow for the entire fleet to be replaced providing safe and efficient transportation between the campuses.
	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.	In-Progress	Due to the geographic separation of our campuses there are inefficiencies in how we support the campuses. Planning to move to a zone maintenance model with a dedicated maintenance employee at each of the campuses. In addition, some of the custodial working hours need to be adjusted to better allow for coverage.	In 2019, two custodians' work hours have been shifted to be able to cover morning hours as well when staff are present.
	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.	In-Progress	In 2016-17 PIEAC approved the ongoing coverage of SMAs. 2017-18 Request for additional SMA's to be covered for ongoing service	Proposals have been obtained for HVAC mechanical and controls service. SMA's help to extend the life of equipment so that the equipment runs more efficiently. Less need for repair and down time.
	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	The current outdated work order system cannot be updated or maintained due to the age of the system and needs to be replaced. Occasionally, work orders are lost or forgotten due to the lack of communication the system provides.	New work order system will increase employee M&O request response times and ensure that they are completed in a timely manner.
	Evaluate the fire system at the Newport Beach campus.	Completed/ Ongoing	Siemens continues to maintain the system with Pyro-Comm providing monitoring services.	All systems are currently working properly.
	Upgrade maintenance and custodial equipment to ensure the department can meet current demand.	Completed/ Ongoing	$15,000 now available for new tools.	Tool Procurement List completed and procured.
	Support the expansion of a college wide ID/Key card system	Completed/ Ongoing	New equipment identified & procurement proceeding.	Installation is complete.
	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/ Ongoing	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.

Instructional Services

The Instructional Services Wing is comprised of all College Campuses, Distance Learning, Dual and Concurrent Enrollment, Instructional Programs, Library, Office of Instruction, 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 department/shared course 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	Completed/ Ongoing	Hired 1 BCT PR instructor	Offering additional courses
	Develop BCT department/shared course. These courses would be developed by the BCT faculty collaboratively, and available to new faculty which would be necessary for meeting completion goals. Coordinate the online department/shared course development (faulty cohort) to ensure content is not duplicated and that instructional strategies and SLO distribution is diversified.	In-Progress	(in conjunction with OSHA and apprenticeship partners)	Department/share courses in development Mechanical and Electrical code
Business	Hire ONE full-time teacher (Business) 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 2018.	Completed/ Ongoing	Hiring occurring in 2018-19 and the position will begin fall 2019.	The faculty member is teaching classes and will be focusing on new program initiatives
	Develop an IRS Enrolled Agent certificate program. This certificate program will prepare students to take the IRS Enrolled Agent exam which covers individual and business taxes. Enrolled Agents are tax advisors who are federally authorized tax practitioners empowered by the U.S. Department of the Treasury. Enrolled Agents represent taxpayers before the Internal Revenue Service (IRS) for tax issues including audits, collections and appeals.	In-Progress	Research has been conducted	To be continued during 2019/20. See Initiatives.
	Create Economics (ADT) Associates Degree for Transfer.	Completed/ Ongoing		Students have been enrolling in the program and in 2018-19 the program had 10 graduates
	International Business: Course development and integration of a Global perspective in the Business curriculum.	In-Progress	Initial research and identification of alternatives have been conducted	

Business Computing	Review and update all curriculum and revise existing certificates	Completed/ Ongoing	Submitting Business Information Worker 2 Certificate for curriculum approval.	Writing curriculum for courses missing for BIW Level 2 and 3 certificates. Reviewed medical coding certificates with new PT instructor and discussed using a new textbook vendor.
	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.
	Continue to cultivate industry participation with the advisory board.	Completed/ Ongoing	Advisory committee - need additional participants for 2018-2019	Advisory members shared trending career ready skills for job placement
	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
	Develop the Business Information Worker 2 Certificate and continue to promote BIW 1 certificate.	In-Progress	Two courses need to be written to fulfill the requirements of level 2 certificate	Developing Microsoft Access and Outlook course
College Campus: Garden Grove	The Information Commons should expand the spaces for student learning, tutoring, and industry certification testing	In-Progress	Following the release of room space by California State University Fullerton, multiple planning sessions have been taking place involving faculty, staff, and management. The locations for the centralized testing center, tutoring, and industry certification testing has changed multiple times but most recently the plans and timelines have become a priority. Grant funds have been identified for the remodeling activities and plans are moving forward with completion sometime during the 2019-2020 academic year.	Plans for remodel are being developed by a facilities planner and proposed changes are scheduled to be completed during the 2019-2020 academic year.
	Strengthen communication within the Garden Grove organization and within the college	Completed/ Ongoing	The inclusion of the 25/Live software application will help to inform the GGC staff about upcoming workshops	Workshops will be scheduled more efficiently
	Institutionalization of the staffing and equipment costs for maintaining the Information Commons should be investigated.	In-Progress	Many of the same issues continue to exist with conflicts between staffing and who is supervising both the faculty and tutors. Meetings are being planned to address these issues. As for the Information Commons/proposed testing center upgrades, CTE grant funds are being allocated to provide upgraded computers for students to use.	Computers for the Information Commons and the new Testing Center are being provided by CTE funding.
	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.	Completed/ Ongoing	Room 315 needs to be converted to moveable furniture components that allow for flexibility to room usage. Discussions have taken place, but the funding is the issue. With the new budget short fall that are expected, this project may be further delayed.	

College Campus: Garden Grove	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.	In-Progress	In collaboration with other remodeling and space allocations that will be funded in part by the CTE grants, this project has begun to be addressed.	
	CyberPatriot Competition Workshops and Training. This is a Regional Strong Workforce grant project designed to provide K-12 students with a cyber competition environment that promotes collaboration, skill building and a pathway to a college education.	Completed/ Ongoing	Upwards of 250 CyberPatriot teams will be competing this season and students will be utilizing most all of the computer labs and lecture classrooms. Lap tops have been purchased and lap top carts are on order. This will be an ongoing need as the outreach activities continue.	250 CyberPatriot teams will be competing this season and students will be utilizing most all of the computer labs and lecture classrooms
	Host Career Education Advisory Meetings.	Completed/ Ongoing	All CE programs held a minimum of one onsite advisory committee meeting	All CE programs held a minimum of one onsite advisory committee meeting
	Create Regional NetLab Center This is a Regional Strong Workforce grant-funded project that expands the NetLabs virtual environment to include equipment and servers from other colleges in the Los Angeles and Orange County region and then provide a virtual environment for collaborating colleges. This project allows colleges to reduce their IT footprint and software licensing requirements and utilize a virtual system 24/7.	Completed/ Ongoing	The initial installation, configuration, and implementation has been completed, and now the project has moved into maintenance. In addition, to accommodate the servers required for this lab, the two server rooms are being moved down to the first floor with the accommodations being paid for with grant funds.	Hosting more courses with NetLabs
	Open a quite/lactation room at GGC	Not Started	Discussions of where the location for the lactation room are continuing.	
	Establish a Crisis Management Office at GGC	Completed/ Ongoing	This falls under the office of Student Services, but space has been allocated and they have control of the counseling spaces. We have not seen any Crisis Management personnel yet in those spaces.	The site has been established and trainings held
	Create a quiet study space at GGC	In-Progress	The Information Commons provides a lab environment used by students and tutors. In addition, the second-floor lobby has been furnished and allocated for collaborative activities. Planning has begun at the GGC to find a classroom where students could work collaboratively, testing could be completed, and students could use the computer lab for their assignments.	Discussions have been going on to decide how best to use the spaces allocated here at GGC. Movement of various centers and activities are in process to hopefully the study space will be made available shortly.
	Update the small conference room at GGC	Completed/ Ongoing	The small conference room was moved to an old counseling office once was. Additional space will need to be identified for larger meetings.	Now hosting more frequent meetings with the department
	Create a Cyber Competition Room at GGC	In-Progress	Several options for the Cyber Competition room have been identified, now we are waiting for other areas to move.	
	Classroom chair replacement	Not Started	Funding is an issue	

College Campus: Garden Grove	Update signage at GGC	In-Progress	Some space for banners has been created on Euclid Blvd, and electronic direction finders have been placed in the lobby to help students find room and become aware of events that are taking place. There was hope that larger signage would be provided to identify the building as Coastline.	
College Campus: Newport Beach	Improve Student Services, including Additional Space for tutoring, lunch and other services for students	Completed/ Ongoing	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.
	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/ Ongoing	CI Solution has been implemented	Attendance continues to be collected and assessed
	Implement card system in the SSC (now called the SRC) to allow pay to print copies for students	Completed/ Ongoing	In place.	System is in place and working as designed.
	Reconfigure administrative work space and provide additional faculty work stations	Completed/ Ongoing	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
	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/ Ongoing	Courses have been added in STEM fields	There has been an increase in enrollment and sections in STEM
	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	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.
	To provide excellent and timely service to students, faculty, staff and the community.	In-Progress	In progress	Student Resource Center has had its furniture and layout upgraded to provide a better learning environment. A four-phase beautification plan has been created for the Art Corridor Mental Health Counselors are now in place on certain days of the week at NBC, as well as the traveling food pantry also comes to campus on an occasional basis. Working with ASG to bring things to do - games and activities - to NBC as requested by the students.

College Campus: Newport Beach	To provide, in a fiscally conservative manner, the best learning environment – both in and out of the classroom – for students attending Coastline classes at the Newport Beach Campus.	Completed/ Ongoing	Ongoing progress being made to provide study and gathering areas throughout the campus.	Enhanced study spaces and furnishing in NBC's student success center completed in Summer 2018. Quiet study areas being completed in NBC's Student Lounge in Fall 2018. More welcoming furnishings for outdoor areas and second floor atrium added in past year. Permanent food vendor discussions still in progress. Directional way-finding signage in place Spring 2018 and in Spring 2019.
	Providing access to courses and sufficient equipment	Completed/ Ongoing	Art classroom, science laboratory, and COAST vocational materials being purchased.	Lottery monies and state-funded equipment monies are being used to fund needs of classrooms, studios, and laboratories for the sciences and for art. Supplies and equipment are being purchased for the ID courses in the COAST vocational program for use by students as they learn proper workplace techniques and the right tools for the jobs.
	Create a warm and welcoming environment	Completed/ Ongoing	Addressed above in "To provide excellent and timely service to students, faculty, staff and the community" and "To provide, in a fiscally conservative manner, the best learning environment – both in and out of the classroom – for students attending Coastline classes at the Newport Beach Campus"	Lottery monies and state-funded equipment monies are being used to fund needs of classrooms, studios, and laboratories for the sciences and for art. Supplies and equipment are being purchased for the ID courses in the COAST vocational program for use by students as they learn proper workplace techniques and the right tools for the jobs.
College Campus: Westminster, Le-Jao	Improve availability of Student Services at the WLJC, additional space for tutoring, lunch and other services for students. Add visual branding of the College in campus courtyard.	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. Café scheduled to be completed in 2018. Warming and visual branding of campus environment. Focus group made presentation with recommendations to the Facilities committee- recommendations shared with President.	
	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/ Ongoing	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 has been installed and is fully operational.

College Campus: Westminster, Le-Jao	Continue to fund Student Success Conferences either through BSSOAP, BSI 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 to fund forty-five (45) 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	The categorical funds, BSSOAP and BSI have ended however, PDI is still available for faculty to use.
	New printers are needed in various work areas of the center.	In-Progress	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.
	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.	Not Started	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
	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
	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. LJC Dean implemented College Readiness Workshops for math and English skills refresher and development	Completed/Ongoing	Onsite Math Boot Camp, Math 045 Pre-Assessment Boot Camp online	Get success rate data in both instances. College Readiness Workshops aid in compliance with AB705
	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 complete. Painting and other aspects of maintenance are in progress.
	Work with M/O to redesign and furnish the ESL office area to remove safety hazards and provide efficient and confidential service to students.	Completed/Ongoing	Initial install completed August 2017. Re-install completed September 2017	Minor installation projects still need to be completed. Estimated completion date December 2017. Minor design details still need to be competed.
	Work with Marketing to rebrand the Westminster, Le-Jao Campus and develop Coastline Branded Outreach Materials for Instructional programs and educational partnerships	In-Progress	Marketing materials and print for the instructional programs that are housed at the WLJC	Rebranding of the campus should increase enrollment in scheduled General Education course;
	Clean and reconfigure faculty work space and classrooms	In-Progress		
	Identify and create work space for campus technology staff and counselors.	In-Progress		
	Redesign one classrooms with hybrid computer desks.	In-Progress	Computers have been purchased	
	Add Faculty Office Space	Not Started	Discussions continue to identify space for conversion	

College Campus: Westminster, Le-Jao	Extend Library Services to Student Resource Center	Completed/ Ongoing	PT Librarian positioned in the SRC	Library services available to all students attending WLJC
	Equip Small group meeting rooms in SRC with computer monitors add keyboards and cables	In-Progress	Computer monitors have been installed in each group meeting room in the SRC. Keyboards and cables for student use is in -progress	
	Create Lactation room on campus	In-Progress	M & O has identified a date to be compliant with the law. Clean up and transition will begin Fall 2019	
	Increase FT & PT faculty in multiple disciplines	Completed/ Ongoing	Discussions continue. Addressing the needs of specific initiatives in Adult Education and with other laws, more faculty are needed to meet the needs of students and the law	
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-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. In 2016-17 new schedules were developed for 2017-18. In 2018 -19 Distance Education Addendums were updated to offer all CMST courses online.	Course schedule has been adapted. Work continues on adapting CMST schedule to fit within the college-wide initiative of block-scheduling. CMST 110 and 100 are now being offered fully online.
	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 on interpersonal course.	Intercultural enrollments have increased in the extended learning and military.
	To develop a model for a large lecture + activity lab Public Speaking Course	In-Progress	Discussion with the Dean has occurred	Feasibility has not been determined. Continually exploring opportunities to complete this initiative.
	Develop hybrid and online versions for CMST 101 and CMST 100 and add New programs in digital communication	In-Progress	CMST 100 has been made online, work is continuing on CMST 101.	Two sections of online CMST 100 have been added in Fall 19'
Computer Information Systems, Computer Networking, Cybersecurity Data Analytics	Renew our CAE/2Y (Center for Academic Excellence/ 2-Year Colleges) for the National Security Agency.	Completed/ Ongoing	Re-designation required in 2024	Coastline was first designated as CAE2Y in 2015 and re-designated in 2019 as CAE-CDE. Hosted college trainings, recertification, added specialties & visited other colleges.
	Expand Cisco Academy Program moving more into security and offering in the highly regarded CCNA Security Certificate.	Completed/ Ongoing	Training occurred in spring 2018 with anticipation to teach in spring 2019. A few classes have been added and expanding security courses (Cyber Ops). Cisco is completely changing the curriculum as of Jan 2020. Updated courses to be offered in fall 2020	We have written curriculum, trained instructors, and adapted NetLab labs for the Cisco CCNA security classes. Purchased hardware for in-person and hybrid classes.

Computer Information Systems, Computer Networking, Cybersecurity Data Analytics	Expand NETLAB to a regional capacity. Involves building a new server room and purchasing new servers, routers, and switches. Also involves partnering with other Community Colleges.	Completed/ Ongoing	CCC is a statewide hub for NetLab and is working with multiple colleges to setup a regional NetLabs located at Coastline's Garden Grove Center. Now a NetLab regional center for OC/LA for colleges and high schools.	Soft launch to some colleges Fall 2018. Anticipating expansion to all regional members in spring 2019. Increased participation from the region
	Expand NETLAB so that it can run Cybersecurity competitions for the local High Schools.	Completed/ Ongoing	Considering NetLab expansion for CyberPatriot to include practice pods for middle school and high school students.	NetLabs environment is available to students in our CyberPatriot classes and training sessions.
	Explore the possibility of revitalizing the Informatics Program as Data Analytics	Completed/ Ongoing	Working with the Dean of Effectiveness to develop course material. Developed Data Analytics program fall 2018.	3 courses developed in Data Analytics and a 6 course Certificate of Achievement has been locally approved as of Fall 2019
	Create an AS-degree in Data Analytics to expand the growth of the CIS program.	In-Progress	Started with courses and Certificate of Achievement in fall 2018. Courses on schedule as of Spring 2019.	3 courses developed in Data Analytics and a 6 course Certificate of Achievement has been locally approved as of Fall 2019.
	Develop an ongoing funding source for required vendor memberships and Service Maintenance Agreements. (SMAs)	Completed/ Ongoing	PIEAC indicated that all SMAs will be covered by the college.	College is providing ongoing funding for SMAs.
	Establish and scale a Palo Alto Networking Regional Academy	In-Progress	Approved by Legal Dept and finalizing overall negotiations. Meeting with Palo Alto Networking to discuss the expansion of Coastline's academy. Waiting for further discussion with the Dean of CTE. Fall 2019 – we have taught some of the classes. Palo Alto is having trouble developing up-to-date curriculum to share with the academies.	Courses offered in fall 2018 and expanding program in spring 2019.
	Become a Red Hat Academy	Completed/ Ongoing	Under review with Legal Department. Became a Red Hat Academy spring 2018	Finalized with classes being offered in spring 2018.
	Support the CyberTech Girls Program	Completed/ Ongoing	Establishing relationships with various colleges throughout the western region. Need funding to run additional events.	Expanded to other colleges in spring 2018. Assisted with event hosting at San Bernardino Valley College and College of Southern Nevada. Community involvement in CST and CIS program to help raise awareness about the courses, certificates, and degrees that we offer. 115 people attended the CTG event in fall 2017.
	Establish and maintain Western CAE Regional Resource Center (CRRC)	Completed/ Ongoing	Relationships with fellow CAE institutions established. Online presence created and publicly available.	Act as host for various professional development workshops for CAE institutions

Computer Information Systems, Computer Networking, Cybersecurity Data Analytics	CA Cybersecurity Apprenticeship Program (8 courses and 6 CompTIA certifications)	Completed/ Ongoing	Cohort 1 began Summer 2017, continuing through Summer 2019. Three cohorts planned. Cohort 2 started with 20 students in Oct 2017.Cohort 3 began in April 2018 with 15 students. Cohort 4 started with 10 students in Oct 2018. Cohort 5 began in April 2019 with 12 students.	Preparing students for cybersecurity professions through hands-on coursework, on-site training workshops for soft skill development, and industry certification preparation.
	Host Cybersecurity Awareness Expo each year at Garden Grove Center	Completed/ Ongoing	In fall 2017 we hosted an event. In fall 2018 we hosted an event. Need funding to run events.	Community involvement in CST and CIS program to help raise awareness about the courses, certificates, and degrees that we offer. 85 people attended the Expo in fall 2017. 75 people attended the Expo in fall 2018.
	Develop workshop materials and host a week-long summer camp for middle school and high school students. Faculty will work with high school teachers and college instructors across the region to develop age-appropriate materials to help middle/high school students develop an interest in cybersecurity professions.	Completed/ Ongoing	Hosted GenCyber Girls summer camp in July 2019.	50 middle school and high school girls attended with survey results showing that more than 75% are interested in continuing their cybersecurity education.
	Partner with the Business Department to develop a new business intelligence and data analytics courses leading to an inter-disciplinary degree.	In-Progress	Met with Business Dept to discuss in Spring 2019	
	Develop a new Associate of Science degree in Digital Forensics and Incident Response (DFIR). Requires development of 6 new courses, working with an Advisory Board.	Completed/ Ongoing	Received NSF award in Oct 2018. Working with advisory board to ensure content meets emerging industry needs. 6 new courses sent to Curriculum Committee fall 2019.	Course topics and SLO's developed for 6 courses.
	Develop partnerships with employers to assist students in connecting with job opportunities for the Cybersecurity Apprenticeship Program. We expect to boost the number of job openings offered directly to Coastline students.	Completed/ Ongoing	CCAP has partnered with 6 organizations to track apprentice hours of Coastline students in CCAP.	
	Develop infographics and promotional materials for guided pathways including stackable certificates and industry certification exam pathways.	Not Started		
	Gain state level approval to develop a Bachelor of Science in Cybersecurity which will include 3 specialization tracks: Cybersecurity, DFIR, and Cybersecurity & National Infrastructure Security.	In-Progress	Developed proposal for Dr. Adrian to share at Chancellor's Board meeting in Aug 2019. Fall 2019 - Awaiting additional status updates.	
	Host the Western Regional Collegiate Cyber Defense Competition annually at Garden Grove Center.	Completed/ Ongoing	Established GGC as the host for the March 2019 WRCCDC competition. Beginning prep for March 2020 competition and industry sponsorship.	

Concurrent and Dual Enrollment	Credits for College: Increase course enrollment and successful completion of course offerings	Completed/ Ongoing	2018-19: CCC worked in tandem with high school counselors to examine the college partnership and define a new direction for Credits for College.	Increased enrollment and rates of success.
	Dual Enrollment: Increase total number of course offerings.	Completed/ Ongoing	2018-19: CCC was the first college in the District to offer dual enrollment classes to GGUSD.	14 students participated in both semesters at LQHS, and each semester saw a success rate of 100%.
	Identify high school faculty at partner districts (GGUSD and NMUSD) who have credentials to teach college courses.	Completed/ Ongoing	2018-19: Worked with K-12 District administrators to identify qualified high school instructors.	2018-19: NHHS faculty taught 1 section. GGUSD faculty taught 2 sections. 2019-20: CDMHS faculty will teach 2 sections. GGUSD faculty will teach 8 sections.
	Provide Leadership and oversight to Concurrent and Dual Enrollment programs	Completed/ Ongoing	Spring 2018: Researched dual enrollment programs statewide on successful and scalable planning.	Resolved apportionment collection question regarding HS faculty teaching Coastline courses during the regular HS day. Centralized the duties and efforts related to the operations of concurrent and dual enrollment programs under the Project Director.
	Create quality informational support to help students matriculate in and understand the policies of their college courses.	Completed/ Ongoing	Spring 2018: Created a new dual enrollment registration guide for students.	Students have a new guide that lays walks through the procedures from admission to enrollment.
	Identify areas of increased partnership based on the 10 state priorities in the Local Control of Accountability Plan (LCAP) for K-12 educational agencies.	Not Started	Need to work with NMUSD and GGUSD administrators to identify LCAP areas where Coastline can be of support.	
	Create a CyberPatriot class and team	Completed/ Ongoing	In 2018-19, an ECHS teacher taught CST 091 and 092 CyberPatriot classes.	Students took the class in Fall 2018 and competed in the tournament. In Spring 2019 students continued in the program by taking the next CyberPatriot classes in the sequence.
	Expand course offerings to include more CTE and Performing Arts.	In-Progress	Add Hardware and Software classes from the CTE Division. Add an acting class.	Planned for Fall 2020: Complete. THEA 106 Acting Fundamentals now offered (Fall 2019).
	Provide marketing materials to build awareness of Coastline Community College to current and future ECHS students, including annual awards of achievement and recognition for ECHS students.	Completed/ Ongoing	Update flyers of the full course listing of CCC offerings at ECHS. Provide Coastline Promise Flyers to students and families and have them available in the front office. Provide brochures for specific academic departments to ECHS.	College participated in and provided awards and acknowledgements at the ECHS Awards Night in 2019. The 8 full IGETC certified graduates received a graduation stole from Coastline that indicates their status. Flyers are now available in the CCC Counseling office at ECHS.
	Provide Leadership and oversight to Concurrent and Dual Enrollment programs	In-Progress	Centralize operations under new Project Director of Concurrent and Dual Enrollment.	Project Director became new point of contact for ECHS, serving as liaison between the school's community and Coastline, providing academic and student service support, and working with CCC faculty as on-site administrator.

Concurrent and Dual Enrollment	Improve student service for ECHS students.	In-Progress	Deliver matriculation and academic support.	Starting Fall 2019, Project Director has office hours at ECHS once a week. Both the Director and Coastline Counselor will have ability to reset MyCCC accounts and utilizer Banner at ECHS.
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/ Ongoing	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. In 2017-18 over 70 students enrolled
	Hire a Full-Time Faculty member	Completed/ Ongoing	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
	Develop an AA Degree in Digital Media	In-Progress	Continuing. We Expect to complete it in the Fall 2017. Will start writing fall 2018. Research completed in spring 2019 to review multiple local college programs. Expecting to take to curriculum in fall 2019.	Designed a pathway for the students while degree development is in progress.
	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 2018 additional agreements were signed
	DGA C140 Beginning Audio Production	Completed/ Ongoing	In fall 2017 equipment was installed	Courses offered in fall 2017. First class offered fall 2017
	DGA C150A Drone Imaging 1	Completed/ Ongoing	Received equipment spring 2018	Anticipated start in Spring 2018. Offering first class in fall 2018
	DGA C150A Drone Imaging 2	Completed/ Ongoing	Received equipment spring 2018. Approved in fall 2017.	Anticipated start in Fall 2018. Offering first class 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. Researching Maya, 3d Studio Max and Unity Technologies. Compiled student portfolios, reviewed SLOs and RSI with adjunct Kevin Hill. Interviewed instructor for Biotech Digital Design course. DGA Advisory committee 2019 suggested including a course on Unity Technologies to support and strengthen our animation program. Summer 2019, faculty interviewed designers at Unity, gathered market data such as salary, statistics, curriculum, game kits, projects, courses, certifications, and training workshops from Unity Technologies. A new animation course will be written and completed in fall 2019. Or C110 may be refreshed/renamed Animation Essentials 1 3D Studio Max Another option is to create C112 as Animation Essentials 2 with Unity	
	Increase publicity for the program to attract more students.	Completed/ Ongoing	Designed new brochure for DGA outreach events. Met with 40 High School instructors In July 2017. In 2017-18 there have been college instructor high school visits, creating new flyers etc. Presented Coastline program at events at the fair grounds and high school events. AME conference presenting Coastline DGA college courses for high school students including Adobe certification. March 20, 2018 and scheduled for March 2019 also Flyers, Posters, Pathway Days, DGA Digital Boot camp Aug 6-10, 2018-19 -2 years in a row, Create Social media for FB, email blasts with marketing and LinkedIn, created a Digital Media Alumni Page in LinkedIn posting contests, internships, promoting DGA courses, Design flyers and brochures and social media advertisements	There has been an increase in students in the program. Fall 2019 shows a cumulative 111 students enrolled in 3 sections of Photoshop 116A.

Digital Graphic Applications	Faculty from DGA, Real Estate, and Bio Technology will collaborate to develop new multidisciplinary courses. Biotech course may be retired.	In-Progress	Spring 2018, faculty from digital graphics met with Drone Imaging and real estate instructors to collaborate. When drone imaging course has been successfully offered and fully enrolled for one semester the collaboration will be developed /outlined further.	In Fall 2019, in order to focus on raising enrollment supporting Digital Graphics, Animation, Drone Imaging and Video offerings – Biotechnology was suspended and will potentially be retired
	Hire new part-time faculty to teach Drone Imaging	In-Progress	New Drone Imaging professional hired to teach Fall 2019. After Canvas training and a rigorous promotion campaign to fill the course it will be offered for the 2nd 8-week session at Newport Beach Center starting on 10/21/2019	Fall 2019 Drone Imaging instructor uses experience promoting on FB, Twitter and other social media platforms- with that plus Coastline marketing department efforts and FT faculty email and flyer delivery at Newport Beach high schools, the enrollment rate is rising rapidly suggesting a successful running of Drone Course for fall 2019
	Piloted the K12-to-Coastline CTE Pathways Project: high school CTE instructors interested in learning more about Coastline CTE Programs and connecting with Coastline faculty	In-Progress	HS teachers completed in-class observations. This allowed them to have a more in-depth experience with us. Our goal is for them to share what they learned with their students, colleagues, administrators and parents.	Fall 2018 and Spring 2019. We had excellent feedback and will continue the project this semester.
Distance Learning	Advance the departmental technology and processes to increase efficiency and continue to meet the needs of students and faculty.	Completed/ Ongoing	Reviewed and documented processes for exam shipping. Added GSO mail service.	A total of 36,837 exams were sent to 124 facilities with no (permanently) lost exams during the FY 18.19.
	Establish an instructional support team to provide tier one and two technical support to students and faculty using Canvas & LTIs	Completed/ Ongoing	A department classified staff member worked in an out-of-class assignment to provide tier 1 and 2 technical support to faculty and students. This person trained and provided guidance to frontline department staff who provided tier 1 support to students. Higher level issues were reviewed and resolved by this staff member, or were forwarded on to other instructional support team members, to include an instructional designer and a Canvas programmer.	Staff were able to assist students and faculty with tier 1 issues in person, over the phone, and via email while escalating tier 2 issues to our internal Help Desk Canvas team. The Canvas Help Scout system logged over 900 Canvas technical support inquiries from students and faculty for FY 18.19. This tiered approach to help support seemed to have a positive impact on our operations. Survey results show 90% - 95% satisfaction rates for DL support overall. Survey results also showed that "Coastline IT department" was the first choice for students when encountering technical difficulties using Canvas and MyCCC. This demonstrates the ongoing need to for such services.

Distance Learning	Foster and mature relationships with state and federal partner within the distance education industry	Completed/ Ongoing	Attended meeting with CDCR in Sacramento; Attended Conference of Colleges Serving Currently Incarcerated Students; Attended Graduation Ceremony in CWF Chowchilla, CA	Maintained relationship with CDCR leadership throughout the year. Issues regarding the Incarcerated Program were discussed and vetted with CDCR leadership throughout the year.
	Scale the study abroad program to continue to provide diverse educational opportunities for students.	Not Started		
	Provide sufficient and timely training and professional development to increase employee productivity and departmental effectiveness	Completed/ Ongoing	Staff participated in series of training and which included equity training, accessibility training, Canvas training, MS Word and MS Outlook training.	Staff have been applying the knowledge they learned in their positions to support students and faculty.
	Continue to provide resources, material and support to telecourse and correspondence students	Completed/ Ongoing	Supported students through timely responses to communications; Created grade posting timeline; Instituted flow process for Library Research, and Revised Incarcerated Student Guide for equity and clarity.	More support structures are now in place to support students in telecourses and correspondence courses.
Education/ Teach3	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.	Completed/ Ongoing	Faculty attended conferences for online teaching and learning, paid for and covered by departments outside of Education; Project Director attended several regional and local conferences. Strengthening of external partnerships: 7 community colleges in Orange County; Regional Teacher Education Council, Cal State Long Beach partnership group, CSU Liberal Studies, OC Education Pathway Industry Council. AA-T CHAD, developed, approved by curriculum committee, submitted to Chancellor's Office, (Approved early July 2019). New completely online program partnership Coastline, Chico/ Part I Coastline, Part II Chico=BA. CTE top code, temporary reduction of one unit to comply with Chancellor's Office new regulations; approved by Regional Advisory Committee approval by Advisory Committee competed - remaining: development in progress: development of 2 courses (basic education/teaching course and a multi-media tool kit course) next: curriculum committee and chancellor's office approval.	Increased opportunities to benefit from shared knowledge, experience, and strategies that accompany participation in regional collaborations of community colleges in order to develop, and maintain portable and vertical career in education pathways; increased opportunities to apply updates and the 'latest news" to current course and program development. Increased expertise for providing viable online pathways to a teaching career. Increased options and pathways for students interested in teaching or a related career. Increased the number of students who may complete degrees/ certificates at Coastline. Increased number of students who acquire jobs closely related to field of study. New alignment with funding formula that considers the number of students who complete nine or more career education units.

Education/ Teach3	Participation in grant funded OC Careers in Education Pathway (through Education Futures Grant, and (subcontracted) SWP grant	In-Progress	Ongoing: highlights: program expansion, curriculum revisions, top code corrections, new and enhanced partnerships; Over 50 hours of planning and/or informational meetings with internal and external partners, regionally, within the college, cross departmental, and multidisciplinary, active and proactive participation in community of practice, regionally, and across the state. In collaboration with institutional Effectiveness, advanced with methodology to identify and track student participation within Teacher Preparation Programs (TPP) including courses beyond the benchmark education classes.; see next section for details. Insufficient communication to address consequences, especially Coastline's status as a key partner in a community of practice; As per the Chancellor, Coast District will face budget challenges for this and following years which leads to an additional rationale for addressing planning and funding	Establishing and maintaining a regional collaborative of the nine community colleges in Orange County to develop portable and vertical Careers in Education Pathways. Strong community of practice for problem solving, sharing of expertise, support in navigating the complicated maze inherent in developing teacher preparation pathways in the community college.
Electronics Technology	Hire a part-time faculty to develop a new Electronics program	Not Started	Looking to hire	
Emergency Management/ Homeland Security	Gain institutional approval to increase EM/HS course offerings	Completed/ Ongoing	Currently keeping the same course load for faculty. The program requests to increase the number of sections	Increase course offerings
	Develop a marketing plan to build awareness of the EM/HS program and increase enrollment.	In-Progress	Working with team and ROP on public safety programs.	Marketing is being completed between CCCCO marketing through the state
	Continue collaboration between California Community Colleges and the California State University system to develop an AD-T for transfer in Emergency Management/Homeland Security.	In-Progress	Working with the CCCCO, CSU and advisory board to increase EM/HS across the state. Grant obtained and courses model has been developed.	
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.	Terminated	At the All College and beyond, English 099 instructors will forge a plan to create pathways with ESL C160 instructors, thus ensuring students' persistence.	ENGL C099 is no longer offered. Instead, students who complete ESL 4 proceed to ENGL 098N or 099N (if they are lifelong learners not seeking a degree) or to 100/090 (if they seek a degree).
	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.	Completed/ Ongoing	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.	Per AB 705, students now enroll directly into 100 or 100/090. No more for-credit developmental classes (098 and 099) are offered, starting Fall '19.

English and Humanities	By spring 2021, hire at least one new full-time English instructor.	Completed/ Ongoing	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.
	English has updated its cut scores on the English Placement Test and has introduced a pilot to evaluate the merits of multiple measures (GPA, highest grade in highest level of English) placement. In addition, English will explore acceleration options, including an 099/100 course wherein students enroll in 100 but take a co-requisite course that provides supplemental instruction and tutoring.	Completed/ Ongoing	No placement test is used in English from Fall '18 forward. Instead, all students are eligible to take 100 or 100/090 (co-req) based on their high school grades or guided self-placement decision.	Students placed into college-level English
	Establish an essay award competition	Completed/ Ongoing	The inaugural student essay competition was held during the 2018-2019 academic year, with awards announced in Spring '19.	Students participated in the essay competition
	Found a literary journal	In-Progress	In Spring '19 a grant was awarded to fund the platform for designing the literary journal, and a call for submissions was made to the department.	
English as a Second Language	Offer a hybrid course: ESL Reading and Vocabulary 3A	In-Progress	Have met with publishers to discuss online reading and vocabulary programs. The final product might be a purely online, as opposed to hybrid vocabulary and idiom course.	

English as a Second Language	Define a clearly articulated pathway leading from ESL to the Accounting program and build a co-enrollment ESL/Accounting collaborative program with contextualized instruction.	Completed/ Ongoing	Career exploration workshops have been developed to offer during the fall 2018 semester. Following the workshop series, students who decide to progress to an Accounting certificate will take their first Accounting certificate course during the spring 2018 semester with a noncredit companion course. This pathway is being developed in collaboration with instructors in the Accounting Department. Update: Student surveys indicated that many ESL students were interested in pursuing education in the accounting field. The ESL department began developing a pathway to accounting beginning with career exploration workshops. The pathway from ESL to accounting was ultimately ended in consultation with the accounting department. The ESL department reached out to the Office Technology Program to transition to a collaborative program with contextualized instruction for the Business Information Worker Certificate.	Initiative change from ESL/Accounting collaborative program to ESL/Office Technology collaborative program
	Develop an enhanced noncredit ESL Citizenship certificate.	In-Progress	A noncredit Citizenship course has been developed. An additional course will be developed to create a two-level Citizenship program that will qualify as an enhanced noncredit certificate. Update: Two noncredit Citizenship courses as part of an enhanced noncredit certificate have been developed and presented to the curriculum committee. These courses are expected to be offered Spring 2020.	
	Add one full-time Instructor	In-Progress	The ESL Department was highly ranked for demonstrating a need for a full-time instructor but was unsuccessful in its attempt for the Fall 2018/Spring 2019 year. The ESL Department will attempt to add one full-time instructor in the Fall 2019/Spring 2020 year.	

English as a Second Language	Add one part-time Instructional Associate	In-Progress	In Spring 2018 the ESL Department identified a need for a part-time Instructional Associate to support the night ESL students. The ESL Department was unsuccessful in its attempt to add one part-time Instructional Associate for the Fall 2018/Spring 2019 year. The ESL Department will continue to investigate means of support for night students.	
	Add a computer lab that accommodates 35 students.	In-Progress	Westminster Le-Jao Campus has received permission to spend $40,000 of the WIOA grant to purchase computers for a lab.	
Faculty Center	Re-envision Faculty Center	Completed/ Ongoing	Efforts have been made to change perception including holding several workshops	The FC was moved and renamed. There has been an increase of trainings and activities.
	Create New Faculty Center Space	Completed/ Ongoing	Space continues to be improved as much as possible based on faculty needs	Physical space is complete with improvements ongoing as needed
	Inspire Creative Curriculum Design	Completed/ Ongoing	Workshops and training as referenced above to help faculty envision creative curriculum	Faculty are looking at different ways to make their curriculum student centered and improve their courses
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	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. New Initiative added to focus on Wellness Coaching Pathway	HLTH C100 assignments rewritten to emphasize behavior change requirement for the tracks. Major Updated to incorporate updates to current courses as well as approving 2 new courses – PE201 Fitness for Life, and HLTH120 Wellness Coaching
	Finalize Kinesiology ADT	Completed/ Ongoing	-Establish articulation agreements with CSU schools for activity courses -C-ID approval for multiple core courses	ADT will officially be promoted Spring of 2019
	Marketing of Kinesiology ADT; Health and Fitness Major and Wellness Coaching Emphasis for the A.A. Degree.	In-Progress	Developing marketing plan for Department Programs - Collaborating with CSU schools on articulation of more activity courses and promoting ADT - Working with National Certification bodies on partnership for students to take Certification exam at Coastline.	Publicity piece for Military CE Health Fitness Major completed -Successful pilot run with course promotions on Social Media and Email Blasts
	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. *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. -Continuing our vendorship for RCFE; BNHA; LVN/RN (transcript review upon request); and CNA

Health Sciences	Establish collaborative model courses to be used by online faculty members teaching the same course in Canvas.	In-Progress	On-going collaboration on Canvas courses between faculty members teaching the same course. Master courses are being developed for new courses in Public Health and Food Safety and Sanitation, and multiple KIN courses	Master courses are currently being used for courses in HLTH, FN, and GERO -Faculty members meet to discuss/update the model courses after they have been offered for one semester.
	Continued alignment of course materials and outcomes between the FN C170 Nutrition course and equivalent courses at OCC and CSULB.	Completed/ Ongoing	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.
	Develop curriculum for Gerontology program that has been suggested by Community employers as necessary for best practices in Home Care.	In-Progress	Aging in Multicultural Society is currently being created as a Zero Cost course and will be offered in Fall of 2019	Care of Frail and Elderly course re-designed and new curriculum offered in the Spring of 2018
	Build Certified Dietary Manager Program	In-Progress	The accreditation process through ANFP will begin in Fall of 2019 to become an approved CDM-CFPP program.	FN160 Food Safety & Sanitation and FN180 Nutrition and Disease are being offered Fall of 2019
	Develop Curriculum for Wellness Coaching Pathway	In-Progress	Additional coursework in health psychology is being created to finalize this program.	Intro to wellness coaching has generated significant interest with strong enrollment numbers.
	Develop Community Health Worker Pathway	In-Progress	Coursework is being reviewed by Constituents of the Gerontology Review Board	Pathway will be aligned with the Public Health ADT requirements
International Languages	Decrease caps for all International Language online courses to 40 students.	Completed/ Ongoing	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. 2018-19 will request that the caps will be decreased in all online language classes to 40 in order to ensure RSI department and college requirement s are met. 2018-19 the courses have caps at 40.	Data pending in. FREN C180 #92504, FREN C185 #93147; JAPM C180 #93115 and #93164, SPAN C180 #92505, #92510, #92992, SPAN C185 #92512. Ion the future let's look at success rates for 2018-19
	Increase online instructors' capability to serve their students wherever/ whenever.	Completed/ Ongoing	The department chair was given a laptop. A microphone and headset were provided.	Increase in instructor and department chair availability wherever/whenever.
	Obtain a license for Camtasia to aid online instructors in personalizing their online classes.	Completed/ Ongoing	The license exists but training is needed. Explore Camtasia training at the Faculty Center when they are offered.	Faculty attended a training on Camtasia in Spring 2019. Faculty may now begin using Camtasia to create instructional videos for classes.
	To support program sustainability to meet the needs of degree-seeking and transfer students by providing stability in the schedule and development of new degrees and certificates.	In-Progress	2018-19 a position was proposed to the Academic Senate, it was not selected. However, we are going to continue to expand out part-time faculty and push for a full-time position in the coming year.	New PT French Instructor hired for Fall 2019. New PT Spanish Instructor hired for Fall 2019. New PT Vietnamese Instructor hired for Fall 2019.
	Increase integrity in online language classes	In-Progress	Explore the idea of implementing department wide use of Proctorio for all online language exams.	

Library	Expand the online Library to increase service to students and faculty	Completed/ Ongoing	Completed the online Library to increase service to students and faculty	2017-18 The library has expanded its services to Canvas, social media, ISEP, and military.
	Facilitate more awareness of the Coastline Online Library and resources available to students, faculty, and staff.	Completed/ Ongoing	Completed	2017-18 The library has facilitated more awareness of its resources. Statics show high usage of library resources and librarians.
	Offer information competency library workshops in Canvas which lead to students completing the Informational Competency Institutional Learning Outcome and provides them direct access to library resources.	Completed/ Ongoing	2017-18 Avoiding Plagiarism Library Workshop piloted in Spring 2018 and will be offered each Fall, Spring, and Summer semester. 2018-19 Library Orientation Workshop created.	2017-18 Avoiding Plagiarism reduced plagiarism in classes where the workshop was assigned. 2018-19 Library Orientation Workshop created a better understanding of library services available to students.
	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.	Completed/ Ongoing	2017-18 Inventoried Textbooks Reserve Library at all campuses. Added OERs to Textbook Reserve Library. Worked with faculty to update textbooks. 2018-19 Started implementation of the state-funded Library Service Platform" (LSP) to have a library catalog and robust search for all library content. Created policy and procedures to keep the textbook reserve library up to date.	2017-18 Textbook Reserve spreadsheet is accurate for students to access online. 2018-19 LSP outcomes (so far) are that Coastline is in "production" and working with the district, our sister colleges, and community colleges across the state and the vendor to get things working correctly. 1/8 of textbooks for Coastline have been entered into the ALMA platform.
	Move toward equitable access of library resources for all students	Completed/ Ongoing	2018-19 The library focused on improving access for incarcerated and military students this year.	2018-19 Incarcerated Students: Library created three instructional worksheets for incarcerated students (Planning your Research, APA Basics, MLA Basics). The library also worked with Distance Learning to find ways for incarcerated students to access online library resources. Military Students: Library worked with Military Education Offline, to create library resources in Canvas for military students.
	Increase access to information competency and library skills trainings	Completed/ Ongoing	2018-19 Library created Library Orientation Workshop. Librarian also increased face to face library class visits and outreach.	2018-19 Increased awareness and utilization of library resources.
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/ Ongoing	2015-16 a new math faculty was hired and a second was hired in 2016-17.	The college was able to offer more math courses. There has been an increase in courses offered.
	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/ Ongoing	In summer 2015, a math boot camp was help at NBC to help incoming students. The program was closed in 2017-18	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/ Ongoing	The math faculty created Coastline pathways and has approved it and is waiting for state approval.	The College offered MATH C046 and MATH C146 with success rates of 72% in MATH C046 and 86% in MATH C146. The program is changing due to AB 705.
	Acquire a mobile "smart cart" with laptops, printer and Wi-Fi at Newport Beach Center for math classrooms.	Completed/ Ongoing	All smartboards have been installed and a smartcart was purchased	Utilizing the smartcart in spring 2017 to present. There was an increase in success in MATH C115 from 50% to over 70%
	Develop a system to mentor and evaluate new math instructors, especially online.	Completed/ Ongoing	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
	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	Currently the math and English are together in the Success Center	N/A
	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. Math tutors shall be recommended by math instructors or interviewed by a math instructor prior to hiring.	Completed/ Ongoing	Discussion have occurred with Student Success faculty. Will keep collaborating with the SSC faculty. Faculty sent questions SSC faculty to use in interview.	The data shows a higher rate of success for student participating in tutoring by 5% as of fall 2018. There is still a need to increase tutor quality.
	Discuss implementation of a STEM or STEAM Program and provide appropriate permanent office space for full-time faculty at the Newport Beach Center.	Completed/ Ongoing	6 offices were opened spring 2017	Faculty are using the offices.
	Provide more technology training programs for math faculty.	Completed/ Ongoing	2014-15 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. In 2017-18 five faculty attended national and state level conferences. In 2018-19 four faculty attended state and national level conference with a focus on AB 705.	The instructor learned of newer technology and strategies in their courses for flipping courses

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/ Ongoing	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 2015-16 the faculty have been reviewing OER textbooks. The program invested in OER in 2016-17. In 2017-18 and 2018-19 the program adopted courses with OER.	Faculty are in courses using OER which has reflected in higher retention and success.
	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. In 2017-18 it was requested but not funded. The request was made in 2018-19 to PIEAC and is awaiting notification	
	Modify the math placement system to include a student's recent performance in math classes that do not transfer (such as high school students).	Completed/ Ongoing	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. From 2017 to 2019 the program completed the planning and transition to meet the state's AB 705 requirement.	Student placement is being informed by MMAP. The department is in full compliance with AB 705
	Increase program effectiveness and continue meet student demand for math courses and additionally to develop contextualized courses.	In-Progress	While the department proposed full-time position in 2017 and 2018, the decision was made to not fill the additional position.	
Paralegal	The creation of 2 or 3 multi-use spaces in the student lounge area to be utilized by students for studying. This multi- use space will also be utilized by the Paralegal program Legal Clinic on a weekly basis during the Thursday evening class time.	Completed/ Ongoing	The room has been built and is in the final stages of completion	The Legal Clinic practicum (Law C390) can now be held at Newport Beach along with the other paralegal program classes. This is a required class for graduation and was traditionally held at the FV College center
	Install two networked Computers and wireless printer	Completed/ Ongoing	A laptop was provided which is in a locked cabinet for use during the Legal Clinic sessions. A printer is available for use in one of the rooms.	The Legal Clinic attorney and paralegals have immediate access to legal research databases, court websites, and forms.
	Continue with the Abacus Law system	Terminated	The software license for Abacus was not renewed due to constraints from the Perkins funding. The old software program is used for teaching as needed.	Students are not able to access the most current Abacus program. However, they are getting training on this software through a new partnership with the National Society for Legal Technology
	Implement Law Yaw Forms	In-Progress	The instructor leading this initiative has taken a leave of absence. Some progress was made in the discussion phase. Funding needed to support this initiative	When the Law Yaw forms are readily available for all students it will increase their knowledge of use of the forms and productivity not only in the paralegal program but help them be more efficient in their job.

Philosophy	Develop and offer the PHIL ADT supports the	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. 2018: The History of Ancient course, required for the ADT, has not yet been created. At the moment it is unclear that such a course would receive enough enrollment to prioritize its construction. Instead, this summer I taught two courses and also reworked a portion of the quiz and test material for Phil 120 (I write all of my own questions). In Summer 2019 I will have a choice between teaching a number of classes, creating History of Ancient, or modifying an existing course to use OER material.2018-19 update: The ADT has not been pushed forward for a couple of reasons. The first reason is that I was recently informed that philosophy 115 does not meet the requirements for the Phil 110 CID. This is because it is not formal logic class. When instructed to create the course, the book I was instructed to use was already picked out by a previous instructor. This was in informal logic text. In addition, History of ancient would have to be created	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. 2018-19 update: For my own future courses I will likely no longer make use of long videos as they prove to be difficult to update. Instead I will likely move to very short videos with more text instruction as well as professionally produced videos which are becoming more abundant, even for philosophy, on the net.
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	New certificate program is being offered
	Hire two additional part time instructors to develop the new courses by FALL 2017.	Completed/ Ongoing	Hired one PT faculty member 2019	Expanding PTEC offerings

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 pathways to BCT, PTEC. Developing new curriculum CUES	Partnerships and broadened apprenticeships
	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.	Strengthening the board and the recommendations
	Create and design one of the new process technology courses (aligned with OSHA standards to advance students towards necessary certifications for job advancement), as department course (Fall 2018)	Not Started	Hold due to changing outcomes from industry	
	Coordinate the online department**/shared** development (faulty cohort) with the industry and state contributors. Hire two additional PT instructors for the PTEC Program. Access PT faculty pool and reach out to additional recruiting agencies (Spring 2018).	Completed/Ongoing	One instructor hired	The instructor pool is expanding and is helping meet student demand
	Create new CUES certificate (Construction, Utilities, Energy and Safety) to be offered in coordination with the apprenticeship program (Extended Learning Division team), resulting in job placement for all students, especially veterans. This new certificate will cover both PTEC and BCT departments to expand the opportunities for students to seek varied levels of entering the workforce in either area.	In-Progress	Completed 11 courses	
Psychology and Human Services	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/Ongoing	Full-time faculty hired PSYC approved by the CCCD Board spring 2017.	Matt Quinlan hired and he was ready to teach in fall 2017. Matt Quinlan completed the FSC training and he is teaching with the Early College High School program.

Psychology and Human Services	All psychology instructors be at least at the level of "effective" on the Academic Senate Academic Quality Rubric. This includes RSI and providing feedback in telecourses. Ensure all psychology courses are meeting the 'satisfactory' based on the Psychology department RSI plan.	Completed/ Ongoing	December 2017 a Psychology Department Minimum Standards for RSI plan was created by the department chair. The plan was approved by the RSI Taskforce. The plan was presented at the department meeting and emailed to all faculty in the Psychology department. During a department meeting the department addressed making some minor revisions to the Psychology RSI plan. The revisions would clarify the requirements a bit more and take the Social Science RSI plan into consideration, since Human Services courses have merged with the Psychology department.	The department chair is not aware of any Psychology/Human Services faculty members who received an "unsatisfactory" during the most recent RSI review. The department continues to work on meeting, exceeding and clarifying the requirements of the RSI plan.
	Identify an office for Erin Johnson ASAP. Any new full-time psychology faculty will need offices, as well.	Completed/ Ongoing	Erin Johnson moved into permanent office space at NBC in fall 2016. Matt Quinlan (hired 2017) also has a permanent office space at NBC.	Erin Johnson is able to effectively meet with students and conduct Psychology club meetings in the new office space.
	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.	Terminated	There is a strong possibility that the traditional telecourses with videos could be replaced with online courses, particularly for the incarcerated student program. The department will continue to work closely with the Dean of Distance Learning on this initiative.	
	Over the next four years, create 8 different universal tools to measure course level SLOs. Currently, each course measures SLOs independently.	Completed/ Ongoing	Erin Johnson and Matt Quinlan continue to work on researching and adapting SLO tools for the larger section courses, like PSYC C100, 118, and 116.	The universal methods were created for PSYC 118. During fall 2019 semester the department will start working on the universal methods for PSYC C100 and the following semester, the department will work on PSYC C116. The department, as a whole, agrees that multiple choice assessments will not be used to measure SLOs.

Psychology and Human Services	Ensure all psychology courses are meeting the 'satisfactory' based on the Psychology & Human Services department RSI plan.	Completed/ Ongoing	December 2017 a Psychology Department Minimum Standards for RSI plan was created by the department chair. The plan was approved by the RSI Taskforce. The plan was presented at the department meeting and emailed to all faculty in the Psychology department. During a department meeting the department addressed making some minor revisions to the Psychology RSI plan. The revisions would clarify the requirements a bit more and take the Social Science RSI plan into consideration, since Human Services courses have merged with the Psychology department. In regards the revisions, the department chair will work with the department, to make minor revisions to the RSI plan., which would also include making minor revisions to the course outlines of record.	The department chair is not aware of any Psychology/ Human Services faculty members who received an "unsatisfactory" during the most recent RSI review. The department continues to work on meeting, exceeding and clarifying the requirements of the RSI plan.
	Create universal SLO measurements.	Completed/ Ongoing	The department created 3 universal measures for the PSYC C118 – Lifespan Development course	The department will start working on the SLO measures for PSYC C100, during the fall 2019 semester.
	Recruit more students for face to face/traditional Psychology courses	Completed/ Ongoing	The department continues to work closely with Students Services and Student Life and Outreach to increase face to face enrollment. The department continues to work closely with the marketing department to advertise the face to face course offering. The department is also working closely with the district-wide Umoja program. The recruitment to the Umoja program could impact the face to face enrollment for PSYC C100 Introduction to Psychology.	The face to face course offerings in Psychology are still low. Of the 6 face to face Psychology courses offered in Fall 2019, 2 of the courses were cancelled due to low enrollment. The low enrollment for face to face courses seems impact other departments as well.
	Improve success rates in courses.	Completed/ Ongoing	Continue to work with faculty to increase success rates in Psychology and Human Services courses.	Faculty members are continuing RSI in all courses.
	Update 3 telecourse videos.	Terminated	There is a strong possibility that the traditional telecourses with videos could be replaced with online courses, particularly for the incarcerated student program. Telecourse videos may become obsolete in the near future. While the videos are no longer the primary focus, the department is ensuring that all telecourse assignments are updated.	Telecourse instructors are strongly encouraged to change exams and quizzes every 3 semesters. Some telecourse instructors in the department have started using weighted assignments. Therefore, assessments that have traditional experienced cheating, like exam and quizzes, are worth less than writing assignments.

Real Estate	Expand our part time faculty pool to teach in the Real Estate Program. Hire one additional part time instructors in SPR 2019	Completed/ Ongoing	Hired new PT faculty to teach Appraisal, Finance and Property course	Awaiting final interview for RE instructor to develop two courses.
	Develop and produce department/shared course in real estate property management. (spring 2019). Coordinate the online department/shared course development (faulty cohort) to ensure content is not duplicated and that instructional strategies and SLO distribution is diversified.	In-Progress	Met with advisory and faculty: discussed draft outline and team membership for property management	Framework outline for the principles course was drafted.
	Write new curriculum for using drone technology in real estate courses. The RE department will create a partnership with the digital graphics department to develop a course using drone technology.	In-Progress	Awaiting information concerning a new drone instructor. In discussions with DGA department for possible catalog cross listing.	Revising new drone course to meet industry changes
Student Success Center	Serve at least 1500 unduplicated students per semester through all learning assistance services.	Completed/ Ongoing	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.	First met in spring 2015 and is now a baseline moving forward.
	Greatly enhance retention, persistence, and success rates in courses across the curriculum among students who receive tutoring services.	In-Progress	Early data has shown that students who receive tutoring are 15% more successful in their coursework than peers who do not receive tutoring.	Early data has shown that students who receive tutoring are 15% more successful in their coursework than peers who do not receive tutoring.
	To provide robust online tutoring for all students.	Completed/ Ongoing	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.
	To maintain a feedback system to allow tutors to catalog each tutorial session, sorted by CRN.	Completed/ Ongoing	System was launched in early 2017. For fall 2018, tutors will watch a training video developed by the Student Success Coordinator to continue this initiative.	Several thousand tutoring sessions have been captured across the curriculum, which allows for trends in learning assistance to be identified and shared widely.
	Stabilize budget for the Student Success Centers and learning assistance for the college to support Guided Pathways and all program areas.	In-Progress	The Student Success Coordinator continues to collect data on the outcomes of tutoring in order to justify the budget request.	The college has seen fit to award the Centers the requested amount per year to continue services in a robust and comprehensive fashion.
Sciences	Create new Lab Space at Garden Grove	Not Started	Not started	Need Feasibility Study
	Create a new biotechnology certificate	Terminated	Biotechnology Program Suspended	Biotechnology Courses to be suspended
	Increase Biotechnology Equipment to strengthen the program	Terminated	Biotechnology Program Suspended	Biotechnology Courses to be suspended
	Maintain lab safety and support sciences courses at the college	Completed/ Ongoing	ongoing	Still require an additional Full Time Instructional Lab Associate
	Yearly Budget. Ongoing Biological Sciences Consumables/Contracts (included is the Additional Current Needs laundry contract) under the Consumables Assessment: Current Needs	Completed/ Ongoing	Awaiting release of the college budget	Awaiting release of the college budget
	Purchase a -70 ^{0}C freezer	Completed/ Ongoing	The freezer was purchases	It is in use at GGC

Sciences	Full time Instructional Lab Associate needed to aid in Microbiology, Anatomy, Physiology, Diversity of Organisms, General Biology, Cell and Molecular Biology, and Marine Science Labs that occur over 3 campuses	In-Progress	Awaiting funding	
	Peristaltic pump needed to increase safety and efficiency in microbiology	Completed/ Ongoing	The peristaltic pumps were purchased	The equipment is being used in classes
	Incubator needed to run 3rd section of microbiology at NBC	Not Started	Awaiting funding	Required to run third Microbiology section at NBC
	Biopacs (4) Biopacs needed for physiology labs to replace broken models and to allow for groups of 4-5 students to use instead of 6-7 around one computer.	In-Progress	Awaiting funding	
	Poison storage cabinet needed at Garden Grove to store toxic chemicals in safe, locked cabinet	In-Progress	Awaiting funding	
	Update microscopes	Completed/ Ongoing	Purchased microscopes	The equipment is being used in classes
	Work-based learning materials allow for student research and may increase their transfer rate and acceptance rate to health care programs	In-Progress	Awaiting funding	
	Refrigerator to store microbiological specimens	Not Started	Awaiting funding	
	Health Science Academic Triathlon	Completed/ Ongoing	Hosted the triathlon	Many students attended the triathlon
	Cadaver lab to increase student knowledge, provide the necessary education for the pre-health care student, and perhaps decrease some dissection costs	In-Progress	Wrote a grant to obtain the funding	
	Nursing Program; PT aid; Pharm aid/tech programs	Not Started	Low Priority	
	Hire 2 Full Time Faculty members – 1 for Anatomy/Physiology and 1 for General Biology	In-Progress	Will request during full-time faculty prioritization	
	Provide more physics offerings to meet student demand.	Completed/ Ongoing	Hired two new adjuncts.	An evening section of Phys 120 added in SP 19.
	Continue to provide an effective and safe learning environment by maintaining new equipment, supplies, and labs in physical sciences.	Completed/ Ongoing	In 2017-18, physical science was purchased and hired lab associates	Overall lab quality has improved
	Develop and scale an Applied Physics/ Engineering program	Not Started	Waiting for clear initiative from administration	
	Develop and scale a Geology Program.	Not Started	New Hire (Kelly Ruppert) in to start in fall 2019	
	Increase course quality and student access to course materials in physical sciences	Completed/ Ongoing	Early stages of PT Evals to check for rigor and accessibility.	
	Full Time Faculty	Completed/ Ongoing	Still need 1 FT Physics.	
Social Sciences	Diversify Course offerings	Completed/ Ongoing	We have added additional courses in Anthropology, 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 (AD-T)	In-Progress	A GIS COR was written and is awaiting approval, to be offered Fall 2020. Department Chair will work with Geography Instructors to develop AD-T in CurricUNET Spring 2020.	Outcome will be diversity of course offerings for students wishing to major in Geography and/or obtain a degree for transfer.
	Develop Anthropology transfer major (AD-T)	In-Progress	Department Chair and Anthropology Instructor Moises Plascencia wrote a COR for a new course which was offered Fall 2019. Department Chair met with Dan Weber to lay out AD-T and will complete it by Spring 2020.	Outcome will be diversity of course offerings for students wishing to major in Anthropology and/or obtain a degree for transfer.
	Improve retention and success rates throughout the program, but particularly in Political Science	In-Progress	After rising slightly in 2016-17, success and retention rates declined again in the 2017-18 academic year, therefore, Political Science remains a problem area.	Department Chair has not yet worked with full-time faculty and Dean of Instruction to create a plan for improving retention rates, increasing/modifying courses, however, will do so in Spring 2020.
	Work with the faculty and the college to lower costs for students, specifically with regard to textbooks	Completed/ Ongoing	Several faculty in the program have adopted OER textbooks and each new faculty hire has been informed of the goal	Lower Costs for all students
	Work with the Dean at Newport Beach to develop alternative scheduling patterns which will improve onsite enrollments.	Completed/ Ongoing	Enrollments in onsite classes have increased slightly.	Dean of Instruction and Department Chair will continue to add courses onsite to develop alternative scheduling patterns.
	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 need to follow up with Distance Learning Office.	Updates to Political Science telecourse need to be completed. Department Chair has communicated with Director of Online & Distance Learning for his input and assistance/expertise in hopes of moving this process forward.
	Development of Model Courses	In-Progress	Department Chair and full-time History faculty member met to discuss who could develop model courses. It was determined that compensation was not possible since VP of Instruction has suggested model courses (which he refers to as "master courses") be mandatory which is not what our program desires.	Full-time History faculty member will work with Department Chair to develop the first model course for History in Spring 2020. This will help new faculty hires who will receive a model course which can be modified as they wish.
	Hire one full-time history instructor Fall 2019.	Terminated		
	Hire one full-time ATHR/GEOG instructor Fall 2019.	Terminated		

Special Programs	Convert current "paper" communication tools distributed to staff and faculty (Reasonable Accommodation Checklist, Instructor Contact, and Student Progress Summary Forms) to electronic formats to be distributed via email.	In-Progress	Field tested a variety of forms created in-house. Investigated, participated in an online orientation of Clockwork a scheduling and data tracking software system. Visited other DSPS Office who use Clockwork to learn from their implementation. Use Dolphin Connect to solicit and gather midterm progress reports.	Implement of Clockwork database scheduled to begin in Fall 2019.
	Redesign current Mainstream Support brochure to reflect new center, college services, and opportunities.	Terminated	Students and faculty expressed preference for electronic communication. Care taken to assure all necessary information in accessible format.	Students and faculty satisfied with electronic access to information.
	Increase mainstream support staffing by 1 classified position in 2019-20 and one certificated position in 2020-21.	Completed/ Ongoing	During the 2018-19 academic year met monthly with Dr. Tom Neal to provide program and services overview and costs. Documented continued growth in Mainstream Support Services.	The demand for Mainstream Support Services continued to grow in the 2018-19. Mainstream Support Team provided services to 416 students in 1036 courses. This represents an increase of 17% in students and 18.5% in courses accommodated as compared to students and courses served in 2017-18.
	Increase efficiencies by implementing conversion to electronic student files.	In-Progress	This goal is dependent on the adoption and implementation of Clockwork.	Once Clockwork is implemented, staff and faculty are trained the current paper files will be scanned into Clockwork.
	Create more short-term vocational certificates in COAST Program for ID students.	In-Progress	COAST has launched Horticulture, Porter, Culinary Arts and Animal Care	COAST Program has grown from an initial enrollment of 8 students in one program in the Spring of 2017 to 40 students in the Fall of 2019. Programs Under current development include Guest Services, Art, Music, and Drama.
	Identify training opportunities for faculty displaced by closure of Fairview Developmental Center.	Not Started	FT faculty member has been provided release time to market and develop relationships with rehab departments and professionals in Orange, LA, and San Diego counties	Fairview Development Center scheduled to close at the conclusion of Fall 2019
	Re-engineer and market the ABI Program to increase enrollment.	In-Progress	FT faculty member has been provided release time to market and develop relationships with rehab departments and professionals in Orange, LA, and San Diego counties	Marketing efforts have slightly increased the number of applicants/prospective students in the Fall 2019. Goal is to increase enrollment by 25% by the end of the 2019-20 academic year.

Presidents Wing

The President's Wing is comprised of the operational departments of Foundation, Institutional Effectiveness, Marketing and Public Relations, and Office of the President.

Program/ 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, with the support of the Foundation Board of Directors, who will focus heavily on fundraising specifically for this project to help ensure its success and sustainability.	Completed/ Ongoing	The BOD has agreed to contribute $100,000 annually to support the Promise Program for three years. The Foundation Board of Directors will address the future of their contribution during the 2019-20 fiscal year.	**2017-18:** Approx. 60 students enrolled in the Coastline Promise program **2018-19:** Approx. 80 students enrolled in the Coastline Promise program 2019-**20:** Approx. 72 students enrolled in the third year of the Coastline Promise program
	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	**2016-17:** The college hosted an innovation-focused event in June 2017. **2017-18:** Social Responsibility Luncheon event was hosted in 2017-18. **2018-19:** Social Responsibility Luncheon event in relation to community college students	**2016-17:** 280 participants attended the conference **2017-18:** 200 participants attended the luncheon **2018-19:** 165 participants attended the luncheon
	Increase Foundation staffing to assist in providing additional resources (i.e. to advance student support services, 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.	Not started	The position was not funded or fulfilled. The Foundation will continue to request FWS student worker positions to assist the department needs. However, frequent turnover of student workers proves there is still a need for a permanent position.	The request for part-time permanent employment was not met.
	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in fundraising.	Completed/ Ongoing	The department staff attended CASE Conference for Community College Advancement in October 2018. The Foundation will pursue additional skill-building opportunities to remain current in fundraising trends	In prior year, department reorganization decreased professional development costs which earing close to similar funds from the previous year; the Foundation will seek professional development to attend skill-building workshops/conferences
	Increase operational effectiveness in support of garnering new partnerships and financial resources.	Completed/ Ongoing	The Foundation continues to explore new fundraising event mechanisms and recruit additional Foundation Board members on a continual basis	The Foundation recruited four new Board members in 2018/19 fiscal year
Institutional Effectiveness	Provide support to SLO, SAO, PSLO, and ISLO assessment; Planning communications; data dashboards; CTE reports; and Grant projects.	Completed/ Ongoing	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. In 2016-17, Coastline utilized grant funds to hire an Institutional Effectiveness Analyst. In 2017-18, the position was hired as a professional expert.	New SLO reporting system was developed; SLO, PSLO, and ISLO dashboards were created; and Perkins Planning abstracts were developed.

Institutional Effectiveness	Support the department's capability to effectively serve the college constituencies through the integration of innovative technology-initiated strategies and tools.	Completed/ Ongoing	SurveyMonkey and Tableau software packages 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.
	Establish a liaison for grant development and administration.	Completed/ Ongoing	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.
	Strengthen the department members' knowledge and abilities by increasing participation in professional associations and attending training/seminars in grant development.	Completed/ Ongoing	In 2016-17 the department obtained approval of an additional $8,000 for 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. In 2017-18 the employees attended staff development training for the following areas: Research and planning, SLOs, equity, guided pathways, and accessibility.	The department members started using new Tableau tools to create dashboards and develop new Argos data query blocks. There is a better understanding of processes and guidelines to help the department continue to meet the needs of the college.
	Increase department efficiency through the administrative support of the department, streamline record maintenance processes, and provide support to grant development operations.	Completed/ Ongoing	In 2017-18 a position of a grant writer was funded as a one-year pilot. In 2018-19 a position was not funded, and the role was taken on by the department.	There was an increase in grants awarded.
	Increase opportunity to obtain indirect costs from federal grants.	Completed/ Ongoing	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. In 2017-18 CCCD was able to obtain an indirect cost rate.	The indirect cost agreement was established.
	Centralize the department to increase operational and communication efficiency.	Completed/ Ongoing	The discussion is occurring and pending other facility decisions. In 2016-17 the college will start planning the re-organization of the building. The department was centralized under Institutional Effectiveness and will be looking to move positions and offices around to finalize the project. In 2017-18, the department moved to the Annex building and is now in closer proximity to one another while the new building is being planned. In 2018-19, the department was reconfigured to a row of cubicles to support cohesion and synergy between the employees.	There is more consistent interaction between employees.

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 with extremely low drop off rates. Students will be able to gain more valuable information about their college career much more quickly and easily.
	Increase College, marketing and branding efforts (digital and video included)	Completed/ Ongoing	The creation of new landing pages and newsletters 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.
	Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination	Completed/ Ongoing	Separating the print department from the marketing department, and developing a digital and editorial marketing staff has helped increase the production of design, material, website and landing pages, and awareness of Coastline already, and will continue to be ongoing.	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 continue through Teamwork our new management App.
	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, analytics from social media, PR and the new Cascade CMS will provide much more data insights of our digital marketing efforts into the student journey.	The PIO office is continuing to improve communication to students and the community based on findings from analytics, but the ongoing PR efforts and new executive communication strategies will also help bring more stature to the college through the executive team.
	Advance the digital and strategic marketing capabilities of the marketing department.	Completed/ Ongoing	A new website CMS and project management software is now in place to increase capabilities like updates to website pages faster, management of projects more efficiently, and to keep current with digital market strategies for the purposes of increasing lead nurturing.	By increasing capabilities of internal creative jobs, cost efficiencies will increase. The Marketing department will continue to review methods and types of digital evolutions to enhance capabilities for the college by provide more efficient website and marketing efforts, thereby minimizing outsourcing, thus reducing costs.
Office of the President	Improve governance and integrated planning assessment processes	Completed/ Ongoing	In 2015, 2016, 2017, 2018, 2019 governance surveys were distributed to measure committee effectiveness. The Integrated Planning Handbook was reviewed and updated in 2015-16, 2016-17, 2017-18 and 2018-19. In 2017-18 and 2018-19 the Participatory Governance Handbook was updated.	The governance survey showed a major increase in participation and performance across all 5 metrics of committee effectiveness. Committees will now be using the new Participatory Governance Handbook

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. In 2017-18, the office moved to the Annex while the College Center is being planned.	The annex office provides secure and private access for the President's Office. The President now has a dedicated meeting space for Cabinet and College Council.
	Establish a SharePoint webpage and develop the technical capacity to maintain the information and page	Completed/ Ongoing	SharePoint training has begun at the committee level. In 2017-18 the office started using SharePoint	Information from meetings are available and easily accessible.
	Conduct and communication audit and establish communication via social media	Completed/ Ongoing	A commination assessment was completed through the PACE survey and the communication assessment survey. Communications assessment completed during the 2018 and 2019 SAO survey and 2018 PACE survey. Communication Audit was completed by Pathways in summer 2019	This has led to the development of new and timely communication from the President's Office
	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/ Ongoing	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.
	Continue to support the advancement of the institution through new and innovative ideas	Completed/ Ongoing	The President's Office has obtained two years of innovation funding	Funding has been spent on a college-wide leadership development program called Leaders Innovating Together Tomorrow (LITT). The funding will also be used to support a first-year experience for faculty onboarding.
	Support the implementation of Coastline Pathways	In-Progress	The College obtained grant funding from IEPI and also from the state to support the implementation of Coastline Pathways	

Student Services

The Student Services Wing is comprised of the operational departments of Admissions and Records, Categorical Programs, Counseling and Matriculation, Extended Learning, Financial Aid, Intercultural Resource Center, Office of Student Services, Student Life and Outreach, and Title IX.

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Admissions and Records	Strengthen customer service, efficiency and support for incarcerated students: Provide additional support to admissions and residence services	In-Progress	The support staff for the incarcerated program strives to provide the best service. They face challenges as we go through changes with hiring and retaining hourly support staff for the area. Despite the challenges the staff has performed at a high level.	
	Transition to Banner 9: Provide technical support for staff and students in A&R supporting the Banner Transformation	In-Progress	This is a 3-phase project. The first two phases are complete. Phase three is in progress with an anticipated completion date of 6/30/2020.	The outcomes to date are the Coast District has moved to cloud based servers which provides for a more stable environment, that is able to handle larger system loads. Banner 9 is a web-based system that uses Oracle pages for cleaner easier navigation.
	Strengthen customer service, efficiency and support for incarcerated students: Provide technology for students to use MyCCC (Welcome Center)	Not Started	This initiative is dependent on the state prison system providing computer access to incarcerated students. At the last proctors conference, it was stated that the system is progressing toward a pilot program. No dates were provided.	The expected outcomes for this initiative would be enabling incarcerated students to apply and register online, take online classes and eliminate delays in grading work and processing grades etc.
	Provide new software support for receptionist and call center management (phones, other communication modes) (Welcome Center)	In-Progress	Have implemented Ring Central phone system. District is looking into Ring Central Contact Center software which is more robust than the basic phones.	The implementation of Ring Central has given us access to our work phones offsite, the ability to respond to staff and students in a timelier manner.
	Implement Cranium Café (Welcome Center).	Not Started	We will be posting on the website that Cranium Café calls are available by appointment.	Improved customer service
	Actively enroll Coastline College Promise students (Welcome Center)	In-Progress	Welcome Center staff assist promise student with registration as needed each semester. They are available to answer questions and assist as needed.	This service provides a hands-on model working with students which helps them engage with the college and feel part of the coastline family
Categorical(s)	To increase EOPS student number from 383 to 422 by enrolling them in the EOPS program.	In-Progress	In 2018-2019 the state set the capacity of EOPS students served at 402. However, as a department we set a goal of increasing this number by 5%, which is 422 unduplicated students served.	EOPS exceeded the capacity of 402 students by 1 student, bringing the total unduplicated count to 403.
	Develop a Canvas shell to house information about EOPS, services, opportunities and available online workshops developed via Canvas.	In-Progress	The authorization request submitted for the EOPS Department course shell was approved in July of 2019. We are still in the process of developing this shell.	
	Develop an EOPS orientation option that uses Canvas as an online delivery platform.	In-Progress	Implemented, and currently in progress.	

Categorical(s)	Develop additional activity options utilizing the Canvas and Cranium Café platforms.	In-Progress	For the Fall of 2019, we have developed 2 Canvas workshops, and 2 Cranium Café workshops. These workshops have not yet launched but will be made available to students beginning September of 2019.	
	EOPS staff, faculty, and manager will participate in Coastline Pathways Learning Days and Summit Days.	In-Progress		
	Increase the unduplicated number of EOPS students served by 20 students, representing a 5% increase.	In-Progress		
Counseling, Career Center, and Transfer Center	Permanent Career Center location	Completed/ Ongoing	The center was opened on the 4th floor of the College Center.	A permanent location of the center improves awareness for students and Coastline employees
	Computer for students to access	Completed/ Ongoing	In 2016-17, There are four computers that students can utilize. In 2017-18, the center was relocated to the third floor in conjunction with the transfer center. Both centers share three computers	The computers are used by federal work study students or by student appointments. Students use these computers for job and experience searching, writing resumes and cover letters, etc.
	Expand the capability of offering workshops to students	Completed/ Ongoing	Collaboration with different programs and faculty increase the number of workshops delivered.	Workshops are delivered mainly in face to face courses to maximize the number of students attending.
	Creation of YouTube videos	In-Progress	One YouTube video was uploaded for Coastline's career center	One YouTube video was uploaded for Coastline's 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.
	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.
	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 transfer conferences, workshops and retreats.	Counselors participated in eight different processional learning activities related to counseling strategies and Coastline Pathways
	To increase student retention and completion in Counseling classes. Tutoring and Si	Completed/ Ongoing	The cost of textbooks can be a barrier for student retention in courses. Development of a zero-cost textbook for counseling classes can assist with students completing their coursework by removing the barrier of textbook cost as well as promote equity within the course.	The Department adopted a zero-cost text for Counseling C104 and created a model canvas shell along with the text in summer 2018. The Department intends to do the same for Counseling C105 in fall 2019 but this goal will likely be dependent on resources

Counseling, Career Center, and Transfer Center	Collaborate with Student Success Center to help increase basic skills readiness for college.	Completed/ Ongoing	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.
	Ensure that 100% of comprehensive educational plans are created, orientation is provided and follow-up serveries are completed for all incoming and continuing students. Two full-time counselors funded from SSSP.	In-Progress	The number of full-time counselors was reduced as of spring 2019 semester by three. The Department is in the process of filling two of the three counselor positions to start in the fall 2019 semester.	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 (Jordan Huynh). Currently the counseling department staffing is insufficient to ensure all students will have access to counseling services.
	Hire a full-time counselor to help support the development of educational plans using the Guided Pathways Framework	In-Progress	The Department will request additional counselor positions through the prioritization process in fall 2019.	To address the goal that all students have an educational plan using a Guided Pathways Framework, additional counselors will be necessary.
	Transition to Case Management Counseling Model	In-Progress	As the college moves towards a Guided Pathways framework, a case-management model will be used to support students throughout their entire learning journey, with key touch points.	To facilitate a case management model as deemed appropriate for Guided Pathways, additional counselors will need to be hired. The limited number of counselors in the Department currently does not support a case management approach.
	Distribute surveys to measure student satisfaction and adjust 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,
	Pilot major-specific university tours for the fall and spring semesters.	Completed/ Ongoing	Major-specific tour for Business Administration majors to CSU King Beach and CSU Fullerton in April 2019. Fall 2019 pilot with the Business Program to include UC Irvine as well as CSU Long Beach and CSU Fullerton.	A total of twenty Business majors and four Business faculty attended. Professor Kevin Erdcamp had his students spearhead the tours. Professor Erdkamp's former students had CSU student leadership positions and connected immediately with Coastline students on CSU transfer expectations and valuable "student-based" information. Business faculty met with CSU administrators.

Counseling, Career Center, and Transfer Center	Online live and Camtasia-created workshops, and events throughout the academic year, including summer to improve student satisfaction.	Completed/ Ongoing	Online live workshops were conducted in Summer 2018 and 2019 through Cranium Café. For 2019-2020, transfer 1-2-minute clips will be developed and posted on the new Transfer Center website to provide 24/7 access to promote transfer readiness earlier.	In summer 2018, thirty-six students participated in online workshops in Summer 2018 for CSU and UC application completion. In summer 2019, nine students participated in video-conferencing CSU and UC application workshops.
	Add Transfer-Ready Workshops to provide transfer orientation and have UC and CSU application workshops year-round.	Completed/ Ongoing	Year-around transfer workshops, including class visits, from Summer 2018 through Spring 2020.	Scheduled 55 transfer workshops (duplicated titles) from Fall 2018 to Summer 2019 with over 200 student participation.
	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.	Completed/ Ongoing	New webpage design with CSU, UC, Private CA, and Out-of-State schools posted on Transfer Center website.; increase in student appointments; transfer-related workshops and transfer orientations.	Survey to be developed and distributed.
	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 Extreme Registration, EOPS Orientation, IRC Welcome Open House, and Student Life Outreach activities.	The Transfer Center website was suspended during the spring-summer 2019 semesters as the college revised the website. Current and new transfer information will be added during fall 2019.
Extended Learning	Increase and diversify fee-based education and training programs.	In-Progress		
	Develop and implement a new funding model that promotes apportionment generation for resident military and veterans and a special distance learning rate for non-resident military and veterans	In-Progress		
	Implement and enforce best practices across software design, development and hosting.	In-Progress	Designing a student services platform through B2B Revising the use of Hobsons CRM	
	Improve the applicant to registered student experience for military online programs' participants.	In-Progress	Working to align the student's journey by streamlining the student processing experience	
	Expand program and enrollment with current corporate partners and identify new partners	In-Progress		
	Implement findings from ACE Grant and increase use, and tracking, of Credit for Prior Learning (CPL) initiatives.	In-Progress		
	Streamline and enhance internal operations to support off-site Military Student Advisors (MSA). Examples of projects under this initiative include: tracking hours for PARS to PERS transition, onboarding training, event calendar, and base access.	In-Progress	MSAs have gained access to Banner, VPN, Civitas, and SharePoint. An event calendar has been created as a resource all ELD personnel use.	

Extended Learning	Diversify and grow Coastline's Military Program	In-Progress	The MSAs are diversifying their student population by building relationships with ESOs from the Army, Marine Corps, Coast Guard, National Guard, and Air Force	
	Expand the number of academic partnerships	In-Progress	Established new partnership with University of Alaska Fairbanks. Established a new Learning 1ST partner with existing partner. Are finalizing the new Learning 1ST partner: National University. Established and maintained correspondence with potential partners	
	Review unit processes and look for opportunities to improve the student experience as they navigate processes. Update process manuals to reflect modifications	In-Progress		
	Develop the "Military2Career Explorer" tool to allow students to search for Coastline programs using their unofficial military transcripts	In-Progress	Product Demonstration is developed and is being shown to prospective partner	
	Promote the integration of COOL into degree planning messaging	In-Progress	Research phase	
	Pursue New Innovations in Software (Business Database for CUES Training)	In-Progress	85% complete and expected to be 100% functional by October, 2019	
	Expand Workforce and Business Development programs	In-Progress	"Lunch & Learns" with Chambers of Commerce to promote Contract Readiness	
	Increase revenue and training programs with (1) outreach to local businesses to train local businesses' employees using ETP Funds, and (2) to develop training and participation with transitioning veterans via REBOOT	In-Progress	Recently met with San Bernardino College District about partnering; have access to ETP funds in exchange small percentage of the funds for admin services. Discussions with REBOOT regarding training opportunities for veterans	
	Department Rebranding	In-Progress		
	Website Updates / Redesign	In-Progress		
	Survey Collection and Analysis	In-Progress		
Financial Aid	Ensure quality and safety to student information and decrease fraudulent activity.	In-Progress	Stricter identification requirements have been added for those students submitting loan requests; even though these are not required by the Dept of Ed.	We continue to work with the faculty and Bank Mobile in identifying students who may be engaging in fraudulent activity. 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 FY19 cohort default rate comes out in 2022. However, we will at least have a more considerable measure of assurance that loan students we are processing 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	Due to changes in regulation regarding hourly/short-term staff, the FAO had to let go almost all our front counter staff. This has created an enormous delay in terms of answering the phone and email promptly, helping the students at the front counter, and processing the fee waiver applications for incarcerated students. The student success will be compromised because aid will not be delivered promptly to the students to use for educational expenses. Untimely delivery of aid may affect our student retention and may subsequently reduce our enrollment.	Financial Aid is the most complex office on campus. We are under strict regulations from the Federal, State, and accrediting agency. The regulations from those agencies are continually changing and affecting the way that we serve our students regularly. Keeping up with the constant changing of regulations can be very challenging for us as professionals, not to mention the hourly workers. To train the hourly workers to perform at an acceptable level in the financial aid office would take at least six months. It is the language of financial aid, technical knowledge, and the constant changing of regulations that would take time to accumulate. To minimize the disruption of our operation and to spend less time training new workers, it is crucial to have at least two permanent Full-time Financial Aid Assistants to maintain the continuity for better student service and student success.
	Increase Financial Aid outreach, both on-site and online.	Not Started	To increase financial aid awareness at high schools and in the community, more outreach activities are needed. Also, the need to bring outreach activities online via Cranium Café or Zoom to reach out to distant learners.	
	Transform the Federal Work-Study (FWS) Program	In-Progress	We are awarding the FWS to eligible students as early as possible. To enhance the process, we have implemented the following: Promoted the FWS program to all departments at Coastline. Reached out to eligible students to encourage them to participate in the FWS program. Held an orientation for the Supervisors to go over the FWS process and requirements. Created an FWS handbook for the supervisors. Collaborating with the Human Resources to host a job fair for eligible FWS students, where the students can be interviewed and hired by the supervisor on the spot. Also, the onboarding process can be done on the same day.	15 departments requested to participate in the FWS program. 180 students responded that they are interested in FWS.
Intercultural Resource Center	AAPI Fall to Fall Persistence Rate Increase – Defined by AANAPISI grant	Completed/ Ongoing	The 5-year goal was accomplished within the 1st year.	Goal by 2020: 73% Actual 80%
	AAPI AA/AS Degree Completion Within Three Years - Defined by AANAPISI grant	Completed/ Ongoing	The 5-year goal was accomplished within the 1st year.	Goal by 2020: 45 Actual 64

Intercultural Resource Center	AAPI Degree Seeking Students - Defined by AANAPISI grant	In-Progress	Due to the outreach nature of this initiative, it has been challenging developing activities to increase # of degree seeking students.	Goal by 2020: 732 and Actual 457
	IRC Expansion – Expanding use of holistic, student center services to other student populations.	In-Progress	Plans to start Umoja for Fall 2020 with IRC support and strategies. Challenge has been stretching the grant services beyond Garden Grove Campus without additional staff.	Persistence rate of students who use services at least 3 times: 92.3% Number of students from different backgrounds due who will be peer mentors: 2.
	Pacific Islander Higher Education Initiative – Developed through the collaboration of Orange County AANAPISIs (IVC and UCI); Increase of Pacific Islander student enrollment and use of AANAPISI services.	In-Progress	Year 1: Focus has been to build relationships and shared goals with community leaders and organizations. Timeline needs to be adjusted by a year.	A total of 4 Pacific Islander organizations have begun meeting on a monthly basis and has led to separate meeting for Orange County AAPI organizations.
Office of Student Services	The Office of the Vice President of Student Services will refocus the Coastline College Student Support Services Programs to be set-up in a "Distributive Model" whereby services are delivered to students at all four sites of the college and to online/distance education students.	Completed/ Ongoing	The distributive model is in existence. Counseling deploys Counselors to all three campuses, in addition to the Fountain Valley Student Services Center, every day of the week. (There are some exceptions, when we are short on Counselors for example). Students receive virtual support via computer video conferencing using Canvas and/or Cranium Café and/or Zoom; departments continue their use of these tools as an option for meeting with students. A variety of Student Services departments and programs organize fairs and information tabling at all three campuses and at the Fountain Valley Student Services Center throughout each semester.	To continue indefinitely.
	Fully implement the Student Conduct, Title IX, and Behavioral Assessment Team to establish a more integrated approach to student intervention and discipline. These efforts will include training programs for students, staff, faculty, and administrators, and the promotion of college community awareness of sexual violence, consent, and the student code of conduct.	Completed/ Ongoing	The Behavioral Assessment Team has been revived and revitalized, and is co-led by the Dean of Students, Director of Student Equity and Title IX, and the Director of Public Safety and Emergency Management. BAT will continue to plan trainings on a variety of topics, including a second and different (from the April 2018) Verbal De-Escalation training in September 2019. Throughout 2018-2019, there were various educational programs and trainings regarding personal safety and Title IX.	Educational sessions and trainings will continue indefinitely. Any trainings and educational sessions under the auspices of Student Equity and Title IX will be reported out in a separate program review after Fall 2019.
	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.	Terminated	This initiative has been discontinued.	

Office of Student Services	The Office of the Vice President of Student Services will support the Director of Student Life and Outreach to develop a comprehensive Coastline Community College Student Outreach and Recruitment Program targeting high school graduates, adult re-entry, and online students.	Completed/ Ongoing	Outreach continues to be housed with Student Life and Outreach. It has once again provided focused recruitment for STAR 2.0 and for Coastline Promise and has participated in traditional college fairs and high school outreach.	The Dean of Students and the Dean of Instruction at WLJ co-lead college-wide outreach coordination efforts, with a goal of coordinating a master Outreach schedule, consistent Outreach messaging, and coordinating the purchases of give-away branded items.
	The Office of the Vice President of Student Services will support the Dean of Counseling to develop and coordinate Coastline College's participation in the Statewide Alternative Assessment Program.	Completed/ Ongoing	Multiple measures are in place for English and math. This is a college-wide and District-wide effort.	Implement English and math in Fall 2019. College will need to develop and implement multiple measures for ESL for Fall 2020. No longer a VPSS/Student Services goal; can come off list because accomplished/completed.
	Start working with the Vice President of Instruction to revise the Online STAR Program and create an Institutional intrusive, integrated, student engagement model to increase retention and academic achievement among Coastline College online student learners.	Completed/ Ongoing	Starfish is implemented and utilized at Coastline.	Starfish is implemented and utilized at Coastline. Data about the tool is being gathered.
	Student Services priority focus will be on enhancing the student customer service experience.	Completed/ Ongoing	Specific customer service training was conducted for Coastline staff in Fall 2018.	We will continue to make this a priority (customer service excellence).
	Coastline College will implement various technology initiatives to provide students with comprehensive access to student services wherever they are.	Completed/ Ongoing	Coastline (and the District) continues to explore MyPath from the CCCCO. We have decided to not pursue EduNav.	VPSS works with District IT and VPs district-wide to identify technology solutions and enhancements for student success.
	Develop structured support services for students who were formerly incarcerated.	In-Progress	Coastline was successful in receiving a grant to develop support services for formerly incarcerated students. These services will begin being implemented in Fall 2019. Spring and Summer 2019 were spent developing specific methods, tools, etc. for implementation.	

2019-2020 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 2019-2020 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.

All of the Program and Department Reviews were submitted in the fall 2019 term. The findings showed that 110 new or continuing initiatives were developed through the 2019-20 Program and Department Review process. The assessment of the reports found that nearly two data artifacts were used per initiative with majority of initiatives being support by internal research (55.7%), followed by external research (29.2%), and learning and service outcomes (15.1%). The table below indicated the proportion of College Strategic Goals that were supported by Program and Department Reviews initiatives. On average, each initiative was aligning with two College goals.

Table. *Alignment to College Goals*

College Goals	Percent
Student Success, Completion, and Achievement	26.5%
Instructional and Programmatic Excellence	16.6%
Access and Student Support	17.5%
Student Retention and Persistence	16.1%
Culture of Evidence, Planning, Innovation, and Change	8.1%
Partnerships and Community Engagement	7.1%
Fiscal Stewardship, Scalability, and Sustainability	8.1%

NOTE: 110 initiatives had 211 alignments to College Goals

Administrative Services

Program/ Department	Initiative	Evidence	College Goal(s)
Campus Safety and Emergency Management	Increase real-time security support for students and employees	SAOs	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Proactively maintain HVAC system	SAOs	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
	Update the HVAC software system	SAOs	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability

Instructional Services

Program/ Department	Initiative	Evidence	College Goal(s)
Building Codes Technology	Develop BCT department/share courses.	External Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
	Expand our part time faculty pool to teach in the BCT Program.	External Research	Fiscal Stewardship, Scalability, and Sustainability
	Participate in the state and federal apprenticeship program grants	External Research	Partnerships and Community Engagement
Business	Develop a Business Intelligence course	Internal Research; External Research	Student Success, Completion, and Achievement
	Develop an International Business Course	Internal Research; External Research	Student Success, Completion, and Achievement
	Develop a Project Management Program - CAPM	Internal Research; External Research	Student Success, Completion, and Achievement
	Computer lab space to accommodate students using Business Analytics in their courses; require work stations for 28-32 students.	Internal Research; External Research	Student Success, Completion, and Achievement
	Develop a Supply Chain Management Program -CSCPM Certification	Internal Research; External Research	Student Success, Completion, and Achievement
	Develop an Accounting Certification Program – CTEC/EA	Internal Research; External Research	Student Success, Completion, and Achievement
College Campus: Garden Grove	Create a Quiet study/computer lab in Information Commons	Internal Research	Student Success, Completion and Achievement; Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
	Move and combine testing centers from Fountain Valley and GGC	Internal Research	Student Success, Completion and Achievement; Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
College Campus: Newport Beach	Providing access to courses and sufficient equipment	Internal Research	Student Success, Completion and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
	Create a warm and welcoming learning and working environment	Internal Research	Student Success, Completion and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
Communications Studies	Department Recording/Streaming equipment	Internal Research	Instructional and Programmatic Excellence
	Professional development training all department on video recording, editing, and production.	Internal Research	Instructional and Programmatic Excellence

Computer Information Systems, Computer Networking, Cybersecurity Data Analytics	AS/Cert for DFIR The Digital Forensics and Incident Response (DFIR) program will be created with 6 new courses and outreach activities to attract more students interested in developing specialized cybersecurity skills. Will also need to scale the program once established.	External Research	Student Success, Completion, and Achievement
	Provide faculty leadership to the CIS/Data Analytics program	Internal Research; External Research; SLOs	Student Retention and Persistence
	Stackable Certs & Industry Cert Pathways Develop infographics and promotional materials for guided pathways including stackable certificates and industry certification exam pathways.	External Research; SLOs	Student Success, Completion, and Achievement
Concurrent and Dual Enrollment	Increase total number of dual enrollment course offerings at local high schools.	External Research	Student Success, Completion, and Achievement; Partnerships and Community Engagement
Digital Graphic Applications	Develop a new program called Video Production for Online Streaming	External Research	Student Success, Completion, and Achievement
Distance Learning	Implementation of Online Proctor Form submissions	External Research	Access and Student Support
	Improve and enhance customer service for faculty and students through the implementation of customer service standards and best practices.	External Research	Access and Student Support
	Improve customer service through the implementation of a knowledge base.	External Research	Student Success, Completion, and Achievement
	Software upgrades to the Online & DL exam processing system to allow for student addresses to be printed on grade reports	Internal Research	Access and Student Support
	Upgrade videos series of two telecourses	External Research	Instructional and Programmatic Excellence
Education Teach3	By design has the potential to lead diverse populations of students toward the attainment of associate degrees and certificates leading to career advancement, personal empowerment, and transfer. With career ladder approach, appealing to para professionals and or students interested in a credential, by meeting students where they are, TEACH3 and the new proposed certificates provide innovative instruction and services designed to achieve equitable outcomes. Continuation of community of practice and refinement of data via our data projects provide us with optimal conditions to move forward to support this mission.	Internal Research; External Research; SLOs	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
Emergency Management/ Homeland Security	Explore offering CJ courses to the state-funded population	Internal Research; External Research	Student Success, Completion, and Achievement; Student Retention and Persistence
English and Humanities	Continue the Student essay competition	Internal Research; External Research	Student Success, Completion, and Achievement
	Establish a Literary journal for publishing student work	Internal Research; External Research	Instructional and Programmatic Excellence
English and Humanities	Add a computer lab that accommodates 35 students.	Internal Research	Student Success, Completion, and Achievement
English as a Second Language	Provide student support at night	Internal Research	Student Retention and Persistence

Faculty Center	Continue to expand and strengthen the offerings of Professional Development	Internal Research; External Research; SAOs	Instructional and Programmatic Excellence
	Expand hands-on training activities with technology	Internal Research; SAOs	Instructional and Programmatic Excellence
	Implement a Visitor Tracking Software	Internal Research; SAOs	Instructional and Programmatic Excellence
Health Science	Build Certified Dietary Manager Program	Internal Research; External Research	Student Success, Completion, Achievement
	Develop courses for Public Health ADT/Community Health Worker Certificate	Internal Research; External Research	Student Success, Completion, Achievement
	Finalize requirements for Wellness Coaching Certificate	Internal Research; External Research	Student Success, Completion, Achievement
International Languages	Support program sustainability to meet the needs of degree-seeking and transfer students by providing stability in the schedule and development of new degrees and certificates.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Student Retention and Persistence
Library	Complete the transition to the state-funded, cloud-based Library Services Platform	External Research	Access and Student Support
	One-time funding so the Coastline Library can catch up on its billing cycle	Internal Research	Instructional and Programmatic Excellence; Access and Student Support
Mathematics	Explore ways to combine math courses, develop new math courses, and offer math courses across different modalities. Support the continuous improvement in the AB-705 implementation in alignment to Coastline Pathways	Internal Research; External Research; SLOs	Student Success, Completion, and Achievement; Student Retention and Persistence
	Strengthen Partnership with Student Success Center	Internal Research; External Research; SLOs	Student Success, Completion, and Achievement; Student Retention and Persistence
Paralegal	Continue to build awareness and grow enrollment through outreach	Internal Research; External Research	Partnerships and Community Engagement
	Support relevant instruction with applied activities in Paralegal courses	Internal Research; External Research	Student Success, Completion, and Achievement
Philosophy	Explore the use of OER materials	Internal Research	Student Success, Completion; Instructional and Programmatic Excellence Achievement; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change
Process Technology	Create and design the new process technology/CUES certificate (Fall 2020). Coordinate the online course development process with the industry and state contributors	Internal Research; External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Process Technology	Create the second part of the CUES certificate (Construction, Utilities, Energy and Safety) to be offered in coordination with the apprenticeship program (Extended Learning Division team), resulting in job placement for all students, especially veterans. This second part of the certificate will cover both PTEC and BCT departments to expand the opportunities for students to seek varied levels of entering the workforce in either area.	Internal Research; External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Hire two additional PT instructors for the PTEC Program. One retirement this past year. Access PT faculty pool and reach out to additional recruiting agencies	Internal Research; External Research	Fiscal Stewardship, Scalability, and Sustainability

Psychology and Human Services	Create additional certificates in the program, in particular Addiction Studies and Case Management	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Partnerships and Community Engagement
	Create universal SLO measurements.	Internal Research; SLOs	Student Success, Completion, and Achievement
	Ensure all psychology and human services courses are meeting the 'satisfactory' based on the Psychology & Human Services department RSI plan.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Partnerships and Community Engagement
Psychology and Human Services	Find and secure centrally located storage space for student assignments and communications (especially for telecourse instructors)	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
	Improve success rates in courses.	Internal Research	Student Success, Completion, and Achievement
	Recruit more students for face to face/traditional Psychology courses	Internal Research	Student Success, Completion, and Achievement; Access and Student Support
Real Estate	Develop RE department shared courses	Internal Research; SLOs	Instructional and Programmatic Excellence
Sciences	Continue to host the Health Science Academic Triathlon	Internal Research	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Conversion of 3rd floor Garden Grove Rooms to labs	Internal Research	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Ensure a safe learning environment	Internal Research	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Host Work Based Learning	Internal Research; SLOs	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Nursing Program; PT aid; Pharm aid/tech programs	Internal Research	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Support student learning and success through the provision of hands on activities in science	Internal Research; SLOs	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Two Full Time Faculty	Internal Research	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
	Two Full Time Instructional Lab Associates	Internal Research; SLOs	Student Success, Completion, and Achievement; Instructional Excellence; Student Retention and Persistence
Social Sciences	Strengthen department through the addition of new courses, certificates, and degrees	Internal Research; SLOs	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
Special Programs	Increase mainstream support staffing by 1 certificated position in 2020-21	Internal Research	Access and Student Support
Special Programs	Increase mainstream support staffing by 1 classified position in 2019-20	Internal Research	Access and Student Support
Student Success Center	To strengthen the Student Success Centers to meet the demands of AB705 and Coastline Pathways to provide exemplary learning assistance for all segments of the Coastline student population to enhance student learning, persistence, and achievement.	Internal Research; SAOs	Student Success, Completion, and Achievement

Student Success Center	To strengthen the Student Success Centers to meet the demands of AB705 and Coastline Pathways to provide exemplary learning assistance for all segments of the Coastline student population to enhance student learning, persistence, and achievement.	Internal Research	Student Success, Completion, and Achievement; Student Retention and Persistence
Visual and Performing Arts	Improve educational environment and increase art course offerings	Internal Research; External Research	Student Success, Completion, and Achievement
Visual and Performing Arts	Improve educational environment and increase ceramics course offerings	Internal Research	Student Success, Completion, and Achievement
Visual and Performing Arts	Increase the amount of degrees, certificates and transfer by developing new programs and providing more diversified educational options in support of student success, growth and efficiency.	Internal Research; External Research	Student Success, Completion, and Achievement Instructional and Programmatic Excellence Access and Student Support Student Retention and Persistence Culture of Evidence, Planning, Innovation, and Change

President's Wing

Program/ Department	Initiative	Evidence	College Goal
Foundation	Increase financial resources to advance student support services and increase opportunity for student achievement.	Internal Research	Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in fundraising.	Internal Research; SAOs	Culture of Evidence, Planning, Innovation, and Change
Institutional Effectiveness	Establish a grant division infrastructure, which effectively supports the full spectrum of grant operations from development, implementation, oversight, reporting, and invoicing.	Internal Research; SAOs	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
	Explore the field of applied data science and machine learning and its applicability to Institutional Effectiveness.	External Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
	Solidify technical support operations team for outcome assessment, program and department review, grant reporting, and accreditation.	Internal Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
Marketing and Public Relations	Engage the college community through social media	Internal Research; External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Enhance college communications	Internal Research; External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Marketing and Public Relations	Implement and maintain an innovative and adaptable website	Internal Research; External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement

Marketing and Public Relations	Produce timely and relevant publication and material to engage the college community	Internal Research; External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Produce timely and relevant publication and material to engage the college community	Internal Research; External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Office of the President	Continue to support college innovation	Internal Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
	Ensure the Faculty Members, Classified professionals, and Management Team has the opportunity to gain new skills, increase quality and maintain relevancy within the field	Internal Research	Instructional and Programmatic Excellence; Partnerships and Community Engagement

Student Services

Program/ Department	Initiative	Evidence	College Goal
Admissions and Records	Provide additional managerial support to A&R in the Directors absence	Internal Research	Access and Student Support
	Provide additional support to admissions and residence services	Internal Research	Student Success, Completion, and Achievement
	Provide technical support for staff and students in A&R supporting the Banner Transformation	Internal Research	Student Success, Completion, and Achievement
	Provide technology for staff to use support software	Internal Research	Access and Student Support
	Provide technology for students to use MyCCC	Internal Research	Access and Student Support
Categorical(s)	Increase the unduplicated number of EOPS students served by 20 students, representing a 5% increase.	Internal Research; External Research; SLOs	Student Success, Completion and Achievement; Access and Student Support; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Counseling, Career Center, and Transfer Center	Develop and implement Counseling C115 online course.	Internal Research; External Research; SAOs	Student Success, Completion, and Achievement
	Develop First Year Experience Program for Coastline Pathways.	Internal Research; External Research; SAOs	Student Retention and Persistence
	Improve transfer readiness of Coastline students through the Transfer Center	Internal Research; SAOs	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence
	Incorporate Dolphin Connect Features with Counseling Services	Internal Research; External Research; SAOs	Student Retention and Persistence
	Integrate Academic Success Coaches with the counseling services.	Internal Research; External Research; SAOs	Student Retention and Persistence

Counseling, Career Center, and Transfer Center	Integrate Starfish into Canvas	Internal Research; External Research; SAOs	Student Success, Completion, and Achievement
	Probation/Dismissal Online Workshop	Internal Research; External Research; SAOs	Student Retention and Persistence
Extended Learning	Diversify and increase enrollments with military bases outside of California. Expand partnerships with Army, Marine Corps, Air Force, Coast Guard and National Guard.	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Financial Aid	Decrease the loan default rate	External Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
	Ensure quality and safety to student information and decrease fraudulent activity.	Internal Research	Access and Student Support
	Increase Financial Aid outreach, both on-site and online.	Internal Research	Access and Student Support
	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.	Internal Research; SAOs	Access and Student Support
	Transform the Federal Work-Study Program	Internal Research; SAOs	Access and Student Support
Intercultural Resource Center	IRC Expansion – Expanding use of holistic, student center services to other student populations.	Internal Research	Student Retention and Persistence
	Support the implementation of the Pacific Islander Higher Education Initiative	Internal Research	Access and Student Support
Office of Student Services	Provide the majority of Coastline forms online, in a fillable and accessible format	External Research	Student Success, Completion and Achievement; Access and Student Support; Student Retention and Persistence
	Support Services for Undocumented Students	External Research	Student Success, Completion and Achievement; Access and Student Support; Student Retention and Persistence
Title IX and Equity	Title IX Training for all Coastline employees	External Research	Student Retention and Student Support