



2016-2017  
Planning Report

# Closing the Loop Report

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

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

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

The focus of this report is to highlight the progress made across all program and department initiatives and the impact they have made on the performance of the college. Again, these initiatives are tied to the College Goals and as these initiatives were developed under the timeframe of the 2011-2016 Educational Master Plan (EMP), the findings will have the initiatives associated with the 2011-2016 EMP College Goals.

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 291 previous initiatives from Program and Department Reviews, 44.0% are completed, 48.8% are in progress, and 7.2% have not started.

## Administrative Services Wing

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

Program/ Department	Initiative	College Goal(s)	Progress	Outcome
Campus Safety/ Emergency Management	Increase information transparency of Campus Safety and Emergency Services	Growth and Efficiency	Completed	Currently following recommendations by consulting firm to remain compliant.
Campus Safety/ Emergency Management	Increase perception of safety on campuses and provide oversight of mandated documents and supervision	Growth and Efficiency	Completed	In 2015-2016 there will be full coverage at all of the campuses
Campus Safety/ Emergency Management	Maintain relevancy in the field	Growth and Efficiency	Completed	Interim Director attended the Clery Compliance Academy in order to insure compliance with federal regulations.
Campus Safety/ Emergency Management	Increase space for storage for Campus Safety and Emergency Services supplies and equipment. Provide adequate workstation for Campus Safety and Emergency Services	Growth and Efficiency	Completed	An adequate place was determined and the equipment is secured and safe.
Campus Safety/ Emergency Management	Reconfigure the repeater system	Growth and Efficiency	Completed	The system has been reconfigured and looking to increased efficiency.
Campus Safety/ Emergency Management	Increase response time and efficiency of Campus Safety and Emergency Services	Growth and Efficiency	Completed	Emergency Response Vehicle upgraded with current technology and has helped in the efficiency of the department.
Campus Safety/ Emergency Management	Increase access for student obtaining parking permits at the college learning centers	Growth and Efficiency	Completed	With the M&O Staff Assistant in the office on a regular day shift and the Safety Officer working a late day shift, hours available for students have expanded.
Campus Safety/ Emergency Management	Develop, implement and conduct ongoing emergency preparedness trainings and drill to ensure college-wide awareness and understanding of emergency processes and procedures	Growth and Efficiency	Completed	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.
Campus Safety/ Emergency Management	Increase information transparency of Campus Safety and Emergency Services	Growth and Efficiency	Completed	Currently following recommendations by consulting firm to remain compliant.
Fiscal Services	Assist the Student Government with fiscal accountability and fiduciary responsibilities of clubs/activities	Growth and Efficiency	Completed	Process have been implemented and followed by ASG
Fiscal Services	Streamline processes and improve communications for Accounts Payable and Accounts Receivable. Strengthen communication and time management skill sets (2.1 and 2.2)	Growth and Efficiency	Completed	Better communication and frequency
Fiscal Services	Provide timely and accurate data and Financial Statements for Auxiliary Operations	Growth and Efficiency	Completed	Monthly financial statements are sent out
Fiscal Services	Work with IT to have financial statements posted on the Coastline SharePoint site when it is completed	Growth and Efficiency	Not Started	Waiting on SharePoint for departments
Human Resources	Improve the campus understanding of the hiring process, EEO training, Board committee makeup, timely scheduling and committee coordination	Growth and Efficiency	Completed	The Administrators and Managers Toolkit to the Hiring Process is one outcome of this endeavor.

Human Resources	Strengthen communication and time management skill sets	Growth and Efficiency	Not started	
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.	Growth and Efficiency	In Progress	Regular dialogue with staff where needs are determined and prioritized. Those needs are submitted to college for funding.
Maintenance and Operations	Ensure high-levels of cleanliness, sanitation and efficiency across all facilities.	Growth and Efficiency	In Progress	Has satisfied some of the needs of cleanliness college wide.
Maintenance and Operations	Maintain buildings and provide services across all locations	Growth and Efficiency	In Progress	We do our best to keep up with maintaining clean facilities. High facility usage and constant demand makes upkeep difficult with limited staff.
Maintenance and Operations	Maintain a work environment that is comfortable conditions for all staff and students. That is to utilize various service maintenance agreements to keep up with aging equipment.	Growth and Efficiency	In Progress	SMA's help to extend the life of equipment so that the equipment runs more efficiently. Less need for repair and down time.
Maintenance and Operations	Upgrade technology to include receiving scanners, work order system and add additional computers to custodial rooms	Growth and Efficiency	In Progress	Not all has been funded

## Instructional Services Wing

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

Program/ Department	Initiative	College Goal(s)	Progress	Outcome
Building Codes Technology	Identify program-level outcomes	Culture of Planning, Evidence and Inquiry	Completed	In tandem with the advisory board interactions, we were able to suggest new courses and updated to program awards.
Building Codes Technology	Develop marketing strategies to increase enrollments	Access, Persistence and Retention; Growth and Efficiency	Completed	Increased enrollment in BCT
Building Codes Technology	Increase program emphasis on distance learning offerings	Access, Persistence and Retention; Growth and Efficiency	Completed	Enrollments are increasing online
Building Codes Technology	Develop method for student tracking and data collection	Growth and Efficiency	Completed	Increase evidence –based planning and new initiatives for change.
Business	Improve quality of online courses through professional development through instructional design and online techniques. Identify areas of training needed Schedule training sessions for faculty	Student Success	Completed	Completed for all online courses offered for Summer and Fall 2016. The Academic Quality Rubrics (all modalities) have been drafted and will be reviewed and approved by the Academic Senate in Fall 2016.
Business	Implement department guidelines for improving faculty to student communication and responsiveness. Identify faculty members to develop department guidelines and prepare recommended guidelines Present guidelines to faculty and implement	Access, Persistence and Retention; Growth and Efficiency	Completed	Canvas has been completed for all faculty teaching in the Summer 2016 and Fall 2016 semesters.
Business	Implement department guidelines for managing course enrollment (actively identify students participating in class). Identify faculty members to develop department guidelines and prepare recommended guidelines. Present guidelines to faculty and implement in courses.	Growth and Efficiency	Completed	Early identification of 'Inactive' students prior to the Census Date and the Final Date to Drop with a W.
Business	Create a pathway for VESL students to enroll in classes leading to Business Certificates and Transfer degrees.	Student Success; Access, Persistence and Retention	In Progress	Change in focus to address student preparation and support for college level courses.
Business	Expand Advisory Committee participation and collaboration with Business groups. Integrate Advisory Committees (including WAFC and VitalLink)	Growth and Efficiency; Partnerships	Completed	We have reevaluated our Advisory and Outreach programs; future direction will include combined Advisory Meetings and focused (on-site) outreach with local high schools. Events will be presented by Coastline Staff and Faculty. We will participate in Vital-Link Regional Advisory meetings as well as: Garden Grove Chamber of Commerce – Education Committee and (WAFC).

Business	Conversion of all Business Department courses to the CANVAS LMS by Fall 2016.	Access, Persistence and Retention; Growth and Efficiency	Completed	All Business courses have been converted to Canvas
Business Computing	Procure one full-time business computing instructor. Meet student demand (enrollment) for newer skills and technology literacy (curriculum and certificate development).	Student Success; Access, Persistence and Retention	Completed	Discuss with dean to bring it forward to Senate again in 2016
Business Computing	Review and update all curriculum and revise existing certificates	Student Success; Growth and Efficiency	Completed	Revising the remaining certificates; Writing curriculum for courses we might not have for BIW Level 2 and 3 certificate.
Business Computing	Develop and provide ongoing course development training for faculty, F2F and online.	Partnerships	Completed	BC Faculty completed required Canvas training and course review process. Increased number of instructors using Canvas media options in their courses
Business Computing	Create and promote a new Virtual Office Specialist Certificate	Student Success; Access, Persistence and Retention	Completed	Using the BIW certificates to accomplish the goal of a virtual office specialist certificate
Business Computing	Continue to cultivate industry participation with the advisory board.	Partnerships	Completed	Advisory members shared trending skills and recommend hiring one full time faculty member.
Business Computing	Consistently and effectively market the Business Computing Program especially via Outreach and Pathway programs	Growth and Efficiency	Completed	Increased Career Pathway articulation agreements and relationships. Dept. Chair is member of the OC Pathway Alignment Team
Communication Studies	By spring 2021, implement an innovative scheduling strategy that will offer students an opportunity to complete the CMST Associate Degree for Transfer (ADT) and graduate in two years. This initiative will transform Coastline's former Speech program into a college major and a vehicle for guaranteed transfer. In Los Angeles, Orange, Riverside, and San Bernardino counties, every CSU campus (except Dominguez Hills) offers a CSU Concentration on a pathway for transfer from the Communication Studies major at Coastline. Pathways are documented on the joint CCC/CSU website Associate Degree for Transfer ( <a href="http://adegreewithaguarantee.com">http://adegreewithaguarantee.com</a> )	Student Success; Access, Persistence and Retention; Growth and Efficiency	In Progress	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.
Computer Information Systems	Become a CAE/2Y (Center for Academic Excellence/ 2-Year Colleges) for the National Security Agency.	Partnerships	Completed	Coastline was designated as CAE2Y in 2015
Computer Information Systems	Expand Cisco Academy Program moving more into security and offering in the highly regarded CCNA Security Certificate.	Student Success; Growth and Efficiency	In Progress	Courses to be offered in spring 2017
Computer Information Systems	Expand NETLAB to a regional status. This will involve building a new server room and purchasing new	Growth and Efficiency	In Progress	CCC is a statewide hub for NetLab and is working with multiple colleges to setup a

	servers, routers, and switches. This involves partnering with other Community Colleges.			regional Netlab located at Coastline's Garden Grove Center.
Computer Information Systems	Expand NETLAB so that it can run Cybersecurity competitions for the local High Schools. To do this we need to purchase new servers and software that can run competition images.	Partnerships; Growth and Efficiency	Completed	Netlab is available to students in a wide variety of Networking classes.
Computer Information Systems	Explore the possibility of revitalizing the Informatics Program.	Growth and Efficiency	In Progress	Working with the Dean of Effectiveness to develop course material
Computer Information Systems	Develop an ongoing funding source for required vendor memberships and Service Maintenance Agreements. (SMAs)	Growth and Efficiency	In Progress	PIEAC in 2015-16 approved 5,000 of 15,000 requested.
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.	Student Success; Access, Persistence and Retention	Completed	Two courses were offered in fall 2015 and one met enrollment
Digital Graphic Applications	Create an AA Degree in Digital Graphic Applications.	Student Success; Access, Persistence and Retention	In Progress	Researching
Digital Graphic Applications	Work to establish Articulation agreements with the local high schools and the Private Art Colleges.	Partnerships	Completed	Signed multiple agreements with high schools and ROPs
Digital Graphic Applications	Redesign the Animation program to make it more relevant to student and industry needs.	Student Success	In Progress	We are working with the advisory committee to make changes in this program.
Digital Graphic Applications	Increase publicity for the program to attract more students.	Growth and Efficiency	In Progress	Designed new brochure for DGA outreach events. In spring 2016 information is being populated into new brochures
Digital Graphic Applications	Hire a Full-Time Faculty member	Growth and Efficiency	In Progress	The position was approved by PIEAC
Distance Learning	While maintaining or increasing DL enrollments, and working with CT, OLIT & relevant committees, improve DL course-level student success rates, term-to-term persistence rates, and program-level completion	Growth and Efficiency	In Progress	We've noted a small increase in DL student success rates
Distance Learning	Support instructors participating in Online Education Initiative and Canvas roll out.	Growth and Efficiency	In Progress	Six instructors are piloting courses in Canvas for fall 2016. Our association with OEI has earned us free services and a free LMS for now.
Distance Learning	Provide instructional and staff personnel to support telecourse instructors (direct support of instructors and addition of clerical staff)	Growth and Efficiency	In Progress	Counseling 105 is now using 2 readers.
Distance Learning	Improve proctor database (e.g., reports, drop & reinstate notifications) including plans for move to new LMS database	Growth and Efficiency	Not Started	
Distance Learning	Update/Upgrade three telecourses	Student Success	In Progress	The beginning of a design plan
Distance Learning	Create and staff a student technical help desk with ticket system	Access, Retention, and Persistence	Completed	Improved student support. Our survey numbers seem to have improved since last year.

Distance Learning	Create Coastline specific orientation for new DL students, including our own online Student Readiness Assessment.	Access, Retention, and Persistence	Not started	
Distance Learning	Social media marketing project for DL	Access, Retention, and Persistence	In Progress	Plan to pilot test concept in one California region, either LA or in Nor Cal.
Distance Learning	Conduct audit of incarcerated student support services in both student services and distance learning	Growth and Efficiency	In Progress	
Education Teach3	Facilitate the development and offering of a new AA-T in Elementary Education, which requires the development of a Chemistry /Physics course as per the State mandated descriptors.	Student Success; Access, Persistence, and Retention; Growth and Efficiency	In Progress	Students enrolled in Chem/Phys 140. State approval and articulation agreements for Math 104. Students committed to AA-T and completion at Coastline.
Education Teach3	Maintain relevance in the field and continuously strengthen teaching strategies and course development through professional development.	Growth and Efficiency	In Progress	Improved enrollment, student success, and completion/transfer
Education Teach3	Create an electronic student tracking system (and/or modify Degree Works) to identify all of Coastline's articulated teacher preparation pathways; include a tracking mechanism for identification of any Coastline student interested in teaching as a career, but are not registered for the benchmark education classes.	Culture of Planning, Evidence and Inquiry	In Progress	Increased enrollment, degree completion, and transfer
Education Teach3	Expand partnerships with K-12 schools to increase the number of fieldwork venues available to TEACH3 students. Expand partnerships with CSUs to articulate student offerings.	Partnerships	In Progress	Increased enrollment, student success, and degree completion.
Educational Centers: Garden Grove	The Information Commons should expand the tutoring services that are currently offered to include tutoring options for Math, Psychology, and other CTE programs.	Student Success; Access, Persistence, and Retention	Completed	Tutoring is offered with a few exceptions, 9:00 a.m. to 8:00 p.m. M-Th.
Educational Centers: Garden Grove	Lab hour expansion should be considered as more students utilize the Information Commons and some consideration to having the lab open on weekends should be researched.	Student Success; Access, Persistence, and Retention	Completed	The lab is open 8:00 a.m. – 8:00 p.m. M-Thurs and 8:00 – 5:00 on Friday.
Educational Centers: Garden Grove	Institutionalization of the staffing and equipment costs for maintaining the Information Commons should be investigated.	Growth and Efficiency	In Progress	Grant funds coupled with Student Success funds are used to provide staffing coverage by part-time classified staff and Tutors. Maintenance of the Information Commons equipment is being addressed through Measure M funds.
Educational Centers: Garden Grove	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.	Growth and Efficiency	In Progress	Allows GGC to offer a wider variety of lecture and/or computer courses.
Educational Centers: 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.	Growth and Efficiency	Not Started	None yet.



Educational Centers: Garden Grove	CyberPatriot Competition Workshops and Training.	Student Success; Partnerships	In Progress	Increase Coastline and Cybersecurity awareness with partner K-12 districts.
Educational Centers: Garden Grove	Host CTE Advisory Meetings.	Partnerships	Completed	Faculty reviewed curriculum and learned about industry changes and needs.
Educational Centers: Garden Grove	Create new Coastline Branded Outreach Materials	Growth and Efficiency	In Progress	Increase awareness of CTE programs.
Educational Centers: Le Jao	Improve Student Services, including Additional Space for tutoring, lunch and other services for students	Student Success; Access, Persistence, and Retention	In Progress	When completed, additional space will include a café, expanded student lounge, an outdoor courtyard., additional parking, expanded student success center
Educational Centers: Le Jao	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.	Growth and Efficiency	Completed	CI Solution software is in place and tracking student attendance for the purpose of analysis. Go Print system is still being negotiated.
Educational Centers: Le Jao	Continue to fund Student Success Conferences either through BSI, BSSOAP or PDI funds and assure faculty and staff opportunities to attend and present. Provide opportunities for staff training.	Growth and Efficiency; Innovation and Improvement	Completed	While this will be an ongoing line item in the budget, it will continue to assist in meeting the goals of BSI, BSSOAP and PDI funds.  Staff are more knowledgeable in safety and technology.
Educational Centers: Le Jao	College to supply funding to repair typewriters and printers.  New printers are needed in various work areas of the center.	Growth and Efficiency	Completed	Repairs are being made
Educational Centers: Newport Beach	Improve Student Services, including Additional Space for tutoring, lunch and other services for students	Access, Persistence, and Retention	Completed	This provided students access to services and reflects in usages.
Educational Centers: Newport Beach	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. .	Growth and Efficiency	Completed	Attendance has been collected and assessed
Educational Centers: Newport Beach	Implement card system in the SSC to allow pay to print copies for students	Growth and Efficiency	In Progress	There needs to be training to be able to use it
Educational Centers: Newport Beach	Reconfigure administrative work space and provide additional faculty work stations	Growth and Efficiency	Completed	Additional access for students
Educational Centers: Newport Beach	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.	Student Success; Growth and Efficiency	Completed	There has been an increase in enrollment and sections in STEM
Emergency Management Homeland Security	Coordinate the Coastline EM/HS Program with the CSU-CEMHS Strategic Initiative. Design the associate's degree model curriculum.	Student Success; Access, Persistence, and Retention	Completed	The curriculum was developed, it is moving forward for implementation and is being reviewed by the safety committee to the model and it currently in review for stateside presentation. Waiting on approval

Emergency Management Homeland Security	Present an updated instructor development workshop for all EM/HS faculty. Ensure college-level academic rigor in all EM/HS online course offerings	Access, Persistence, and Retention	Completed	Increased quality in course design based on feedback and modification made in the courses.
Emergency Management Homeland Security	Implement TSA training program John Wayne- Orange County Airport personnel.	Partnerships	Completed	Graduated the first TSA Certificate of Specialization cohort in May 2014. Formal ceremony for graduates held at the Newport Center with federal and state officials present for the graduation. Additional courses are requested from the TSA groups.
Emergency Management Homeland Security	Collaborate with Coastline College officials to develop a marketing campaign to recruit new student into the EM/HS program.	Partnerships; Growth and Efficiency	Completed	2014-2015 CTE discussion has occurred and funds have been allocated for 2015-2016. IN 2015-2016 marketing for TSA is being marketed by marketing.
Emergency Management Homeland Security	Expand the adjunct faculty pool to offer and teach more EM/HS courses online to lead to increased enrollments, graduates and transfers.	Growth and Efficiency	Completed	2016-2017 Office of Instruction had a request approved for funding for the adjunct begin
Emergency Management Homeland Security	Ensure faculty maintain relevance in the field and continue to improve teach strategies and course material	Growth and Efficiency	In Progress	2016-2017 there was a request sent and suggested that CTE funds would be available.
English as a Second Language	Design and implement a three-level non-credit program that can be submitted to the State Chancellor's Office as a certificate program earning full apportionment.	Student Success; Growth and Efficiency	In Progress	Course outlines for the non-credit courses were submitted to Coastline's Curriculum Committee and approved as stand-alone courses. They were also approved by the State Chancellor's Office. Designation as a certificate program is pending.
English as a Second Language	Identify courses that can be offered online and develop curricula for these courses.	Student Success	In Progress	Have met with publishers to discuss online ESL vocabulary and reading courses that could be added to the regular curriculum.
English as a Second Language	Develop an ESL-to-Bookkeeping pathway	Student Success	In Progress	Have met with Accounting faculty to discuss the addition of embedded tutors to the courses necessary for the Bookkeeping Certificate.
English as a Second Language	Research ESL non-credit to credit transition.	Growth and Efficiency	In Progress	Have met with Coastline's Office of Research, Effectiveness, Planning, & Grant Development to plan collection and analysis of data showing ESL students' rate of transition from non-credit to credit courses.
Health Sciences	Update the Health Fitness major to add two career paths- personal trainer and wellness coach, in addition to the existing major.	Student Success; Access, Persistence, and Retention	In Progress	Partner with Science Dept. to update Bio C221 Anatomy & Physiology (done and ready for Fall 2016 schedule) Hlth C100 assignments rewritten to emphasize behavior change requirement for the tracks (Done in lieu of re-writing PE C102) Major Updated (postponed pending partner curriculum alignment until Spring 2017)
Health Sciences	Continue marketing of Kinesiology ADT; Health and Fitness Major and Physical Fitness and Health Emphasis for the A.A. Degree.	Student Success; Access, Persistence, and Retention	In Progress	Publicity piece for Military CE Health Fitness Major completed No word on whether the CCC website will start accommodating online brochures (Spring 2015)
Health Sciences	Maintain vendor approvals for continuing education units from various state agencies and professional organizations	Partnerships	In Progress	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.

	Maintain guest access for State CEU auditors on Canvas			-The Gerontology Chair conducted training for the Division/Area Coordinator NB Ctr -Division/Area Coordinator is overloaded so the Dean has requested 1 non-instructional LHE be granted to assign a faculty member to assist the Dept. Chair. -Reapplication are due this year for: RCFE (7/2014-7/2016); BNHA (9/2014-9/2016); LVN/RN (transcript review upon request) next year approval is needed for CNA (5/2015-5/2017);
Health Sciences	Establish collaborative model courses to be used by online faculty members teaching the same course in Canvas.	Growth and Efficiency	In Progress	All department Faculty Members complete Canvas Training FCS C100 (Spring-Summer 2016) -Faculty members collaborate on model courses (Fall 2015-Summer 2016) -Faculty members meet to discuss/update the model courses after they have been offered for one semester. (Fall 2016)
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.	Access, Persistence, and Retention	In Progress	At the All College and beyond, English 099 instructors will forge a plan to create pathways with ESL C160 instructors, thus ensuring students' persistence.
Humanities	By 2021, improve Coastline's performance on the Student Success Scorecard by 5% in the percentage of students who begin in remedial English courses and progress to English C100.	Student Success	In Progress	The number of students who begin at 098 (two levels below 100), without having taken any basic skills courses, is negligible. The most recent scorecard already shows a substantial increase in remedial to college progression.
Humanities	By spring 2021, hire at least one new full-time English instructor.	Student Success; Access, Persistence, and Retention; Growth and Efficiency	In Progress	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.
Humanities	Offering the PHIL ADT supports the College's Mission, specifically Goal #3: Innovation & Improvement. Coastline will continue to create and nurture innovative programs, services, and technology solutions that respond to the needs and expectations of its learning community.	Innovation & Improvement	In Progress	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.
International Languages	Decrease caps for all International Language online courses to 45 students.	Growth and Efficiency	In Progress	Data pending in. Fren C180 #92504, Fren C185 #93147; Japn C180 #93115 and #93164, Span C180 #92505, #92510, #92992, Span C185 #92512.
International Languages	Increase online instructors' capability to serve their students wherever/whenever.	Access, Persistence, and Retention; Growth and Efficiency	Completed	Increase in instructor and department chair availability wherever/whenever.
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.	Student Success; Access, Persistence, and Retention; Growth and Efficiency	Completed	The college was able to offer more math courses

Mathematics	Establish Math Academy or Bridge Program in summer and winter sessions to prepare students before classes start; and to increase the math success and retention rate, especially for STAR and STAR2 programs.	Partnerships	Completed	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.	Student Success; Access, Persistence, and Retention	In Progress	The math faculty created Statway and are waiting on state approval
Mathematics	Acquire a mobile "smart cart" with laptops, printer and Wi-Fi at Newport Beach Center for math classrooms.	Growth and Efficiency	In Progress	One smartboards but more is needed.
Mathematics	Develop a system to mentor and evaluate new math instructors, especially online.	Growth and Efficiency	Completed	Discussions at all college meetings have occurred around that evaluation of math instructors. There is now an onboarding and mentoring process for new math faculty
Mathematics	Create a dedicate Math Lab for math students. In the student survey, one of the suggestions for the Student Success Center tutoring was to have a quiet place to study. Currently, the Center has English and other subjects' tutoring in the same room.	Student Success; Access, Persistence, and Retention	Not Started	
Mathematics	Math tutors shall be recommended by math instructors or interviewed by a math instructor prior to hiring.	Student Success; Access, Persistence, and Retention	In Progress	Discussion have occurred with Student Success faculty
Mathematics	Develop and plan a system of an efficient online tutoring; improve online embedded tutoring services; provide a coordinator for this effort; implement a system that allows the Student Success Center to track individual student assistance and sends that information to each instructor as well as sending student success center use by math students to the department.	Student Success; Access, Persistence, and Retention	Completed	Though there was direction given from the coordinator, there need to be a better planning to effectively use the support services.
Mathematics	Discuss implementation of a STEM or STEAM Program and provide appropriate permanent office space for full-time faculty at the Newport Beach Center.	Student Success; Access, Persistence, and Retention; Growth and Efficiency	Not Started	
Mathematics	Provide more technology training programs for math faculty.	Growth and Efficiency	Completed	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.	Growth and Efficiency	In Progress	In spring 2015 the math faculty met at the All-College Meeting in a breakout discipline focused session where discussion occurred around the textbook. IN 2015-2016 the faculty have been reviewing OER textbooks
Mathematics	Implement the Statway program.	Student Success; Access, Persistence, and Retention	In Progress	Statway program has been approved by curriculum and is waiting on state approval

Mathematics	Procure software programs for math faculty and students including, but not limited to statistics.	Student Success	In Progress	The faculty is seeking alternative for SPSS like R-commander
Mathematics	Equip classrooms where math is taught with furniture and equipment that promote active learning, such as mobile chairs with laptops and individual student whiteboards.	Growth and Efficiency	In Progress	The college purchased student whiteboards and there is a 2015-2016 request going to budget for approval.
Mathematics	Modify the math placement system to include a student's recent performance in math classes that do not transfer (such as high school students).	Student Success; Access, Persistence, and Retention	In Progress	Multiple measures have been piloted in summer 2015 and are awaiting courses performance results in fall 2015.
Mathematics	Increase program effectiveness and continue to grow and meet student demand for math courses.	Growth and Efficiency	In Progress	The hiring of FT and PT is in process
Library	Expand the Coastline Community College collection to increase the usability of commercial databases	Access, Persistence, and Retention	Completed	By adding these commercial databases students and faculty will be able to access commercial resources to support their courses.
Office of Instruction	Exceed District provided FTES base	Growth and Efficiency	Completed	2015-16 CCC exceeded the FTES based by 11.9% and was 4.5% higher from 2014-15.
Office of Instruction	Develop an implementation plan and budget for a Faculty Success Center (FSC)	Growth and Efficiency	Completed	FSC opened in spring 2016 and will be seeking to rapidly expand in fall 2016
Office of Instruction	Develop the schedule of classes a minimum of one year in future so students may know availability of classes.	Growth and Efficiency	In Progress	In 2015-2016 an enrollment management taskforce was convened to help establish a plan for scheduling. There is a district wide challenge based on assignment
Office of Instruction	Implement the full-time faculty hiring plan developed by the Instructional Planning Council.	Growth and Efficiency	Completed	New faculty will be hired in 2016. We have exceed the planning expectations for hiring
Office of Instruction	Renovate the office to accommodate additional staff	Growth and Efficiency	In Progress	Established temp working space for the new staff members. There needs to be a more cohesive work environment created.
Office of Instruction	Develop SharePoint sites for the office and committees supported by office staff	Growth and Efficiency	Not Started	SharePoint is being released to committees first
Office of Instruction	Provide leading support to the faculty success center to ensure there is consistent and adequate training and tools to assist in the development of new strategies and practices to support student success.	Growth and Efficiency	In Progress	This has led to all summer and fall online courses into Canvas. There is still an on-going need for support
Office of Instruction	Increase the opportunity for professional growth for administrators, faculty and classified professionals	Growth and Efficiency	In Progress	One-time funding was provided that allowed for faculty and staff to go to conferences and training. There is still a need for on-going funds.
Paralegal	Increase marketing through law specific outlets	Growth and Efficiency	In Progress	The cost and guidelines for this marketing effort have been researched. By marketing to existing law firms through the OC Lawyer we hope to attract non- traditional students who may be unaware of the program or whose employer may provide education financial assistance.
Paralegal	Increase diversity in the program through advertising in ethnic community newspapers	Access, Persistence, and Retention	In Progress	Local community newspapers in languages such as Spanish, Vietnamese, Korean, Farsi, and others. We need funding to advertise in these community newspapers to make students aware of the Coastline Paralegal program.
Paralegal	Develop 2 alternative delivery classes for submission to ABA for	Growth and Efficiency	In Progress	One online class has been initiated as a non-legal specialty course. A second

	approval			class for submission to the ABA for approval is in the review process. The courses were offered in summer 2015, fall 2015, and spring 2016.
Paralegal	Work with students/faculty to develop paralegal club	Partnerships	In Progress	A graduate student representative has agreed to lead this effort. Discussion have begun regarding the development and implementation of this club.
Paralegal	Expand Career advising with OC One Stop	Partnerships	Completed	This initiative was modified as a result of the termination of the Coastline/OC One Stop partnership. The career advising partnership is now directly with the Coastline Career Center. There were seminars for resume writing and job search were held in fall 2015 and spring 2016.
Paralegal	Send out direct mail post cards to law firms and legal employers in the coastal and central Orange County Area.	Partnerships	In Progress	Pending approval
Process Technology	Replace outdated CBT modules with modern modules that function on all web-based platforms. Produce and include simulation, video, and high-quality graphics in the curriculum.	Growth and Efficiency	Completed	The department is teaching to industry standard/regulations
Process Technology	Work with the State of California, Department of Industrial Regulation, Division of Apprenticeship Standards to certify the curriculum in this program for various trades	Partnerships	Completed	New courses will be developed to broaden the offerings to also accommodate a new apprenticeship program.
Process Technology	Improve Advisory Committee membership and participation	Partnerships	In Progress	Apprenticeship partnership with refineries and veterans.
Process Technology	Identify and map program level learning objectives and ensure student achievement. Re- validate learning objectives identified by the Center for the Advancement of Process Technology for current use.	Student Success	Completed	With advisory input and discussion, objectives were revised and further developed.
Process Technology	Develop new course on renewable energy and greenhouse emissions reduction	Student Success; Access, Persistence, and Retention; Growth and Efficiency	In Progress	Continued research to find qualified part time instructor
Psychology	Develop Social Psychology and Psychobiology into online courses. Work closely with these instructors to be sure these courses are of excellent quality.	Student Success; Access, Persistence, and Retention	Completed	Social psychology was offered fall 2013; Psychobiology was offered spring 2013. Both courses are filling well with wait lists.
Psychology	At some point, add an additional section of Research Methods. Carefully collect student demographic data to keep track of the numbers of students who are Sociology majors at Coastline. Work closely with this new instructor to be sure this course is of excellent quality.	Culture of Planning, Evidence and Inquiry	Completed	The extra section was offered for the first time in spring 2015. A large number of enrollees continue to be non-CCC psych majors, so this is a moot point.
Psychology	Follow-up with the Unions to be sure they address the contract pay rate discrepancy for Psych 280; else we will never be able to get a teacher who is willing to teach this course in a quality manner for our military students, as enrollments build.	Growth and Efficiency	In Progress	This has still not been resolved and needs to be brought up with the Unions and Contract Ed administration from time to time.

Psychology	Ensure that all faculty members attend meetings so that the program can coordinate communication and course and program improvement. Send personal letters communicating this responsibility to faculty and if necessary, seek assistance from the dean.	Growth and Efficiency	In Progress	Not all faculty members live close to the college.
Psychology	Coordinate communication between Gerontology and Psychology departments to become aware of issues in both programs and to support the quality of instruction in each program.	Student Success; Access, Persistence, and Retention	In Progress	Instructors teaching psychology courses in the gerontology program are included in psychology program communications, but they don't participate in psych program meetings. Gero communications are not sent to psychology dept. chair.
Psychology	Focus on peer-to-peer training and assistance to instructors who teach the Early College High School and College for Credits programs to make sure instructors are following the course outline and utilizing all features in the course management software. Reach out to faculty to be sure they understand the importance of attending faculty meetings.	Partnerships; Growth and Efficiency	Completed	C4C started again and the VP has stated that better enrollment management will occur, which will assist with previous problems. ECHS is being offered again starting fall 2014. Unfortunately, the instructors have not attended our faculty meetings.
Psychology	Provide training opportunities at faculty and discipline meetings.	Growth and Efficiency	Completed	It might be good for faculty to share what they do with each other to try to improve course quality.
Psychology	Develop all courses in the program, including military, so they are "effective" or "exemplary" level of instruction and take active steps to encourage and assist peers to make sure this is happening.	Student Success; Access, Persistence, and Retention	In Progress	This is being addressed via the orientation and evaluation process. We also discuss this at each faculty department meeting.
Psychology	Ensure that all faculty evaluations, including those in military and high school programs are up to date.	Growth and Efficiency	Complete	Previously, military and high school instructors were not being evaluated. High school program and contract ed is now being included by the current dept. chair and all evaluations have been turned in on time.
Psychology	With all faculty members present, review and update existing course, program and degree level SLOs.	Culture of Planning, Evidence and Inquiry	Completed	Completed, and new SLOs were updated at discipline meetings.
Psychology	Review course requirements and assignments to maintain academic integrity with the telecourses to make sure that we appropriately accommodate incarcerated students taking these courses.	Student Success	Completed	A review of psych 116 and 118 telecourse handbooks was done as part of instructor evaluations in fall 2012.
Psychology	Consider developing Abnormal Psychology into a "correspondence" course, so that incarcerated students will have a greater number of psychology courses to take, since many of these students express a desire to continue their studies in psychology upon their release.	Access, Persistence and Retention	Completed	This was started spring 2014. Enrollment has been very good.
Real Estate	Develop a plan to recruit new real estate instructors	Growth and Efficiency	In Progress	Dept. chair is working with the advisory group and local businesses to recruit new instructors and course developers.
Sciences	Astronomy: Develop Labs and Lab Manuals for ASTR100 Lab (2013-2017)	Growth and Efficiency	In Progress	ASTR100 Lab offered for the first time in Spring 2016

Sciences	Astronomy: Acquire a minimum of five 8-inch telescopes for hands-on labs and field trips. (2013-2017)	Student Success; Access, Persistence, and Retention	Completed	Telescopes and associated accessories purchased in Spring 2015 (THANKS!!).
Sciences	Astronomy: Work with OCC to teach advanced ASTR courses. (2013-2018)	Growth and Efficiency	Not Started	
Sciences	Biology: Develop and offer Health Science Certificate and AS degree and explore partnerships with local health care facilities	Student Success; Access, Persistence and Retention	Completed	Health Care Certificate is in its third year of awards. It is being revised this fall to include the option of Chem 180/180L or the soon to be Chem 180C for Chem 110. This way the certificate can apply to pre-physical therapy, pre-med, pre-dental among others.
Sciences	Biology: Implementation of Biology major courses	Growth and Efficiency	Completed	The Biology majors courses are in their second year of being offered
Sciences	Biology: Redesign general biology laboratory instructional materials	Student Success; Access, Persistence and Retention	Completed	Adopted different lab manual and implemented new experiments with lottery
Sciences	Biology: Develop independent study course involving human cadaveric dissection	Student Success; Access, Persistence and Retention	Completed	<i>We are in need of a specially designed room, hopefully room at the Newport Beach Center</i>
Sciences	Biology: Offer Biology AS-T degree	Student Success; Access, Persistence and Retention	In Progress	<i>The Biology ADT is awaiting the C-IDs from Chemistry. The Chemistry C-IDs (Chem 180/ 185 and 180L/185L and 180C) are in the Curriculum submission process.</i>
Sciences	Biology: Bio technician Certificate	Student Success; Access, Persistence and Retention; Growth and Efficiency	In Progress	<i>The Biotech Certificate needs a home-preferably in a new lab at Garden Grove and possibly as a CTE</i>
Sciences	Chemistry: Implement Organic Chemistry sequence for CHEM and BIO majors.	Student Success; Access, Persistence and Retention	In Progress	Organic Chemistry started in 2014. Organic Chemistry full time faculty hired.
Sciences	Chemistry: Establish AS-T Degree	Student Success; Access, Persistence and Retention	Not Started	Chemistry AS-T has been established, but has not been published yet. Preparatory steps: 1) align current CHEM 180 and 185 syllabi with C-ID course descriptors; 2) submit for C-ID approval
Sciences	Chemistry: Offer CHEM130 in hybrid format.	Access, Persistence and Retention	In Progress	
Sciences	Geology: Continue to update and review modalities for course offering. Add GEOL 105 and 105L for summer.	Student Success	Completed	Hired two new adjunct instructors and are offering two additional sections of online GEOL C105L Lab
Sciences	Geology: Develop site-based lab for major.	Student Success	Not Started	
Sciences	Physics: Purchase lab and computer equipment for full set of Phys120/125 labs. (2013-2015)	Student Success	Completed	Equipment for 20 new labs has been implemented at NBC beginning Fall 2013.
Sciences	Physics: Design a full suite of labs and associated lab manuals for Phys120/125. (2013-2015)	Student Success	In Progress	Labs have been designed and revised. New revisions related to CANVAS migration for 2016-2017.
Sciences	Physics: Establish AS-T Degree in Physics (2013-2016)	Student Success; Access, Persistence and Retention	In Progress	State approval for AS-T and associated C-ID designations granted in 2014-2015.
Social Sciences	Diversify Course offerings	Access, Persistence and Retention	In Progress	Enrollments in the new classes has been good.



Social Sciences	Develop Geography transfer major	Student Success	In Progress	Will work on this this year. Probably won't be able to implement until 2016-17 term.
Social Sciences	Improve retention and success rates throughout the program, but particularly in Political Science	Access, Persistence and Retention	In Progress	Continue working on success and retention rates, particularly in online modalities. It is hoped that the recent conversion to Canvas will facilitate this process.
Social Sciences	Work with the faculty and the college to lower costs for students, specifically with regard to textbooks	Access, Persistence and Retention; Growth and Efficiency	In Progress	To be determined. One course currently employing an OER textbook and a larger number will be using them in Spring 2016.
Social Sciences	Work with the Dean at Newport Beach to develop alternative scheduling patterns which will improve onsite enrollments.	Access, Persistence and Retention; Growth and Efficiency	In Progress	Enrollments in onsite courses remain low.
Social Sciences	In conjunction with the Distance Learning department, ensure that all telecourses offered in the program are current.	Access, Persistence and Retention; Growth and Efficiency	In Progress	Incomplete. Need to follow up on this issue.
STAR	Program redesign	Student Success; Access, Persistence and Retention; Growth and Efficiency	In Progress	First year curriculum track redesigned for General Education focus. Added Math 045 and English 099 for necessary remediation Garden Grove location added to departmental offerings.
STAR	Outreach initiative	Growth and Efficiency	In Progress	Increased student enrollment in STAR at the Newport Beach Center. Piloted STAR offering at Garden Grove.
STAR	STAR coordination committee meetings	Growth and Efficiency	In Progress	The operations task group has changed its membership composition, adding more faculty members meeting weekly to resolve issues in the department. The advisory committee was established with input from the faculty senate and meets bi-annually to review and recommend actions for the department and task group.
STAR	Outreach and Retention Specialist roles established	Access, Persistence and Retention	In Progress	Established greater understanding and clarity of work to be done by Outreach Specialists. Marketing to high schools and assisting in the application and assessment phase of becoming a Coastline STAR student. Retention Specialist. -Focusing on guiding STAR students through to program completion while earning an AA Degree and earning the best grades possible.
Student Success Centers	Serve at least 1500 unduplicated students per semester through all learning assistance services.	Student Success	Completed	The intent is to serve a baseline of students in our drop-in centers to ensure we are serving a substantial portion of the student body.
Student Success Centers	Improve the transition percentage of basic skills to college-level coursework in English, ESL, and math by 5% as reported by the College Student Success Scorecard.	Student Success; Growth and Efficiency	In Progress	The expansion of learning assistance means more basic skills students are receiving services than ever before. These efforts, combined with curricular revision and new or clarified pathways/courses will hopefully lead to the attainment of this goal.
Student Success Centers	To provide robust online tutoring for all students.	Student Success	In Progress	The intent of this initiative is to provide easy-to-access and just-in-time online tutoring for all distance learning students.

Study Abroad	Improved two-way communication between CCC and district re: protocols/procedures	Growth and Efficiency	In Progress	Improved communication requested from district to CCC.
Study Abroad	Work more closely with GWC & OCC	Growth and Efficiency	In Progress	Likely outcome is that GWC and/or OCC would use CCC's model so they may offer FTES-generating programs.
Visual and Performing Arts	Hire additional full-time faculty	Growth and Efficiency	In progress	The department is going to request 2 new FT faculty: a new FT visual art faculty with a 3D focus and a FT music program faculty.
Visual and Performing Arts	Increase marketing to attract the Creative Economy student for transfer, career and degree	Growth and Efficiency	In Progress	FT faculty/curator David Lee has extensive marketing skills. The Coastline Art Department and Gallery are regularly posted on multiple online social medias as well as hard copy periodicals. In the past academic year the department has published 2 exhibition catalogues. Coastline Art Gallery exhibitions attract hundreds of people. Over 1,000 people attended last fall's "Orange Sunshine" exhibition. A panel discussion and subsequent lecture by prominent writer/journalist Nicholas Schou ("Don't Kill the Messenger") attracted hundreds of people. Anton Segerstrom, and RVCA were among the underwriters. The current portrait exhibition was reviewed in OC weekly.
Visual and Performing Arts	Create a hybrid Gallery/Business of Art Certificate	Growth and Efficiency	Completed	
Visual and Performing Arts	Hire a FT Teaching Assistant	Growth and Efficiency	In Progress	This was requested in last year's Program Review but not filled

## President's Wing

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

Program/ Department	Initiative	College Goal(s)	Progress	Outcome
Foundation	The Foundation will build new relationships with the cities, local businesses, and the Chambers of Commerce in the areas surrounding its learning centers; especially in Newport Beach as the Foundation embarks on its Newport Beach Capital Campaign.	Partnerships	Completed	Ross Miyashiro gave presentation of College Promise to FV Chamber. Community and chamber relationships secured scholarships for students.
Foundation	Foundation will build its fundraising efforts and increase the number of scholarships offered to Coastline students by 10%.	Growth and Efficiency	Completed	10% increase in external scholarships.
Foundation	The Foundation will increase our net income 5% by focusing on the Foundation's annual fundraiser, the N.B. Campaign, and hosting community events at Newport Beach, all of which provide publicity and promote awareness of Coastline.	Growth and Efficiency	In Progress	New fundraiser will involve college participation and should attract a more diverse and larger audience. Prospect research tool will help Foundation to fundraise more efficiently.
Foundation	Develop and sustain world-class development professionals and maintain relevancy in the field.	Growth and Efficiency	Completed	Staff participating in ongoing education opportunities via LYNDIA and currently registered in job relevant courses at CCC and LBCC.
Foundation	Strengthen scholarship operations to effectively meet demands.	Partnerships; Growth and Efficiency	Not Started	Not addressed; no funds.
Foundation	Learn SharePoint	Growth and Efficiency	In Progress	ETA in 2016.
Foundation	Effectively warehouse and maintain all supplies and materials.	Growth and Efficiency	In Progress	We collect items with no place to store & prep for large annual auction.
Foundation	Strengthen the Foundations social media presence	Partnerships	Completed	Social media is now being used as a fundraising tool while bringing added exposure and recognition to the college all year round.
Foundation	Establish a SharePoint webpage	Growth and Efficiency	In Progress	SharePoint training has begun at the committee level.
Institutional Effectiveness	Expand the department's capability to provide more custom data, conduct innovative research, strengthen equity and SSSP reporting, and distribute information through different visual channels. Monitor the Civitas system and present timely reports for planning. Create and manage an SLO, PSLO, and ISLO reporting repository. Be the liaison for accreditation evidence and maintain the repository of supporting documentation.	Innovation and Improvement; Growth and Efficiency	In Progress	An hourly position was hired and assessment will occur in 2016-17.
Institutional Effectiveness	Facilitate the collection and distribution of surveys and analysis for the department and the capability of data collection, analysis and distribution for SSSP.	Growth and Efficiency	Completed	Multiple data and survey reports have been created disseminated throughout the college. In 2015-16, the survey analyses was integrated into the PDR reports.
Institutional Effectiveness	Support the department's capability to effectively service the college constituencies through the integration of innovative technology initiated strategies and tools.	Innovation and Improvement; Growth and Efficiency	Completed	Increased efficiency in collecting and presenting information.

Institutional Effectiveness	Establish a liaison for grant development and administration.	Growth and Efficiency	Completed	The department increased their oversight in the development process which led to an increase of grant proposals and grant revenue in 2015-16.
Institutional Effectiveness	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending trainings/seminars in grant development.	Innovation and Improvement; Growth and Efficiency	Completed	The department members started using new Tableau tools to create dashboards and develop new ARGOs data query blocks.
Institutional Effectiveness	Increase department efficiency through the administrative support the department, streamline record maintenance processes and provide support to grant development operations.	Innovation and Improvement; Growth and Efficiency	Not Started	The initiative has not started
Institutional Effectiveness	Increase opportunity to obtain indirect costs from federal grants.	Growth and Efficiency	In Progress	In 2015-16 the college obtained a preliminary rate from a federal award
Institutional Effectiveness	Centralize the department to increase operational and communication efficiency.	Growth and Efficiency	In Progress	
Marketing and Public Relations	Increase student communication and engagement	Growth and Efficiency	Completed	Social Media followers have increased over 10% each month. Also, increase in readership among students through social media has increased by 20%. Open rates of email blasts are increasing as well. Students will be able to gain more valuable information about their college career much more quickly and easily.
Marketing and Public Relations	Increase college marketing and branding efforts (digital and video included)	Growth and Efficiency	Completed	Coastline outreach materials are improving, which improves the student recruitment efforts.
Marketing and Public Relations	Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination	Growth and Efficiency	Completed	Team members will be able to operate more efficiently and take less time to complete projects for clients, enabling them to increase the quality and accuracy of the projects. Also, tracking and documentation of projects will provide valuable data for future planning purposes.
Marketing and Public Relations	Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).	Growth and Efficiency	Completed	The PIO office is continuing to improve communication to students and the community based on findings from analytics.
Marketing and Public Relations	Advance the printing capabilities of the department	Growth and Efficiency	Completed	By increasing capabilities of internal print jobs, cost efficiencies will increase. The Marketing department will continue to review methods and types of printing to enhance capabilities for the college by provide more efficient printing services and minimize outsourcing, thus reducing costs.
MECTBD	Create Workforce Development training packages.	Innovation and Improvement; Growth and Efficiency	Completed	Training application will accommodate upcoming revenue generating projects.
MECTBD	LMS Migration from Seaport to Canvas	Innovation and Improvement; Growth and Efficiency	In Progress	All courses offered in fall semester

MECTBD	Create tracking application for use by BDATS to assist in the pricing, scheduling and billing of all department projects.	Growth and Efficiency	In Progress	This program will allow BDATS too quickly and accurately budget and schedule tasks more efficiently.
MECTBD	Create a project management application to assess department resource allocation and project prioritization.	Growth and Efficiency	In Progress	Incorporated into "Project Vault"
MECTBD	Conversion & Migration of 13 CLS courses	Growth and Efficiency	Completed	Marketing Plan is to promote these courses with Increased client outcome.
MECTBD	College Support to faculty members	Growth and Efficiency	Completed	Online Faculty are supported with online courses by Instructional Designers, Emmy award rec'd for Geology course on DVD. Summer Institute was successful and well-attended, Geology course was selected as an exemplary course in OEI, supported college, and Geology course is now being taught for incarcerated program.
MECTBD	Manage Cyber Security Grant (create mobile app for game to prepare students for English and Math Placement tests.	Growth and Efficiency	In progress	In development phase
MECTBD	Design & Production of Revenue-Generating Projects/Products. (created online training program that has been completed, and will market the program to local businesses at end of 2016)	Growth and Efficiency	In Progress	Revenue of \$100,000 and possible future revenue-generation
MECTBD	College Support to develop presentation viewer	Innovation and Improvement; Growth and Efficiency	Completed	All CCC Faculty, Staff, and Students benefit from being able to review presentation.
MECTBD	Design & Production of Military and Contract Ed-Support Projects	Growth and Efficiency	In Progress	Support for Military and Contract Ed projects
MECTBD	Marketing Plan for BDATS Revenue Generating Projects	Growth and Efficiency	Not Started	To increase revenue-generating clients.
MECTBD	Promotional Plan for BDATS College Support projects	Growth and Efficiency	Not Started	
MECTBD	Continue analyzing catalog of courses and action plans	Growth and Efficiency	In Progress	Review enrollments and revenue after spring 2017 enrollments are reported
MECTBD	Developed and launched admissions, registration, drop, communications, SAR and grade protocol for TSA participants.	Access, Persistence, and Retention	Completed	Student interface and SIS infrastructure are being reviewed for compliance, student satisfaction and efficiency.
MECTBD	Developed content for launch of new SEIU and TSA population-specific websites	Access, Persistence, and Retention	Completed	Ability to serve new student population.
MECTBD	Developed and launched admissions, registration, drop, TPC and SAR protocol for SEIU participants.	Access, Persistence, and Retention	Completed	Student interface and SIS infrastructure can now accommodate specific requirements set forth in contract.
MECTBD	Enter into contract with SEIU to provide educational opportunities to specific Kaiser employees/SEIU participants.	Partnerships	Completed	Pilot with ~15 Respiratory Therapists wishing to complete identified courses.
MECTBD	Implemented 2016-2017 tuition rate changes and new tuition structure.	Access, Persistence, and Retention	Completed	Compliance with DoD MOU
MECTBD	Created communication plan and support infrastructure to facilitate residency evaluations.	Access, Persistence, and Retention; Growth and Efficiency	In Progress	Increased student satisfaction in residency evaluation process. More accurate student self-advising. Compliance with state and federal regs and DoD MOU.

MECTBD	Reorganize menus and web content for Military Online Programs.	Access, Persistence, and Retention; Growth and Efficiency	In Progress	Student-friendly interface with less duplication of web content.
MECTBD	Develop new "Getting Started" tools/interfaces for all Military Online Programs	Access, Persistence, and Retention	In Progress	Student-friendly interface with less duplication of web content.
MECTBD	Co-lead policy recommendations and implementation of new "No Show" procedures.	Growth and Efficiency	In Progress	Compliance with DoD MOU and Title IV regulations.
MECTBD	Co-lead policy recommendations and implementation of new Last Day of Attendance (LDA) reporting procedures.	Growth and Efficiency	In Progress	Compliance with DoD MOU and Title IV regulations.
MECTBD	Implementation of return of unearned TA funds	Growth and Efficiency	In Progress	Compliance with DoD MOU.
MECTBD	Implement Program of Study modifications at point of application	Growth and Efficiency	In Progress	Cleaner data, accurate POS records, compliance with Title IV.
MECTBD	Implement Common Assessment within Military/CE Operations to replace current Accuplacer Math & English Assessment Tool	Access, Persistence, and Retention; Growth and Efficiency	Not Started	
MECTBD	Participate in district-wide investigations towards a single-term in Banner and implementation of Banner 9.	Growth and Efficiency	Not Started	
MECTBD	On board new classified staff member to support Army, General Online Programs, Air Force and Spouses Populations.	Growth and Efficiency	Not Started	Reduction in hourly expenditures. Shift in responsibilities currently being fulfilled by evaluations team (~.5 FTE)
MECTBD	On board new classified staff member to support evaluation of incoming transcripts and articulation of external college course work.	Growth and Efficiency	Not Started	Shift in responsibilities currently being fulfilled by evaluations team (1 FTE)
MECTBD	Annually assess class schedule to ensure the optimum mixture of courses offered to facilitate degree completion.	Access, Persistence, and Retention; Growth and Efficiency	Completed	Smaller more effective schedule.
MECTBD	Develop enhanced student support systems to continue to meet the military students' needs as well as new clients in the corporate arena.	Access, Persistence, and Retention; Innovation and Improvement; Growth and Efficiency	In Progress	The hope is that Civitas will increase student success through early warning interventions, though it is too early to tell since the system has not been fully set up and implemented.
MECTBD	Roll out an easily updatable and "Accessible" textbook list.	Access, Persistence, and Retention; Innovation and Improvement; Growth and Efficiency	Completed	Will be launched when the new website goes live.
MECTBD	Conduct a Learning 1 <sup>st</sup> student leadership survey and focus group to improve marketing/outreach materials and strategies	Access, Persistence, and Retention; Culture of Planning, Evidence and Inquiry; Partnerships	In Progress	Student feedback guided the creation of our new marketing materials Helped the Learning 1 <sup>st</sup> Team better identify the student applicant pool Survey data provided feedback to better reach online students through video content and social media outlets

MECTBD	Create two new Partnership Pathways: B.S. in Global Business (Human Resource Management) and B.S. in Human Services	Access, Persistence, and Retention; Innovation and Improvement; Growth and Efficiency	Completed	Increase transfer opportunities for Coastline students Increased program applications and program interest Added value to Learning 1 <sup>st</sup> through partnership with an prominent university
MECTBD	Department rebranding	Growth and Efficiency	In Progress	Common brand across all products produced on behalf of CCC Military.
MECTBD	Website redesign	Growth and Efficiency	In Progress	Redesign of the Military website
MECTBD	Survey collection and analysis	Culture of Planning, Evidence and Inquiry	In Progress	Surveys need to be developed for customer feedback of new website features and navigation
MECTBD	NTC Department rebranding	Growth and Efficiency	In Progress	Common brand across all products produced on behalf of CCC Military.
MECTBD	Tag Management Click Through Tracking	Innovation and Improvement; Growth and Efficiency	In Progress	The development is in progress to track the behavior of users and digital content.
MECTBD	Military & NTC Website redesign	Growth and Efficiency	Completed	User connectivity via mobile devices are increasing and the need to support the growing traffic is in need. CCC Military implemented a redesigned website to support all web platforms.
MECTBD	Messaging and analysis	Culture of Planning, Evidence and Inquiry	In Progress	Develop tailored communication to test takers on information CCC NTC provides. Additionally, market future programs on sequencing test types for test takers.
MECTBD	Establish Pearson Vue Exams at Airforce bases	Growth and Efficiency	Completed	Still waiting for feedback.
MECTBD	Server sandbox and test systems	Innovation and Improvement	Completed	Establishment of a best practice for development.
MECTBD	Analyze offsite military student advisor operations and revise business model to improve efficiencies and increase our return on investment.	Culture of Planning, Evidence and Inquiry	Completed	Reduced and eliminated hours/positions at locations that had low ROI. Reduced overall Outreach budget for 16-17
MECTBD	Streamline and enhance internal operations to increase productivity and enrich student support services.	Growth and Efficiency	Completed	Online degree roadmaps created in FIN to reduce manual updating and “real-time” changes reflected on public website. Convert graduation DB into FIN for faster and efficient processing. Potential graduate report (still in progress). SOC Agreement report by location for MSAs
MECTBD	Development of the “Site Representative Orientation” Course in Canvas	Growth and Efficiency	In Progress	Provide Professional Development for Military Student Advisors and National Testing Center Staff. Familiarize and Train MSA/NTC Staff with use of Canvas. Ensure compliance with DoD MOU and State Authorization
MECTBD	Development of “Project Vault”	Innovation and Improvement;	Completed	Increase the division’s efficiency in reviewing, selecting, and

		Growth and Efficiency		prioritizing new and existing projects. The ability to track time needed on tasks, create budgets, and generate estimates for future projects
Office of the President	Improve governance and integrated planning assessment processes	Growth and Efficiency	Completed	The governance survey showed a major increase in participation and performance across all 5 metrics of committee effectiveness. Waiting on the closing the loop report to assess the outcomes of the funded projects.
Office of the President	Improve flow and aesthetics of work spaces	Growth and Efficiency	Not Started	
Office of the President	Establish a SharePoint webpage and develop the technical capacity to maintain the information and page	Innovation and Improvement; Growth and Efficiency	In Progress	SharePoint training has begun at the committee level.
Office of the President	Conduct and communication audit and establish communication via social media	Innovation and Improvement; Growth and Efficiency	In Progress	The Marketing Plan is under development. Once the new director is hired, the assessment is anticipated to begin, possibly with the IEPI visit.



## Student Services Wing

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

Program/ Department	Initiative(s)	Goal(s)	Status	Outcome(s)
Admissions and Records	Reinstate VP of Student Services position	Growth and Efficiency	Completed	Operational efficiency has increased and there are more planning meetings and support for change.
Admissions and Records	Recruit Additional Support Staff to: Increase efficiency in processing incarcerated student applications	Growth and Efficiency	Completed	Supported the incarcerated students through SSSP and increased customer service and efficiency. The other position 2 helped increase transcript evaluations.
Admissions and Records	Convert lobby into interactive kiosk	Growth and Efficiency	Completed	Improve student access to information and to provide student services
Admissions and Records	Website enhancement	Growth and Efficiency	Completed	Increased access to information
Admissions and Records	Attend customer service training seminar/conference	Growth and Efficiency	Completed	Increased awareness of regulations and has resulted in high student satisfaction rates
Admissions and Records	Provide adequate publications to area sites	Growth and Efficiency	Completed	There has been an increase of web service utilization.
Admissions and Records	Effectively meet student demand by providing an adequate level of student support services throughout the admissions and onboarding process.	Access, Retention, Persistence; Growth and Efficiency	In Progress	There is still a need for additional positions
Categorical: CalWORKs; EOPS	Cross train EOPS/CARE classified staff about the CalWORKs program and vice versa	Access, Retention, and Persistence; Growth and Efficiency	Completed	As a result of cross-training staff, students did not have to reschedule on days that the staff assistant was not available.
Categorical: CalWORKs; EOPS	Hold a CalWORKs Orientation for new and returning students in order to ensure that they are aware of all program requirements and college resources.	Access, Retention, and Persistence	In Progress	No progress was made on this objective during the 2015-2016 academic year.
Categorical: CalWORKs; EOPS	Encourage CalWORKs students to meet with academic counselor at least once a semester	Access, Retention, and Persistence	In Progress	During the 2015-2016 academic year the CalWORKs Counselor served # students.
Categorical: CalWORKs; EOPS	Increase enrollment and retention	Access, Retention, and Persistence; Growth and Efficiency	In Progress	During the 2015-2016 the number of participants remained constant therefore this is an area that needs to be focused on.
Categorical: CalWORKs; EOPS	Increase Banner accessibility so staff can pull financial aid assistance records for District match	Access, Retention, and Persistence; Growth and Efficiency	Not Started	Will not pursue this objective in 2016-2017.
Categorical: CalWORKs; EOPS	Hire and train adjunct counselor to provide case management counseling with CalWORKs students.	Access, Retention, and Persistence; Growth and Efficiency	Completed	As a result of hiring an Adjunct Counselor for the CalWORKs department, 50% of CalWORKs students met with them.
Categorical: CalWORKs; EOPS	Work with the campus webmaster to upgrade the CCC CalWORKs website to include a more of a 'student friendly' website and easier accessibility.	Access, Retention, and Persistence; Growth and Efficiency	In Progress	As a result of updating the website, CalWORKs students were able to download and complete forms. This gives students who are not local the

				opportunity to apply to the program.
Categorical: CalWORKs; EOPS	Continue to develop, strengthen and nurture relationships with educational partners (counselors, vocational specialists, career advisors) at local service area high schools and social service agencies to increase access to their constituencies who are likely candidates for EOPS/CARE eligibility.	Access, Retention, Persistence	In Progress	Together with the outreach department we strengthened the community/schools awareness of the programs available at Coastline. The outcome of the outreach resulted in greater awareness of Coastline as well as an increase in applicants.
Categorical: CalWORKs; EOPS	Ensure that computers/monitors/software upgrades for use by program counselors and staff are completed.	Access, Retention, Persistence; Growth and Efficiency	Completed	As a result of providing all staff members with a second computer monitor productivity went up. In addition by adding computer stations we were able to hire additional staff and equip them with the tools they need.
Categorical: CalWORKs; EOPS	Continue to pursue outreach events and activities that will increase Coastline's CARE student population. Maintain and build partnerships with counselors/advisors, teachers, and mentors at service area high schools, and non-profit and social service agencies. Continue to work with other Coastline departments and programs to identify <u>current</u> students who may be eligible for CARE program services.	Access, Retention, Persistence; Growth and Efficiency	In Progress	EOP/CARE/CAFYES has been working on strategies to identify current students who may be eligible for CARE & CAFYES. Unfortunately because of the timeline of being awarded the CAFYES grant, we were not able to reach enrollment goals. Therefore, in 2016-2017 we will focus on recruiting this specific population.
Categorical: CalWORKs; EOPS	Provide some EOPS services at least at one other location (not just the College Center) in order to make the services provided by EOPS more assessable to all students.	Access, Retention, Persistence; Growth and Efficiency	In Progress	The EOPS program was not able to secure space during the 2015-2015 academic year.
Categorical: CalWORKs; EOPS	Provide all EOPS services to distance learners using technology. Counseling will be made available through Google hangouts and Cranium Café. Workshops will be available on Canvas. Orientation will be housed in Canvas as well. Student will be encouraged to use Coastline's Online Tutoring. Prospective students will be able to apply and submit their application online.	Access, Retention, Persistence; Growth and Efficiency	In Progress	The EOPS staff was not able to implement Canvas and Cranium Café. However, the EOPS staff did make the EOPS application available online. In addition, counselors scheduled counseling appointments with students via the telephone and Google hangouts.
Categorical: CalWORKs; EOPS	Create a procedures manual for the EOPS/CARE/CAFYES & CalWORKs Department. The manual will provide the EOPS/CARE/CAFYES & CalWORKs staff with guidance on office policies and procedures in an effort to create consistency in the way that we do business and serve students.	Access, Retention, Persistence; Growth and Efficiency	In Progress	The EOPS staff has identified the procedures and policies needed. However, the EOPS staff has not begun putting it together.
Categorical: CalWORKs; EOPS	Enhance the services provided by EOPS. For the past 6 years, EOPS has provided very basic services to EOPS students. Moving forward the EOPS staff aims to provide more workshops, trips to colleges, cultural trips, team building opportunities as well as additional financial support.	Access, Retention, Persistence; Growth and Efficiency	In Progress	As a result of offering more workshops the EOPS staff saw an increase in the number of students who completed the EOPS requirements. Students also reported to have benefited from the increase in counselor availability. The counselors were able to spend more time with

				students and provided them with more intensive retention services.
Counseling and Matriculation, Career Center, and Transfer Center	Operationalize a full-service Proctoring and Assessment Service Center to meet student demand.	Access, Retention, Persistence; Growth and Efficiency	Completed	The Center has an increase of one full-time Guidance Assistant and an hourly employee. Therefore, the Center does not need to be closed during lunch hours.
Counseling and Matriculation, Career Center, and Transfer Center	Maintain a high level of security while eliminating opportunities for cheating on proctored testing or placement tests	Access, Retention, Persistence; Growth and Efficiency	In Progress	Six cameras have been installed in December 2015. Will be coordinating with IT to install 20-22" monitors for viewing purposes.
Counseling and Matriculation, Career Center, and Transfer Center	Provide adequate facilities to effectively accommodate students and maintain operational workflow for the department.	Access, Retention, Persistence; Growth and Efficiency	Not Started	The testing materials are stored in the vault. Staff needs to go through the testing room to get access which disrupts the students while taking exams and placement tests. Need more workstations for staff. The College is planning to renovate the College Center within the next two years.
Counseling and Matriculation, Career Center, and Transfer Center	Operationalize a full-service Proctoring and Assessment Service Center to meet student demand.	Access, Retention, Persistence; Growth and Efficiency	Completed	The Center has an increase of one full-time Guidance Assistant and an hourly employee. Therefore, the Center does not need to be closed during lunch hours.
Counseling and Matriculation, Career Center, and Transfer Center	Permanent Career Center location	Access, Retention, Persistence; Growth and Efficiency	Completed	Location is on the 4 <sup>th</sup> floor of the College Center.
Counseling and Matriculation, Career Center, and Transfer Center	Computer for student's to access	Access, Retention, Persistence; Growth and Efficiency	Completed	There are four computers that students can utilize.
Counseling and Matriculation, Career Center, and Transfer Center	Expand the capability of offering workshops to students	Access, Retention, Persistence; Growth and Efficiency	In Progress	Students will have more opportunity to participate in career development workshops
Counseling and Matriculation, Career Center, and Transfer Center	Promotion and marketing	Access, Retention, Persistence; Growth and Efficiency	In Progress	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.
Counseling and Matriculation, Career Center, and Transfer Center	Creation of virtual workshops	Access, Retention, Persistence; Growth and Efficiency	In Progress	Pilot studies of a Cranium Café will be run this academic school year.
Counseling and Matriculation, Career Center, and Transfer Center	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	Access, Retention, Persistence; Growth and Efficiency	Completed	The counselors are using these training in the classroom and to start using the new technology systems (Civitas)
Counseling and Matriculation, Career Center, and Transfer Center	To increase student retention and completion in Counseling classes. Tutoring and Si	Access, Retention, Persistence; Growth and Efficiency	Completed	Pending

Counseling and Matriculation, Career Center, and Transfer Center	Collaborate with Student Success Center to help increase basic skills readiness for college.	Access, Retention, Persistence; Growth and Efficiency	Completed	Pending
Counseling and Matriculation, Career Center, and Transfer Center	Ensure that 100% of comprehensive educational plans are created, orientation are provided and follow-up services are completed for all incoming and continuing students. Two full-time counselors funded from SSSP.	Access, Retention, Persistence; Growth and Efficiency	Completed	There has been an increase in SEP completed
Financial Aid	Ensure quality and safety to student information and decrease fraudulent activity.	Access, Retention, Persistence; Growth and Efficiency	In Progress	This individual is being trained while the department continues to identify potential fraud and requires additional information from those students suspected of fraud. Additional strategies are being developed to identify those who may be engaging in financial aid fraud.
Office of Student Services	Increase the number of first-time Freshmen (full-time students) in the STAR Programs at Newport Beach, Garden Grove, and Online	Access, Retention, Persistence; Growth and Efficiency	In Progress	Since the beginning of a concentrated recruitment effort in Spring 2015, interest in the STAR 2.0 Program (student agreements collected, with signatures) has quadrupled when compared to the initial starting cohort of 2014.
Office of Student Services	The Office of the Vice President of Student Services will refocus the Coastline Community College Student Support Services Programs to be set-up in a "Distributive Model" where the services are delivered to the student at all four sites of the college and to online/distance education students	Access, Retention, Persistence; Innovation and Improvement; Growth and Efficiency	In Progress	The planning for the distributive model was completed and produced the following implementation schedule: NBC will begin in Fall 2015; GGC will begin in Fall 2017; and Le-Jao will begin in Fall 2018.
Office of Student Services	Fully implement the Student Conduct, Title IX, and Behavioral Assessment Team to constitute an integrated approach to student intervention and discipline. The implementation will include training programs for students, staff, faculty, and administrators. The program will promote college community awareness of sexual violence, yes means yes, and the student code of conduct.	Access, Retention, Persistence; Growth and Efficiency	In Progress	The position of Dean of Students was approved by the PIEAC and Budget Committees and moved forward by the College Council and signed off by the President. The reorganization of the Student Services Wing will commence once the position is filled
Office of Student Services	The Office of the Vice President of Student Services will support the Math department in its development of a Summer Math Academy and Winter Math Retention Program by offering professional development and support in coordinating the implementation of the program.	Student Success; Access, Retention, Persistence	Completed	The initiative produced an outcome produced a 68% success rate for students completing Elementary and Immediate Algebra of those students who enrolled in the course in summer 2016.
Student Life	Realign department functions and the role of ASG under the umbrella of Student Life	Access, Retention, Persistence	Completed	ASG and Campus Clubs will increase in membership and quality of programming with the support of Student Life Staff.
Student Life	Increase the number of student activities, including, but not limited to, English Club, Honors Club, Speech/Debate Club, and Political Science Club	Access, Retention, Persistence	In Progress	Students will develop leadership skills and other transferrable skills. The presence of Student Life will be more evident across all Centers.

Student Life	Relocate and Expand the ASG Office	Growth and Efficiency	Completed	Students will be able to more easily access ASG services and meet with student leaders. ASG is now located at College Center in Fountain Valley.
Student Life	Increase the number of Coastline students who join and participate in ASG and other College activities	Access, Retention, Persistence	In Progress	More members will provide more continuity in ASG programming year-to-year.
Student Life	Review all ASG forms to make accessible for online completion and submission (PDF Format)	Access, Retention, Persistence; Growth and Efficiency	In Progress	ASG will see an increase in Distance Learning students getting involved.

# 2016-2017 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 2016-2017 academic planning year. Once the Program and Department Reviews are submitted in the fall term, the Department of Institutional Effectiveness collects the initiatives developed and compiles a report for the college to review and disseminate.

The findings showed that 107 new initiatives were developed through the 2016-2017 Program and Department Review process.

## Administrative Services Wing

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

Program/Department	Initiative	College Goal(s)	Anticipated Outcome(s)
Campus Safety/ Emergency Management	Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline learning centers.	Fiscal Stewardship, Scalability, and Sustainability	More dedicated, focused public safety officers; Improved coordination, communication, consistency between the officers and students/faculty/staff.
Human Resources	Develop a new employee orientation to help with the transition of employee into Coastline.	Partnerships and Community Engagement	The anticipated outcome of completing this initiative is to orient new hires to the College, the District, and disseminate relevant information regarding the College's mission, initiatives, relevant policies and procedures, and information designed to improve the new hire experience so that the employee and College and improve new hire productivity within a shorter timeframe.
Human Resources	Develop a new manager onboarding program to help with the transition of new managers into the culture and operations of Coastline.	Partnerships and Community Engagement	The anticipated outcome of completing this initiative is effectively onboarding new managers so that they will have the information and resources available at their fingertips so that they can focus their attention on the greater responsibilities of their positions. The onboarding program will serve to reduce the learning curve and the stress associated with starting a new position. The onboarding program will hold HR and hiring managers accountable for ensuring that new managers have an optimal onboarding experience free of unnecessary frustration and ambiguity.
Information Technology Services	Improve inventory control, configuration, security, and maintenance of IT assets through the implementation of a new IT systems management software solution. Add an hourly staff member to focus solely on the IT inventory control and asset management.	Fiscal Stewardship, Scalability, and Sustainability	Computer workstations would be maintained with the highest possible security level and configuration; Computer workstations would be updated on a regular basis, delivering new features and bug fixes.; Computer software assets would be more fully utilized due to an improved delivery mechanism; Faster deployment of IT assets; IT asset information will be available for use in audit, planning and budgeting reports; Tighter control of IT assets, resulting in better reuse and utilization of existing IT assets.
Maintenance and Operations	Provide work flow efficiency and follow-up services for employees seeking maintenance requests	Fiscal Stewardship, Scalability, and Sustainability	Provide better follow-up support to the campus and event follow up.
Maintenance and Operations	Effectively service the growing maintenance demands of the College.	Fiscal Stewardship, Scalability, and Sustainability	It will help to alleviate the stress of on-going increase of facility use. Additional service maintenance agreements would be made to preserve the integrity of aging equipment and the upkeep of the overall appearance of the college. It will provide a continued sense of pride for our students to attend classes in a clean, well-kept, well stocked and efficiently run facility.
Maintenance and Operations	Expand hours of operation and hire adequate human capital to meet the ongoing needs of the college.	Fiscal Stewardship, Scalability, and Sustainability	It will provide additional hours of coverage to expand the department operation, increase efficiency and continue to support a clean and health learning environment.

## Instructional Services Wing

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

Program/Department	Initiative	College Goal	Anticipated Outcome(s)
Building Codes Technology	Expand our part time faculty pool to develop master courses for the BCT Program. These courses would be developed by the BCT faculty collaboratively, and the new faculty would teach the currently unstaffed courses, which are necessary for meeting partnership goals.	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support	Increased retention, award completion and ultimately job placement.
Business	Complete a feasibility study to develop an incubator for CTE students to gain Work Study and Intern experience. This will include the Business, CIS, Networking, Business Computing and Paralegal Departments.	Student Success, Completion, and Achievement	Increase student success, retention, and persistence through real-world/hand-on experience. Strengthen post-Coastline outcomes by exploring and experiencing career options.
Business	Review all Course Outlines of Record for active Business Courses including SLOs, text(s), content, and evaluations.	Fiscal Stewardship, Scalability, and Sustainability	Business certificates and degrees more closely aligned with competencies needed in the current business environment.
Business	Develop an AD-T for Economics; revise Econ 170/175 for curriculum approval in the Telecourse modality.	Access and Student Support	Increased FTES and Economics A-DT enrollments and completions resulting in a sustained Economics program.
Business Computing	Promote the Business Information Worker Certificate	Student Success, Completion, and Achievement	In just two semesters students can gain marketable skills to get hired, then advance in their career as they develop other skills, taking courses at Coastline.
Communication Studies	To develop master course hybrid options for our interpersonal, small group, and intercultural communication courses.	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Student Retention and Persistence	Increase enrollment within the Public Speaking sections for the Coastline learning community program. Offer students an opportunity to complete the Public Speaking course in an innovative format that allows for focused supervised practice of course skills
Computer Service Technology	Develop a funding source for required vendor memberships and Service Maintenance Agreements.	Student Success, Completion, and Achievement; Student Retention and Persistence; Access and Student Support	Provide an ongoing and reliable funding source and ensuring equipment is available and usable for students
Digital Graphic Applications	Provide tutor in lab and embedded in online courses.	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Be able to offer courses in different modalities.
Distance Learning	Additional telecourse royalty costs, in response to higher enrollments	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Be able to offer telecourses in our DL program.
Distance Learning	Continue added printing/copying costs for incarcerated student guide and letters to these students	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal	Ensure that materials will be available for student access and learning.



		Stewardship, Scalability, and Sustainability	
Distance Learning	Continue added postage costs for incarcerated student guide and letters to these students	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Ensure that materials will be available for student access and learning.
Distance Learning	Improve proctor database (e.g., reports, drop & reinstate notifications) including plans for link with modified LMS database	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Increase efficiency within the college processes.
Distance Learning	Two printers for DL, one normal, one high end	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Increase efficiency within college operation.
Distance Learning	New streaming server for incarcerated IPTV playback	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Increase efficiency within college operation. Increased access for students to learning materials.
Distance Learning	Update one telecourse, make new DVDs, and distribute	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	More effective learning and increased success rates.
Distance Learning	Create Coastline specific orientation for new DL students with game-like qualities, and include our own online Student Readiness Assessment and an online study hours builder	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Better prepared students, increased success and retention rates.
Distance Learning	OCR student-proctor agreement form	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Increase efficiency within college operation.
Dual Enrollment: ECHS	Create curriculum for ECHS students to complete IGETC requirements in a four-year rotating cycle by adding select cohort-based courses at the Newport Beach Center during the summer and winter intersessions. See appendix for course timeline and recommendations.	Student Success, Completion, and Achievement; Access and Student Support; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement	Early College High School students would potentially graduate high school and receive their AA degree at the same time or would potentially attend Coastline after high school to complete coursework potentially increasing graduation and transfer success within the college.
Dual Enrollment: ECHS	Provide signage and other marketing material to create a Coastline Community College presence on the ECHS campus.	Student Success, Completion, and Achievement; Access and Student Support; Partnerships and Community Engagement	This initiative will create a collegial environment that will encourage persistence and retention that is consistent with the college master plan
Dual Enrollment: ECHS	Provide optional training and professional development for instructors on using Aries (aka School Loop) software and on best practices for teaching in a high school environment.	Access and Student Support; Partnerships and Community Engagement	College instructors will become more proficient in utilizing technology, resources, and skills to best serve this student population.
Educational Centers Garden Grove	Create regional Netlab Center	Partnerships and Community Engagement	This plan will increase the quality of student networking experiences and through the sharing of resources will attract greater numbers of students to the program.
Educational Centers Le Jao	Expand Credits for College to Westminster, Huntington Beach, and Garden Grove High School	Student Success, Completion, and Achievement; Student Retention and Persistence	FTEs will increase and high school partnerships will expand offering further access and growth.

	Districts Is this for Credit for College		
Educational Centers Le Jao	Equip two to eleven classrooms with furniture that allows tables and computer access.	Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement	FTEs will increase as caps are increased and computer labs will become available for other classes. Thereby adding additional FTEs.
Educational Centers Le Jao	Continue to work with the Office of Instruction to increase site-based offerings that support transfer degrees, certificates and other structured pathways.	Access and Student Support; Student Retention and Persistence	The College can anticipate and increase in degrees and transfers due to increased onsite presence of students.
Educational Centers Le Jao	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.	Access and Student Support; Student Retention and Persistence	The College can anticipate an increase in degrees and transfers due to a reduction of the number of barriers students will encounter on their way to a degree, certificate or transfer
Educational Centers Le Jao	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.	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement	The Le-Jao Center will be able to convert computer labs into general use classrooms thus providing more classroom space to expand course offerings for the students.
Educational Centers Le Jao	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, and office space for SSC coordinator as well as other resources for student success	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement	The Le-Jao Center will have increased ability to serve students by providing them with work and meeting space, as well as a social space, and opportunities for more learning assistance creating an overall inclusive environment at the center.
Educational Centers Le Jao	Work with M/O to redesign and furnish the ESL office area to remove safety hazards and provide efficient and confidential service to students.	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement	The Le-Jao Center will have increased ability to serve students by providing them with efficient service with integrity and confidentiality. Additionally, the unsafe working environment will be transformed into a safer environment with minimal hazards and accessible exits.
Educational Centers Le Jao	Reopening and reintroduction of the newly remolded and constructed LJC SSC along with expanded course offerings help to bring students in the community and neighboring communities to Coastline and establish new community partnerships.	Student Success, Completion, and Achievement;; Partnerships and Community Engagement	High School students will be more likely to apply and attend Coastline.
Educational Centers Newport Beach	To provide excellent and timely service to students, faculty, staff and the community	Student Success, Completion, and Achievement	Increase student access and success.
Emergency Management Homeland Security	Build awareness of the EMHS program to drive enrollment	Student Success, Completion, and Achievement; Fiscal Stewardship, Scalability, and Sustainability	Increased enrollment and degrees awarded.
English as a Second Language	Implementation of the California Assessment Initiative Placement Test	Instructional and Programmatic Excellence; Access and Student Support	Coastline's ESL program will be aligned with ESL programs statewide
Health Sciences	Continued alignment of course materials and outcomes between the FN C170 Nutrition course and equivalent courses at OCC and CSULB. This initiative was put on hold while the FN instructors got	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence	Selection of course materials that support student learning of concepts required for success in vocational and transfer nutrition programs.

	their courses transferred to Canvas. There should be time for this initiative next year.		
Health Sciences	Complete the update for the Health Fitness Major to include a Personal Training and Wellness Coach Tracks.	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence	More students completing the major and receiving entry level jobs in the field of Health and Fitness.
Health Sciences	ESL students will be supported by tutoring and adapted instruction to successfully complete college level work.	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence	More students completing the major and receiving entry level jobs in the field of Health and Fitness.
International Languages	Obtain a license for Camtasia to aid online instructors in personalizing their online classes.	Student Success, Completion, and Achievement; Student Retention and Persistence; Access and Student Support	Increased student success.
Library	Facilitate more awareness of the Coastline Online Library and resources available to students, faculty, and staff.	Access and Student Support	The anticipated outcome of this initiative is more utilization of library resources and services.
Mathematics	Equip classrooms where math is taught with furniture and equipment that promote active learning, such as mobile chairs with laptops.	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Increase in student interaction, engagement, retention and success.
Paralegal	Expand program awareness and growth throughout the regional communities to help expand and sustain the program	Student Success, Completion, and Achievement; Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability	Increased enrollment specifically in the underserved populations.
Process Technology	Expand our part time faculty pool who would develop and facilitate courses related to the new OSHA (occupational health and safety) certificate and apprenticeship partnership. These courses would be developed by the PTEC faculty collaboratively, and result in master courses for the PTEC program.	Partnerships and Community Engagement	Increased enrollment with the implementation of the new OSHA (occupational health and safety) certificate and program. Increased job placement would also be an anticipated outcome
Psychology	Dedicate an adequate office for Erin Johnson	Student Success, Completion, and Achievement; Student Retention and Persistence	Have a formal meeting place for students and completing programmatic work
Psychology	Update 3 telecourse videos	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support	Better student access to quality courses
Psychology	Ensure that all psychology courses are at least at the level of "effective" on the Academic Senate Academic Quality Rubric. This include RSI and providing feedback in telecourses	Student Success, Completion, and Achievement; Student Retention and Persistence	Better student access to quality courses
Psychology	Improve poor success rates in DL courses	Student Success, Completion, and Achievement; Student Retention and Persistence	Better student outcomes (success) in distance learning courses
Sciences	Develop laboratory space for the Human Cadaver lab	Student Success, Completion, and Achievement; Instructional	Current student body includes many students that have completed their

		and Programmatic Excellence; Stewardship, Scalability, and Sustainability	undergraduate education and are returning to school to complete prerequisites required for graduate programs in the biological sciences such as medical, veterinary, physician's assistant, physical therapy, and occupational therapy schools, in addition to graduate programs in ecology, marine biology/science, and/or biology.
Sciences	Develop laboratory space at Garden Grove Center	Student Success, Completion, and Achievement; Student Retention and Persistence; Stewardship, Scalability, and Sustainability	Promote safety as the Garden Grove laboratories will have 2 exit doors Promote safety as there will be a Prep Room for storage of biological specimens Create the ability to have a full time Instructional Laboratory Associate at each center. Right now, one person travels between three centers which means two centers do not have an overseer at any point in time. Create student success as there will be an additional center (Newport Beach being the other) where students can go to complete all their science requirements Allow the possibility of the Le-Jao laboratory (which is inadequate) to be refurbished into a need for the Le-Jao Center.
Sciences	Dune Mapping at Bolsa Chica State Park/propagation of dune plants/pollinator studies 3-D printer	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence	Internship and research opportunities help set these students apart from a very large extremely competitive pool of applicants and can provide opportunities not found at other community colleges. This will grow our science program by offering unique career-prep opportunities, and increase CCC interaction and commitment to our greater community. It will strengthen our contributions to the science community and contribute to our STEM initiatives by adding technology and engineering opportunities (both with mathematical components) to our biology courses.
Sciences	Redesign Microbiology manual	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence	Creates a manual that is up-to-date with current biological techniques
Sciences	Implement OER	Student Success, Completion, and Achievement; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	OER saves students money
Sciences	Bring back the Health Science Triathlon	Student Success, Completion, and Achievement	Health Science Triathlon will be scheduled for May 2017 pending funding.
Sciences	Create hybrid course in Marine Science	Student Success, Completion, and Achievement	Marine Science hybrid will allow for a different modality from our sister colleges
Sciences	Promote Health Science Certificate	Student Success, Completion, and Achievement	Promoting the Health Science Certificate will increase the number of certificates awarded.
Sciences	Develop Faculty Web pages	Instructional and Programmatic Excellence; Access and Student Support	Faculty web pages will promote the faculty and programs
Sciences	Stem Program	Student Success, Completion, and Achievement	STEM program-to increase the ADT in the sciences
Sciences	Split Department into two: Biological Science Department and Physical Science Department	Student Success, Completion, and Achievement	Increase operational efficiency

Sciences	Hire two new Full time Instructional Lab Associates	Student Success, Completion, and Achievement	Splitting the Department into two Chairs of separate departments (Chair of the Physical Sciences and Chair of the Biological Sciences) rather than already divided co-chairs of the same department will allow for students, staff, and faculty to know who to communicate with for questions, allow for a better understanding of the supplies and support staff needed, and a program review that is specific to each department. A letter is being drafted that will be submitted to the Academic Senate president and to the Department Chairs Committee to split into two separate departments.
Sciences	Hire FT Physics Faculty	Student Success, Completion, and Achievement	The need for two more full time Instructional Lab Associates is a priority and is addressed under staffing requests.
Sciences	Develop laboratory space for the Human Cadaver lab	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence	Current student body includes many students that have completed their undergraduate education and are returning to school to complete prerequisites required for graduate programs in the biological sciences such as medical, veterinary, physician's assistant, physical therapy, and occupational therapy schools, in addition to graduate programs in ecology, marine biology/science, and/or biology.
Social Sciences	Develop Model online courses	Student Success, Instructional and Programmatic Excellence	To achieve this goal we anticipate requesting some funding in terms of stipends for faculty members who are working to develop model courses. We believe that this funding will be available through the Faculty Success Center. The precise level of funding remains to be determined, but we estimate it will be in the range of \$500 to \$1000 per faculty member, per model course.
STAR	Develop a gaming event to increase student engagement, learning and success	Student Retention and Persistence	Anticipated outcomes would be the formation of student learning communities; as well as an active campus life for students as well as identification within the local communities which is an important goal for Coastline.
Student Success Center	To establish a permanent budget from general funds of \$600,000 annually and institutionalize the three full-time instructional assistant positions that are currently grant-funded	Student Success, Completion, and Achievement	The anticipated outcome would be the permanent establishment of the Student Success Center as a cornerstone of learning assistance to reach all students at the College equitably.
Study Abroad	Development of a successful study abroad program	Student Success, Completion, and Achievement; Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability	The development of a more robust study abroad program with increased enrollment and participation
Visual and Performing Arts	Improve teaching and learning with upgraded equipment and course room technology	Student Success, Completion, and Achievement	This will increase student course performance, retention, and persistence

## President’s Wing

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

Program/ Department	Initiative	College Goal(s)	Anticipated Outcome(s)
Foundation	The Coastline Promise –This initiative was inspired and built on a variety of local, state, and national programs that support college access, academic persistence, and completion. Coastline’s President’s Council is spearheading the initiative. The Foundation will be partnering by focusing heavily on fundraising specifically for this project to help ensure its success and sustainability. While the details have not been finalized, the idea is possibly to offer a “last dollar scholarship” to a cohort of students to help offset tuition costs that are not covered by the Pell Grant and other such funding. Many of our students drop out because they cannot afford the textbooks. One component that sets the Coastline Promise apart from other established programs is the possibility of “promising” the student will not have to pay more than \$50 per textbook.	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement	The expected outcome of the Coastline Promise is offering opportunities to students by creating a culture of college expectation and improve graduation rates among Coastline students.
Foundation	Increase financial resources to advance student support services and increase opportunity for student achievement and provide additional support for obtaining and managing scholarships.	Access and Student Support; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability	An additional \$80,000 per year will be directed specifically to PIEAC, the Student Emergency Fund, and to increase student Scholarships!
Foundation	Increase financial resources to advance student support services and increase opportunity for student achievement and provide additional support for obtaining and managing scholarships.	Fiscal Stewardship, Scalability, and Sustainability	Increased operational efficiency
Institutional Effectiveness	Expand the department’s capability to provide more custom data, conduct innovative research, strengthen equity and SSSP reporting, and distribute information through different visual channels. Monitor the Civitas system and present timely reports for planning. Create and manage an SLO, PSLO, and ISLO reporting repository. Be the liaison for accreditation evidence and maintain the repository of supporting documentation.	Culture of Evidence, Planning, Innovation, and Change	Effective use of SLOs in planning, better use of Civitas, ease of access to accreditation documentation, more publications, and presentations of data.
Institutional Effectiveness	Strengthen the department members’ knowledge and abilities by increasing participation in professional associations, attending trainings/seminars in research and grant development.	Culture of Evidence, Planning, Innovation, and Change	Each department member will get to attend one to two trainings to strengthen their skill sets.
Marketing and Public Relations	Provide adequate technology to increase operational performance and efficiency in developing graphics	Fiscal Stewardship, Scalability, and Sustainability	Increase operational efficiency and more advanced designing capabilities.
Marketing and Public Relations	Enlist Services of BDATS to add Video Production to list of services offered, have BDATS take still photography under the direction of the Marketing Director, and utilize the College’s Studio	Fiscal Stewardship, Scalability, and Sustainability	The anticipated results of completing this initiative are improved quality, creativity, and innovation in promotional and awareness materials, as well as more creative and innovative online course components
Marketing and Public Relations	Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination and strengthen	Partnerships and Community Engagement	Increased student engagement, brand recondition and operational efficiency.

	digital branding and development of electronic media campaigns		
MECTBD	Increase and Diversify Fee-based Education and Training Programs	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability	Increased employment rates; increased revenue; pipeline into CTE and degree programs. Increase in industry partnerships.
MECTBD	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.	Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability	Increased enrollments, increased ancillary revenue, and increased FTES.
MECTBD	Pursue New Innovations in Software Applications.	Student Success, Completion, and Achievement; Culture of Evidence, Planning, Innovation, and Change	Better student engagement and recognition among educational institutions.
MECTBD	Implement and enforce best practices across software design, development and hosting.	Fiscal Stewardship, Scalability, and Sustainability	A safer and more reliable infrastructure and improved development efficiencies.
MECTBD	Improve the applicant to registered student experience for Military Online Programs' participants.	Access and Student Support	Increase enrollment
MECTBD	Roll Out College Promise for Military/Veterans	Student Success, Completion, and Achievement	Roll Out College Promise for Military/Veterans
MECTBD	Professional Development for Faculty and Staff on awareness of Veteran student issues, through deployment of Kognito interactive training, along with face-to-face Veteran-issues training.	Student Success, Completion, and Achievement	The anticipated outcome is more comfortable environment for Veteran students, which will lead to student success.
MECTBD	Expand program and enrollment with current corporate partners and identify new partners	Fiscal Stewardship, Scalability, and Sustainability	The anticipated outcome is more enrollments and revenue generation, along with students connected to gainful employment.
MECTBD	Develop an Outreach Integration Plan (OIP) to align and partner with Coastline's general funded operations and outreach team to identify new partnerships and grow program enrollments.	Fiscal Stewardship, Scalability, and Sustainability	Increased revenue, enrollments, and transfer opportunities for the Learning 1st program
MECTBD	Improve Learning 1st website to better attract and inform students of program offerings and utilize social media to increase program enrollments.	Fiscal Stewardship, Scalability, and Sustainability	The anticipated outcome is to target more potential applicants to our website and better guide them through the application process. Student will leave the site better informed and prepared to select the most appropriate transfer pathway as well as share success stories via social media.
MECTBD	Coastline NTC operations dashboard provides an a visual performance indicator into operations, including the number of exams provided, pass/fail rates, types of exams offered and revenue counts based on location. The manager of CCC NTC will be working towards further automating the operations to segment students with tailored messages to ensure their success and improve revenue for all NTC.	Culture of Evidence, Planning, Innovation, and Change	Illustrating success rates at all NTCs; Capture and segment students; Communicate to the different segments; Increase revenue
MECTBD	Coastline NTC plans to launch an iOS app for student access, resource information and communication.	Access and Student Support	Illustrating success rates at all NTCs'; Communicate to the different segments; Increase engagement and measure these numbers

MECTBD	Implement findings from ACE Grant and increase use, and tracking, of Credit for Prior Learning (CPL) initiatives	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability	Increasing our use and tracking of CPL will allow us to improve our ACE mapping of specific MOS/Rates (and corporate training) to majors for use by our students
MECTBD	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.	Student Success, Completion, and Achievement; Fiscal Stewardship, Scalability, and Sustainability	The enhancement of services will allow for faster and more efficient support to staff and then in return for our students. We want the MSAs to feel a stronger connection to Main Campus to keep them engaged in student support services and retain within the college.
MECTBD	Diversify and grow Coastline's Military Program	Culture of Evidence, Planning, Innovation, and Change	Increased revenue and return on investment through out of state program expansion; streamline out of state event coordination; reduced workload of manager of instructional & veterans services and manager of student services & partnerships to improve student outcomes and optimize division efficiency.
MECTBD	Develop a strategic division staffing & secession plan to address the temporary or permanent loss of key personnel and facilitate professional development.	Culture of Evidence, Planning, Innovation, and Change	Optimize division efficiency despite the loss of key personnel; create professional development and cross training opportunities; create a tangible "overall game plan" and multiple "responsibility play books" to effectively cover key roles in the event of a planned or unplanned absence
Office of the President	Ensure the Academic Senate, Classified Senate, and Management Team has the opportunity to maintain relevancy within the field and participate in regional and statewide events.	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change	Increased participation in professional development and increase instructional and operational performance.
Office of the President	Continue to support the advancement of the institution through new and innovative ideas.	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change	Increased the development and testing of new ideas leading to positive change.



## Student Services Wing

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

Program/ Department	Initiative	College Goal(s)	Anticipated Outcome(s)
Admissions and Records	Provide Scanners that are suitable for the needs of the A&R staff to scan all permanent records required by Title 5.	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability	Continue to meet student and college operational demand of processing applications and to maintain accurate records.
Admissions and Records	To process incarcerated student admissions, registration, add/drop, address changes, and communications with the prisons and students.	Access and Student Support	Continue to meet student and college operational demand of processing applications, maintaining a fast turnaround on the overall admissions processes.
Admissions and Records	To support the A&R Director, whereas, A&R has changed drastically over the past several years there is now a need for an additional manager in A&R to provide coverage when the Director is assigned to district projects. It will allow the Director more time to focus on improving the performance and operations instead of performing day to day routines.	Access and Student Support	Continue to meet student and college operational demand of processing applications, maintaining a fast turnaround on graduation data and supporting the overall admissions processes.
Categorical	Increase the number of students served in CAFYES.	Access and Student Support	The anticipated outcome is an increase in the number of students served. This initiative is also tied to funds. The more students we serve the more funds we are allocated from the State Chancellor's Office.
Counseling and Matriculation: Assessment Center	Utilize SARS Messages to improve communication by emailing and texting to students.	Access and Student Support	Decrease the numbers of no shows and increase the numbers of students keeping their appointments.
Counseling and Matriculation: Counseling	Cranium Café is a brand new web-based platform specifically created for student services in an education setting. Although it can be used for any student service many of the features were specifically designed to enhance the accessibility and quality of online counseling	Access and Student Support	When this initiative is completed Coastline will have a technologically advanced counseling staff prepared to provide high quality counseling services to students unable to take advantage of our on-site services. This population has not had this level of access or quality due to lack of technology. It is anticipated that student retention, persistence and success will increase. Additionally, satisfaction with the quality of service by counselors will also increase.
Counseling and Matriculation: Transfer Center	Transfer Partnership PACT	Access and Student Support	The Transfer Center will have a list of four-year schools that we established articulation agreements for student to smoothly transition to a four-year school of his/her choice.
Financial Aid	Reorganize and increase the CFAO staffing to accommodate the increased demand on student financial aid services, the decentralization of District financial aid processing, and to comply with the federal and state laws and regulations governing student financial aid.	Student Success, Completion, and Achievement; Access and Student Support; Student Retention and Persistence	Students will be more effectively served by CFAO as the department will be able to handle the increased volume of student applicants and awards in a timelier manner. This will increase student success as more students will receive their funds early enough to avoid dropping courses and will allow them to focus on studies rather than worry about whether they can afford to continue

			their education. In addition, and just as important, the CFAO will be able to: 1) process R2T4's within the timeframe required by federal law, 2) reconcile federal award funds monthly to be compliant with Title IV regulations, and 3) increase the number of financial aid disbursements to students so that students awarded once a term has begun will not have to wait more than a week for funds in most cases.
Office of Student Services	This initiative will separate Coastline Community College from other colleges in its attention to the student customer service experience. This type of service will increase access, retention, and completion of students and their goals. By expanding and rethinking how support services are offered, students will be able to access all types of support services making retention and completion a much easier pathway without barriers. Use technology to proactively reach out to students. This technology will help support college attendance decision making, registration, counseling, coaching, Success Center services, disabilities services, Extended Opportunities Programs & Service, and many more. Technology will be able to provide verifiable data in order to make more informed decisions on services to offer. Technology makes it possible to offer personal services to students to where ever they work and live.	Access and Student Support	Significant increase in student retention and completion; the initiative will take three to five years to mature into the systems that Bailey and Tinto outline in their theories.
Student Life: Information Center	Provide new software support for receptionist and call center management (phones, other communication modes)	Access and Student Support	The anticipated outcome of this initiative is increased student retention. Many students will benefit from being able to get questions answered through Info Center in a more efficient way, and this software is the key to this efficiency.
Student Life: ASG	Search current facilities and/or explore options for remodeling space for ASG equipment/event storage	Partnerships and Community Engagement	More frequent events and more "felt" presence of ASG and Campus Clubs on-site. This will result in greater numbers of students who are engaged with student life activities.