

# COASTLINE COLLEGE

2018-2019  
Planning Report

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## 2018-2019 Closing the Loop Report

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

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

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

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

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

The findings showed that of 303 previous Program and Department Review initiatives that 60.7% are completed/ongoing, 32.0% are in-progress, 5.0% have not started, and 1.7% were terminated.

## Administrative Services Wing

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

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Campus Safety and Emergency Management	Increase information transparency of Campus Safety and Emergency Services (1.1)	Completed	In 2014-2015 a consulting firm visited the college to review the documentation and help develop the full policies and emergency preparedness procedures.	Currently following recommendations by consulting firm to remain compliant.
	Increase perception of safety on campuses and provide oversight of mandated documents and supervision (2.1, 2.3). Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline learning centers.	Completed	In 2014-2015 four 19.5 hour positions were approved by PIEAC and budget committee and were hired in 2015-2016	In 2015-2016 there will be full coverage at all of the campuses. In 2016-2017 in the process of converting 19.5 hour employees and filled two time position
	Maintain relevancy in the field (6.2)	Completed	In 2014-2015 PIEAC and budget committee approved professional development budget be approved for Admin. Services.	Interim Director Staneart attended the Clery Compliance Academy in order to insure compliance with federal regulations.
	Increase space for storage for Campus Safety and Emergency Services supplies and equipment. Provide adequate workstation for Campus Safety and Emergency Services (3.1, 3.2)	Completed	There is currently limited physical space available.	See description below.
	Reconfigure the repeater system (4.1)	Completed	Discussions have occurred district-wide to identify a repeater system. A decision is anticipated in 2015-2016.	See description below.
	Increase response time and efficiency of Campus Safety and Emergency Services (4.2)	Completed	In 2014-2015 PIEAC and budget committee approved for the technology to be updated in the security vehicle. The college vehicle has been assessed for the new technology upgrades.	Emergency Response Vehicle upgraded with current technology to include: Panasonic Toughbook Mobile Data Computer (MDC), docking station, mobile Wi-Fi hotspot, alternate power supply system replaced with enhanced tuned software based on needs, additional charging outlets, USB's, 12volt, and 110volt, additional emergency lighting & fire extinguisher, and a mobile security radio.

	Increase access for student obtaining parking permits at the college learning centers	Completed	The new Public Safety Technical Support Officer will have primary responsibility for the issuing of permits supported by M&O.	With the M&O Staff Assistant in the office on a regular day shift and the Safety Officer working a late day shift, hours available for students have expanded.
	Develop, implement and conduct ongoing emergency preparedness trainings and drill to ensure college-wide awareness and understanding of emergency processes and procedures	Completed	The Emergency Activation Overarching Plan Manual was created with the expectation of conducting exercises to test and validate the plan.	<p>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.</p> <p>In July 2018, an orientation to the Garden Grove EOC and discussion exercises were conducted for Command Staff and Section Chiefs.</p>
	Provide adequate security coverage to ensure student and employee safety at all of the physical Coastline campuses. Future growth and construction plans at the College Center complex and increasing staffing needs at the other campuses, including on weekends, will require increased staffing resources. One option is to place a full-time, Public Safety "Duty" Officer at College Center. The current staffing model calls for a part-time officer on Mondays through Thursdays 8:00 am to 1:00 pm. This leaves no security coverage in the afternoon and at closing at the College Center when the Director and Senior Public Safety Officer are away for meetings or other administrative duties. A full-time duty officer would allow more flexibility in scheduling should an event or incident requiring a second officer occur or the last minute absence of an officer at another campus. It would also act as a vacation relief or training relief position. The increase in activity, accountability, training, and planning will also necessitate administrative	Completed	<p>In 2017-18 six part-time positions were converted to three full-time positions.</p> <p>Propose an Administrative Assistant I position.</p>	<p>The department has over 95% of student and employees indicating that they feel safe at Coastline.</p> <p>One area of deficiency noted was student knowledge of parking rules and restrictions and awareness of how to contact Public Safety. This position would assist in public education as well as in other much needed areas like emergency management planning, preparation, and training.</p>

	support in the form of an Administrative Assistant I position.			
	Provide emergency backup generators at the Garden Grove Campus and Newport to support operations of the Emergency Operations Center (EOC).	In-Progress	The concept is being reviewed and quotes are being collected.	Emergency generators would provide backup power to support operations of the EOC to respond to and recover from an extended power outage resulting from a number of causes, including a catastrophic earthquake. Ability to recover and reopen facilities, and resume classes is critical to Coastline College.
Fiscal Services	Assist the Student Government with fiscal accountability and fiduciary responsibilities of clubs/activities	Completed	Meetings occur with ASG and Fiscal Director throughout each major term. In addition the ASG committee and treasurer have/are trained in CCC fiscal practices at the ASG retreat.	Process have been implemented and followed by ASG. Each year the ASG treasurer position is trained.
	Streamline processes and improve communications for Accounts Payable and Accounts Receivable. Strengthen communication and time management skill sets (2.1 and 2.2)	Completed	Sent staff to professional development. Monthly financials are distributed college-wide.	There has been an increase in the rate communication of departmental budget reports.
	Provide timely and accurate data and Financial Statements for Auxiliary Operations	Completed	A new process was developed and adopted in 2014-2015	Monthly financial statements are sent out. The rating of information accuracy is consistently over 90%.
	Work with IT to have financial statements posted on the Coastline SharePoint site when it is completed	In-Progress	CCC is in development of SharePoint shell	N/A
Human Resources	Improve the campus understanding of the hiring process, EEO training, Board committee makeup, timely scheduling and committee coordination	In-Progress	Coastline HR is working with District HR to continue improving our processes.  The training was updated that will be launched summer 2018	The Administrators and Managers Toolkit to the Hiring Process document has been developed by District HR, Employment Services as a resource for understanding the hiring process.  Employees interested in serving on hiring committees attend.
	Strengthen communication and time management skill sets	Completed	This initiative will be re-evaluated by the new HR Director for continued interest and relevance. In 2016-17 the college conducted a communications assessment study as a result the college has obtain a grant from CCCCO to increase communication effectiveness.	Two EAP workshops were offered to help employees improve time management skill sets:  The Five Buckets Principle: Balancing Work and Life  Managing Priorities to Maximize Your Day
	Develop a new employee orientation to help with the transition of employee into Coastline.	In-Progress	Checklists have been developed to assist HR and hiring departments in providing	N/A

			<p>new hires with the information, etc. needed to become productive employees in a shorter period of time and will be</p> <p>The training is 50% completed as of summer 2018</p>	
	Develop a new manager onboarding program to help with the transition of new managers into the culture and operations of Coastline.	Completed	<p>The New Manager Onboarding Program launched on September 28, 2018.</p> <p>The second session will take place on October 12, 2018.</p>	The Program was well received by those in attendance.
Information Technology	Improve inventory control, configuration, security, and maintenance of IT assets through the implementation of a new IT systems management software solution. Add an hourly staff member to focus solely on the IT inventory control and asset management.	Completed	<p>New inventory control software has been created and is currently in use to provide a more accurate accounting of assets and their respective budgets.</p> <p>Hourly staff member maintains but is not dedicated solely to this project as it is not required.</p>	<p>Reduction in time required to log and track assets.</p> <p>Improved reporting of assets based on criteria (location, budget, age Etc.)</p>
	Increase IT support and to monitor Measure M technology assets	Completed	Software was developed to log Measure M assets. Also an external firm was hired to track inventory.	There is a better tracking of inventory
Maintenance and Operations	Maintain a work environment that is safe and efficient for all M&O employees. In order to provide this the college must keep up with well-maintained equipment, vehicles and operational items.	Completed	<p>This is ongoing support provided by the college that is requested yearly, specific to the items needed. There needs to have a vehicle replacement plan.</p> <p>In 2017-18, a vehicle replacement schedule was developed and presented to PIEAC for funding.</p> <p>In 2017-18, a equipment replacement schedule was developed and presented to PIEAC for funding.</p>	In 2017-18, two vehicles were replaced.
	Ensure high-levels of cleanliness, sanitation and efficiency across all facilities. Maintain buildings and provide services across all locations. Expand hours of operation and hire adequate human capital to meet the ongoing needs of the college.	Completed	In 2016-17, the college hired a utility worker and are converting 19.5 hour positions to full-time.	Has satisfied some of the needs of cleanliness college wide.

	Effectively service the growing maintenance demands of the College. Maintain a work environment that provides comfortable conditions for all staff and students. That is to utilize various service maintenance agreements to keep up with aging equipment.	Completed	In 2016-17 PIEAC approved the ongoing coverage of SMAs.  2017-18 Request for additional SMA's to be covered for ongoing service	SMA's help to extend the life of equipment so that the equipment runs more efficiently. Less need for repair and down time.
	Upgrade technology to include receiving scanners, work order system and add additional computers to custodial rooms. Provide work flow efficiency and follow-up services for employees seeking maintenance requests	In-Progress	Using an outdated program and are looking to develop internally	Receiving scanners are updated and currently being used. Still requires a new work order system for efficiency in employee M&O requests.
	Evaluate the fire system at the Newport Beach campus.	Completed	Outsourced maintenance to Pyro-Com vendor.	Report to be generated during December 2018.
	Upgrade maintenance and custodial equipment to ensure the department can meet current demand.	Completed	\$15,000 now available for new tools.	Tool Procurement List now being established.
	Support the expansion of a college wide ID/Key card system	Completed	New equipment identified & procurement proceeding.	Set-up shall be available for use by 12/18



## Instructional Services Wing

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

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Building Code Technology	Expand our part time faculty pool to develop department/shared course for the BCT Program. These courses would be developed by the BCT faculty collaboratively, and the new faculty would teach the currently unstaffed courses, which are necessary for meeting partnership goals	In-Progress	Final interviews in summer 2018 to hire 2 instructors for late fall courses	Awaiting final paperwork for BCT instructors (2)
	Develop BCT department/shared course. These courses would be developed by the BCT faculty collaboratively, and available to new faculty which would be necessary for meeting completion goals. Coordinate the online department/shared course development (faculty cohort) to ensure content is not duplicated and that instructional strategies and SLO distribution is diversified.	In-Progress	(in conjunction with OSHA and apprenticeship partners)	Department/share courses in development Mechanical and Electrical code
Business	Hire ONE full-time teacher (Business) who has online teaching experience, in time to be ready to take FSC training courses, develop telecourse handbooks, and be ready to teach in fall 2018. Hire ONE full-time teacher (Accounting) who has online teaching experience, in time to be ready to take FSC training courses, develop telecourse handbooks, and be ready to teach in fall 2019.	Completed	Hiring occurring in 2017-18 and the position will begin fall 2018.	The faculty member is teaching classes and will be focusing on new program initiatives

	Develop an IRS Enrolled Agent certificate program. This certificate program will prepare students to take the IRS Enrolled Agent exam which covers individual and business taxes. Enrolled Agents are tax advisors who are federally authorized tax practitioners empowered by the U.S. Department of the Treasury. Enrolled Agents represent taxpayers before the Internal Revenue Service (IRS) for tax issues including audits, collections and appeals.	In-Progress	Research has been conducted	
Business Computing	Review and update all curriculum and revise existing certificates	Completed	Submitting Business Information Worker 2 Certificate for curriculum approval.	Writing curriculum for courses missing for BIW Level 2 and 3 certificate.  Reviewed medical coding certificates with new PT instructor and discussed using a new textbook vendor.
	Develop and provide ongoing course development training for faculty, F2F and online.	Completed	Faculty attended workshops concerning continuous course improvement and adding video to their online courses.  Applied video and Camtasia skills to create instructional materials.	BC Faculty completed required Canvas training and course review process.  Increased number of instructors using Canvas media options.
	Continue to cultivate industry participation with the advisory board.	Completed	Advisory committee - need additional participants for 2018-2019	Advisory members shared trending career ready skills for job placement
	Consistently and effectively market the Business Computing Program especially via Outreach and Pathway programs	Completed	Increased attendance to HS outreach programs	Increased Career Pathway articulation agreements and relationships. Dept Chair is member of the OC Pathway Alignment Team
	Develop the Business Information Worker 2 Certificate and continue to promote BIW 1 certificate.	In-Progress	Two courses need to be written to fulfill the requirements of level 2 certificate	Developing Microsoft Access and Outlook course
	College Campus: Garden Grove	The Information Commons should expand the spaces for student learning, tutoring, and industry certification testing	In-Progress	With the release of rooms from the vacancy created by CSUF, discussions are underway to utilize space to create a quiet space as well as an active space for students.

	Strengthen communication within the Garden Grove organization and within the college	Completed	Staff both general and grant meetings are occurring more often.	The meeting have increased operational efficiencies
	Institutionalization of the staffing and equipment costs for maintaining the Information Commons should be investigated.	In-Progress	Staffing continues to be a problem with the Information Commons. Grant funded personnel provide lab coverage from 8-12 each day while the Student Success project was supposed to cover 12 to 8 but due to scheduling conflicts the Student Success personnel only cover the lab from 8-5 so there is an overlap of coverage creating strain on the evening GGCenter staff. Equipment was upgraded through Measure M funds.	Computers have been upgraded. (completed)
	Work with M/O to upgrade the furniture at Garden Grove to allow for the multi-use of classroom/lab spaces allowing for greater flexibility of classroom space.	In-Progress	Room 315 needs to be covered to multi-use desks.	
	Work with M/O to remodel the Information Commons to provide for better space utilization for tutoring, computer usage, industry testing, and grant coordinators work space.	Not Started	Discussions are in progress and there is consideration of space that may be obtained from CSUF in 2017	
	CyberPatriot Competition Workshops and Training.  This is a Regional Strong Workforce grant project designed to provide K-12 students with a cyber competition environment that promotes collaboration, skill building and a pathway to a college education.	Completed	212 CyberPatriot Teams were registered from Orange County K-12 districts. Students utilize all of the computer labs and lecture spaces on weekends September-January	
	Host CE Advisory Meetings.	Completed	All CE programs held a minimum of 1 onsite advisory committee meeting	The minutes and recommendations are reflected in CE Program Reviews
	Create regional NetLab Center  This is a Regional Strong Workforce grant-funded project that expands the NetLabs virtual environment to include equipment and servers from other colleges in the Los Angeles and	In Progress	Expansion of the NetLabs center continues. As the expansion moves forward additional space, air conditioning and power will need to be provided.	

	Orange County region and then provide a virtual environment for collaborating colleges. This project allows colleges to reduce their IT footprint and software licensing requirements and utilize a virtual system 24/7.			
College Campuses: Newport Beach	Improve Student Services, including Additional Space for tutoring, lunch and other services for students	Completed	Tutoring space was identified within the Student Success Center to provide services for students. Additionally, counseling, financial aid, and admissions service is available throughout the semester.	This provided students access to services and reflects in usages.
	Implement a card system (CI Solutions) in the Student Success Center to assist staff with tracking information for future data analysis to help the Center run successfully and smoothly. .	Completed	CI Solution has been implemented	Attendance continues to be collected and assessed
	Implement card system in the SSC to allow pay to print copies for students	In-Progress	It is in progress.	There needs to be set-up and have training to be able to use it (Expect completion in Fall 2018)
	Reconfigure administrative work space and provide additional faculty work stations	Completed	Established full-time faculty offices: 5-science, 6-math, 6-general, 4-art, humanities and law, with room for limited growth, plus 6 work stations for part-time faculty (hoteling) use.	Completed
	Continue to work with the Office of Instruction to increase site-based offerings at NBC that support STEM transfer degrees, certificates and other structured pathways.	Completed	Courses have been added in STEM fields	There has been an increase in enrollment and sections in STEM
	Work with Math faculty to develop an onsite and online Math Boot Camp for those students who are not meeting college level math based on assessment testing.	Completed	The second round of boot camps has been conducted	The performance of the student shows positive retention. All 26 students completed the course, and 69% received a C grade or higher.
	To provide excellent and timely service to students, faculty, staff and the community.	In-Progress	In progress	Addition of staff is necessary to continue progress. New, colorful furniture purchased for second floor common areas. Colorful furniture additions anticipated for first floor in the near future. Negotiations with permanent food vendor in the works. Working with ASG to bring things to do -

				games and activities - to NBC. Art Gallery programming continues to expand to provide connections to local communities.
	To provide, in a fiscally conservative manner, the best learning environment – both in and out of the classroom – for students attending Coastline classes at the Newport Beach Center.	Completed	Ongoing progress being made to provide study and gathering areas throughout the campus.	Enhanced study spaces and furnishing in NBC's student success center completed in Summer 2018. Quiet study areas being completed in NBC's Student Lounge in Fall 2018. More welcoming furnishings for outdoor areas and second floor atrium added in past year. Permanent food vendor discussions still in progress. Directional way-finding signage in place Spring 2018.
College Campuses: Le Jao Westminster	<p>Improve availability of Student Services at the WLJC, additional space for tutoring, lunch and other services for students</p> <p>Add visual branding of the College in campus courtyard.</p>	In-Progress	<p>The expansion of student and tutoring space was completed in August 2017. This project is part of Measure M funding. Improved lunch space in the form of a café is scheduled to be completed in fall 2017.</p> <p>Café scheduled to be completed in 2018</p> <p>Warming and visual branding of campus environment</p> <p>Focus group made presentation with recommendations to the Facilities committee- recommendations shared with President.</p>	When completed, additional space will include a café, expanded student lounge, an outdoor courtyard., additional parking, expanded student success center
	Implement a card system (CI Solutions) in the Student Success Center to assist staff with tracking information for future data analysis to help the Center run successfully and smoothly. In addition, implement a card system (Go Print) to allow pay to print copies for students.	Completed	CI Solution is in the final n testing phase; Go Print has been installed at Newport Beach SSC but not hooked up as of now. The Go Print system is scheduled to be installed in the Student Resource Center during the Fall 2017 academic semester.	<p>CI Solution software is in place and tracking student attendance for the purpose of analysis.</p> <p>Go Print system is still being negotiated.</p>
	Continue to fund Student Success Conferences either through BSI, BSSOAP or PDI funds and assure faculty and staff opportunities to attend and present. Provide opportunities for staff training.	Completed	<p>BSI and BSSOAP funds were used for thirty (30) conferences and/or workshops attended by faculty and staff. Faculty and/or staff presented at nine (9) of the conferences and/or workshops.</p> <p>Faculty and staff attended other conferences funded by other sources.</p>	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 have completed numerous trainings	Staff are more knowledgeable in safety and technology.
	New printers are needed in various work areas of the center.	In-Progress	IT Department has identified all printers that need to be replaced.	Current printers are oversized, out of date, and costly to maintain. To be completed by 2018.
	Work with M/O to upgrade the furniture at Le-Jao to allow for the multi-use of classroom/lab spaces allowing for greater flexibility of classroom space.	In-Progress	Initial Install completed January 2017	Two more classrooms for upgrade have been identified Classroom scheduling and utilization is more efficient. to be completed by July 2022
	Continue to work with the Office of Instruction to increase site-based offerings that support transfer degrees, certificates and other structured pathways.	In-Progress	Move to Block-scheduling to increase efficiency in course offerings.	Additional courses and move to Block schedule to be coordinated with other campus sites and completed by Fall 2020
	Work with Math faculty to develop an onsite and online Math Boot Camp for those students who are not meeting college level math based on assessment testing.  LJC Dean implemented College Readiness Workshops for math and English skills refresher and development	In-Progress	Onsite Math Boot Camp, Math 045  Pre-Assessment Boot Camp online	Get success rate data in both instances  College Readiness Workshops aid in compliance with AB705
	Work with M/O to design and furnish the newly constructed Student Success Center to provide for better space utilization for tutoring, computer usage, learning assistance, study space, lending library, as well as other resources for student success.	In-Progress	Initial Furniture install completed August 2017.	Construction completed for Student Resource Center. Furnishings and finishes are complete. Painting and other aspects of maintenance are in progress.
	Work with M/O to redesign and furnish the ESL office area to remove safety hazards and provide efficient and confidential service to students.	Completed	Initial install completed August 2017  Re-install completed September 2017	Minor installation projects still need to be completed. Estimated completion date December 2017  Minor design details still need to be completed.
	Work with Marketing to rebrand the Westminster, Le-Jao Campus and develop Coastline Branded Outreach	In-Progress		Rebranding of the campus should increase enrollment in scheduled General Education course;

	Materials for Instructional programs and educational partnerships		Marketing materials and print for the instructional programs that are housed at the WLJC	
	Clean and reconfigure faculty work space and classrooms	In-Progress		
	Identify and create work space for campus technology staff and counselors.	In-Progress		
	Add Faculty Office Space	Not Started		
	Add large lecture classroom	Not Started		
	Extend Library Services to Student Resource Center	Completed	PT Librarian positioned in the SRC	Library services available to all students attending WLJC
	Equip Small group meeting rooms in SRC with computer monitors	Completed		Computer monitors have been installed in each group meeting room in the SRC.
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> ).	In-Progress	In 2015-16 Course schedules for the last three years have been analyzed to weed out course days and times that do not fill. A rotation of major electives has been implemented to allow students to complete the major in a two-year period. A new initiative to develop more major courses for the hybrid modality.  In 2016-17 new schedules were developed for 2017-18	Course schedule has been adapted. Work continues on adapting CMST schedule to fit within the college-wide initiative of block-scheduling.
	To develop master course hybrid options for our interpersonal, small group, and intercultural communication courses.	In-Progress	Developed intercultural master course and is currently working on interpersonal course.	Intercultural enrollments have increased in the extended learning and military.
	To develop a model for a large lecture + activity lab Public Speaking Course	In-Progress	Discussion with the Dean has occurred	Feasibility has not been determined. Continually exploring opportunities to complete this initiative.

Digital Graphic Applications	Continue to work with the Art Department to dual-list classes to ensure that DGA and Fine Arts students can complete Certificates and Degrees in a timely manner and to avoid duplication of offerings, which leads to cancelled classes.	Completed	Classes were dual listed in the Fall 2017 Class Schedule. Working with Art and will be taught by both disciplines	Classes are being offered 2016-17  In 2017-18 over 70 students enrolled
	Create an AA Degree in Digital Graphic Applications.	In-Progress	Continuing We Expect to complete it in the Fall 2017	Still researching but we designed a pathway for the students  Start writing fall 2018
	Work to establish Articulation agreements with the local high schools and the Private Art Colleges.	Completed	Met with local High Schools and ROPs at Spring 2017 Articulation meeting. Next articulation in spring 2018	Signed multiple agreements with high schools and ROPs and met with 40 High School instructors In July 2017  2018 additional agreements were signed
	Develop DGA C140 Beginning Audio Production	Completed	Waiting for equipment  In fall 2017 equipment was installed	Courses offered in fall 2017  First class offered fall 2017
	Develop DGA C150A Drone Imaging 1	Completed	Waiting for curriculum approval  Received equipment spring 2018	Anticipated start in Spring 2018  Offering first class in fall 2018
	Develop DGA C150A Drone Imaging 2	Completed	Waiting for curriculum approval Received equipment spring 2018 Approved in fall 2017	Anticipated start in Fall 2018  Offering first class in fall 2018
	Redesign the Animation program to make it more relevant to student and industry needs.	In-Progress	We are working with the advisory committee to make changes in this program. We're also evaluating new software for the Animation program to meet industry specifications Researching MYA and 3d studio  Compiled student portfolios, reviewed SLOs and RSI with adjunct Kevin Hill  Interviewed Diana Jennes for Biotech Digital Design course on June 14, 2018 at 12:00	The program is in redevelopment
	Increase publicity for the program to attract more students.	Completed	Designed new brochure for DGA outreach events. Met with 40 High School instructors In July 2017	There has been an increase in students in program



			<p>In 2017-18 there have been college instructor high school visits, creating new flyers etc. Presented at events at the fair grounds and high school events</p> <p>AME conference presenting college courses for high school students including Adobe certification. March 20, 2018</p> <ul style="list-style-type: none"> <li>• Flyers</li> <li>• Posters</li> <li>• Pathway Day</li> <li>• DGA Digital Boot camp Aug 6-10</li> <li>• Create Social media for FB, email blasts with marketing and LinkedIn</li> <li>• Design flyers and brochures and social media advertisements</li> </ul>	
	Hire a Full-Time Faculty member	Completed	<p>Angela Gomez-Holbrook started in Fall 2016 and is now starting her second year. In the spring 2017, several students won awards for steam titles And they were displayed at the Steam Conference at the Spring 2016 Orange County Fairgrounds. Meeting with Art math and sciences to discuss developing 3D printer projects</p>	Looking to offer new courses in Fall 2017
Computer Information Systems	Become a CAE/2Y (Center for Academic Excellence/ 2-Year Colleges) for the National Security Agency.	Completed	Re-designation required in 2019	Coastline was designated as CAE2Y in 2015.  Hosted college trainings, recertification, added specialties and visited other colleges
	Renew our CAE/2Y (Center for Academic Excellence/ 2-Year Colleges) for the National Security Agency.	In-Progress	Re-designation required in 2019	
	Expand Cisco Academy Program moving more into security and offering in the highly regarded CCNA Security Certificate.	In-Progress	<p>Training occurred in spring 2018 with anticipation to teach in spring 2019.</p> <p>A few classes have been added and expanding security courses (Cyber Ops)</p>	Courses to be offered in fall 2019

	Expand NETLAB to a regional capacity. This will involve building a new server room and purchasing new servers, routers, and switches. This involves partnering with other Community Colleges.	In-Progress	CCC is a statewide hub for NetLab and is working with multiple colleges to setup a regional Netlab located at Coastline's Garden Grove Center. Now a NetLab regional center for OC/LA for colleges and high schools.	Soft launch to some colleges Fall 2018.  Anticipating expansion to all regional members in spring 2019.  Increased participation from the region
	Expand NETLAB so that it can run Cybersecurity competitions for the local High Schools.	In-Progress	Considering NetLab expansion for CyberPatriot to include practice pods for middle school and high school students.	Netlab will be available to students in our CyberPatriot classes and training sessions.
	Explore the possibility of revitalizing the Informatics Program as Business Intelligence.	In-Progress	Working with the Dean of Effectiveness to develop course material.  Developed business intelligence program	
	Develop an ongoing funding source for required vendor memberships and Service Maintenance Agreements. (SMAs)	Completed	PIEAC indicated that all SMAs will be covered by the college.	College is providing ongoing funding for SMAs.
	Become a Palo Alto Networking Regional Academy	In-Progress	Approved by Legal Dept and finalizing overall negotiations.  Meeting with Palo Alto Networking to discuss the expansion of Coastline's academy.  Waiting for further discussion with the Dean of CTE.	Courses offered in fall 2018 and expanding program in spring 2019.
	Become a Red Hat Academy	Completed	Under review with Legal Department  Became a Red Hat Academy spring 2018	Finalized with classes being offered in spring 2018.
	Support the CyberTech Girls Program	Completed	Establishing relationships with various colleges throughout the western region.  Need funding to run additional events.	Expanded to other colleges in spring 2018. Assisted with event hosting at San Bernardino Valley College and College of Southern Nevada.  Community involvement in CST and CIS program to help raise awareness about the courses, certificates, and degrees that we offer.  115 people were in attendance at the CTG event in fall 2017.

	Establish Western CAE Regional Resource Center (CRRC)	Completed	Relationships with fellow CAE institutions established. Online presence created and publicly available.	Act as host for various professional development workshops for CAE institutions
	CA Cybersecurity Apprenticeship Program	Completed	First cohort began Summer 2017, continuing through Summer 2019. Three cohorts planned.  Established a second cohort with 20 students in Oct 2017  Working with third cohort in April in 2018 with 15 students	Students to prepare for cybersecurity professions through hands-on coursework, on-site training workshops for soft skill development, and industry certification preparation.
	Create an AS-degree in Business Intelligence to expand the growth the networking/cybersecurity program in the field of computer programming.	In-Progress	Rewrote AS-Cybersecurity	
	Host Cybersecurity Awareness Expo each term at Garden Grove Center	Completed	In fall 2017 we hosted an event. Need funding to run events.	Community involvement in CST and CIS program to help raise awareness about the courses, certificates, and degrees that we offer. 75 people were in attendance at the Expo in fall 2017.
Distance Learning	Increase the numbers of students enrolled in and completing degrees and certificates fully-online with Coastline.	Completed	Coastline offered 42 degrees and 32 certificate online	The data shows that there has been an increase in overall degrees at the college.
	Increase the effectiveness of the distance learning information collection and tracking system.	Completed	Coastline offered 42 degrees and 32 certificate online	The data shows that there has been an increase in overall degrees at the college.
	To establish a distance learning technical support center to provide technical help and mitigate technical issues hindering student access at Coastline.	Terminated		
	Pilot a mail tracking system to improve the efficiency of mail operations	Not Started		
	Support professional learning and continue to foster relationships with state partners.	Terminated		
	Effectively offer correspondence courses	Terminated		

	Maintain relevancy in course materials and media	Completed	Effective in 17-18; request \$150,000 for mailing and postage for 18-19	College is able to offer correspondence courses
	Expand Study Abroad Services for students and faculty	In-Progress	Planning for the new program is underway with science faculty	
Dual Enrollment Programs	Increase course enrollment and successful completion of course offerings	Completed	CCC worked in tandem with high school counselors to examine the college partnership and define a new direction for the program.	Increased enrollment and rates of success.
	Provide marketing material for the Credit for College program in English and Spanish	In-Progress	Working with the Marketing Department to update the English brochure and translate it into Spanish and possibly Mandarin.	Redesigned brochure with Spanish translation.  Increase discussions with high school counselors about other languages for translation of marketing materials
	Increase student awareness of support services available at the College by creating marketing materials, introduce tutoring and library services to Credit for College students.	In-Progress	Working with available support services and high school personnel to identify opportunities to share information with students.	
	Identify high school faculty within the NMUSD with credentials to teach courses in the Credit for College program to join to the part-time pool	In-Progress	Working with high school administrators to identify qualified high school instructors.	
	Create Faculty Orientation	Not Started	Working with Office of Instruction to identify funding sources for this initiative.	
	Identify areas of increased partnership based on the 10 state priorities in the Local Control of Accountability Plan (LCAP) for K-12 educational agencies.	Not Started	Work with NMUSD administrators to identify areas in the LCAP where the Credit for College program and the College in general can be of support.	
	Provide signage and other marketing material to create a Coastline Community College presence on the ECHS campus.	Completed	In Process of discussion with NMUSD	A 4' x 9' vinyl banner is currently on display at the high school as well as pennants. More permanent signage is in the process of being discussed. ECHS and the NMUSD have provided permanent signage on the front of the campus indicating the partnership with the college.
	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.	Terminated		

	Create a vocal ensemble club that leads to the development of a vocal course.	In-Progress		A club with a Music Department Liaison was started in fall 2017. A more formalized club
	Create a CyberPatriot class and team	In-Progress	Working with CTE Dean and faculty to train qualified high school faculty to lead the CyberPatriot class and team.	CST 091 –CyberPatriot I offered in fall 2017 need to solidify completion team. CST 092- CyberPatriot II offered in spring 2018.
	Expand course offerings to include more CTE and Performing Arts.	In-Progress		
	Provide marketing materials to build awareness of Coastline Community College to current and future ECHS students, including annual awards of achievement and recognition for ECHS students.	In-Progress		College participated in and provided awards and acknowledgements at the ECHS Awards Night in spring 2017 and 2018.
	Faculty training in Canvas to increase online presence and learning opportunities for students	In-Progress		
Education TEACH <sup>3</sup>	Maintain relevance in the field and continuously strengthen teaching strategies and course development.	In-Progress	Education faculty and staff attended conferences for online teaching and learning, paid for and covered by departments outside of Education; membership to NACTEEP has lapsed.	
Electronics Technology	Hire a part-time faculty to develop a new Electronics program	Not Started	Looking to hire a part-time faculty to support the development	
Emergency Management and Homeland Security	Gain institutional approval to increase EM/HS course offerings	In-Progress	Currently keeping the same course load for faculty.	Offering courses and increasing
	Develop a marketing plan to build awareness of the EM/HS program and increase enrollment.	In-Progress	Working with team to work with ROP and public safety programs.	Marketing is being completed between CCCCCO marketing through the state
	Continue collaboration between California Community Colleges and the California State University system to develop an AD-T for transfer in Emergency Management/Homeland Security.	In-Progress	Working with the CCCCCO, CSU and advisory board to increase EM/HS across the state with	
English and Humanities	In collaboration with the Student Success Center, the Counseling Department, the ESL Department, and the English Department, implement an initiative with the outcome that, by 2020, at least 50%	In-Progress	At the All College and beyond, English 099 instructors will forge a plan to create pathways with ESL C160 instructors, thus ensuring students' persistence.	TBD in 2020

	of the students who pass ESL C160 will persist to English C099 in the subsequent semester.			
	By 2021, improve Coastline's performance on the Student Success Scorecard by 5% in the percentage of students who begin in remedial English courses and progress to English C100.	In-Progress	The number of students who begin at 098 (two levels below 100), without having taken any basic skills courses, is negligible. The most recent scorecard already shows a substantial increase in remedial to college progression.	TBD in 2021
	By spring 2021, hire at least one new full-time English instructor.	Completed	Starting in Fall '16, the English department will be requesting two new full-time English faculty members OR one new full-time English faculty members + one new Humanities (with dual FSA) full-time faculty member.	Two new f.t. English instructors have been hired for the Fall '17 semester.
English as a Second Language	Offer a hybrid course: ESL Reading and Vocabulary 3A	In-Progress	Have met with publishers to discuss online reading and vocabulary programs. The final product might be a purely online, as opposed to hybrid vocabulary and idiom course.	
	Define a clearly articulated pathway leading from ESL to the Accounting program and build a co-enrollment ESL/Accounting collaborative program with contextualized instruction.	In-Progress	Career exploration workshops have been developed to offer during the fall 2018 semester. Following the workshop series, students who decide to progress to an Accounting certificate will take their first Accounting certificate course during the spring 2018 semester with a noncredit companion course. This pathway is being developed in collaboration with instructors in the Accounting Department.	
	Develop an enhanced noncredit ESL Citizenship certificate.	In-Progress	A noncredit Citizenship course has been developed. An additional course will be developed to create a two-level Citizenship program that will qualify as an enhanced noncredit certificate.	
Health Sciences	Update the Health Fitness major to add two career paths- personal trainer and wellness coach, in addition to the existing major.	Completed	-2 new courses successfully added to Fall, Spring, and Summer schedules – PE201 Fitness for Life, and HLTH120 Wellness Coaching	-Wellness Coaching pathway is approved through curriculum committee and is currently offered to students.

			-Evaluating new interdisciplinary curriculum in the area of behavior change	
	Finalize Kinesiology ADT	Completed	-Establish articulation agreements with CSU schools for activity courses -C-ID approval for multiple core courses	ADT will officially be promoted Spring of 2019
	Marketing of Kinesiology ADT; Health and Fitness Major and Wellness Coaching Emphasis for the A.A. Degree.	In-Progress	-Developing marketing plan for Department Programs -Collaborating with CSU schools on articulation of more activity courses and promoting ADT -Working with National Certification bodies on partnership for students to take certification exam at Coastline.	Publicity piece for Military CE Health Fitness Major completed -Successful pilot run with course promotions on Social Media and Email Blasts
	Maintain vendor approvals for continuing education units from various state agencies and professional organizations Maintain guest access for State CEU auditors on Canvas	In-Progress	Maintaining CEU credits for the Gerontology courses with 4 different State Agencies is a continual job.  Depending upon the agency, reapplication takes place every two years. State auditors need 24/7 access to course websites.  2017-2018 One of our Adjunct Faculty and members of the Advisory Board will serve as CEU coordinator to maintain current status.	Staff support for this was requested in 2013 and granted in 2014- The Division/Area Coordinator NB Ctr was assigned to assist in tracking and managing the paperwork.  -The Gerontology Chair conducted training for the Division/Area Coordinator NB Ctr  -Continuing our vendorship for RCFE; BNHA; LVN/RN (transcript review upon request); and CNA
	Establish collaborative model courses to be used by online faculty members teaching the same course in Canvas.	Completed	On-going collaboration on Canvas courses between faculty members teaching the same course.	-Faculty members have collaborated on 5 model courses in total -Two faculty pilot tested new DL Master Course Design Process for HLTH 120 Intro to Wellness Coaching
	Continued alignment of course materials and outcomes between the FN C170 Nutrition course and equivalent courses at OCC and CSULB.	Completed	Course materials have been updated to align with what is being used in equivalent courses at other schools. This change has required an integration of Cengage Mindtap (third party LMS) into the Canvas course shells.	Reviewing changes with OCC and CSU affiliates to make sure course changes meet the needs for transfer credit.
	Develop curriculum for Gerontology program that has been suggested by Community employers as necessary for best practices in Home Care.	In-Progress	Aging in Multicultural Society is currently being created as a Zero Cost course and will be offered in Fall of 2019	Care of Frail and Elderly course re-designed and new curriculum offered in the Spring of 2018
	AAPL Fall to Fall Persistence Rate	Completed	The 5 year goal was accomplished	Goal by 2020: 73%

Intercultural Resource Center			within the 1 <sup>st</sup> year	Actual: 76.5%
	AAPI AA/AS Degree Completion Within Three Years	Completed	The 5 year goal was accomplished within the 1 <sup>st</sup> year	Goal by 2020: 45 Actual: 76
	AAPI Degree Seeking Students	In-Progress	Has fluctuated from year to year based on market share	Goal by 2020: 732 Actual: 632
International Languages	Decrease caps for all International Language online courses to 40 students.	In-Progress	2016-17 There has been a decrease in some online classes from 120 to 80 and some with 45 students.  2017-18 Japanese, Chinese, and French are capped at 45. All 8-weeks have been capped at 45  2018-19 will request that the caps will be decreased in all online language classes to 40 in order to ensure RSI department and college requirements are met.	Data pending in. Fren C180 #92504, Fren C185 #93147; Japn C180 #93115 and #93164, Span C180 #92505, #92510, #92992, Span C185 #92512.
	Increase online instructors' capability to serve their students wherever/whenever.	Completed	The department chair was given a laptop. A microphone and headset was provided.	Increase in instructor and department chair availability wherever/whenever.
	Obtain a license for Camtasia to aid online instructors in personalizing their online classes.	Completed	The license exists but training is needed	
Library	Expand the online Library to increase service to students and faculty	Completed	Completed	2017-18 The library has expanded its services to Canvas, social media, ISEP, and military.
	Facilitate more awareness of the Coastline Online Library and resources available to students, faculty, and staff.	Completed	Completed	2017-18 The library has facilitated more awareness of its resources. Statics show high usage of library resources and librarians.
	Offer information competency library workshops in Canvas which lead to students completing the Informational Competency Institutional Learning Outcome and provides them direct access to library resources.	Completed	2017-18 Avoiding Plagiarism Library Workshop piloted in Spring 2018 and will be offered each Fall, Spring, and Summer semester. Additional Library Workshops are being created.	2017-18 Avoiding Plagiarism reduced plagiarism in classes where the workshop was assigned.
	Upgrade the Coastline Textbook Reserve Library and transition to an online Library Catalog so students	Completed	2017-18 Inventoried Textbooks Reserve Library at all campuses. Added OERs to Textbook	2017-18 Textbook Reserve spreadsheet is accurate for students to access online.



	and faculty can seamlessly search for items in the Library.		Reserve Library. Worked with faculty to update textbooks.	
Mathematics	Hire two full-time math instructors due to the top ranking of FTEs, 14.8, in the entire college and 147 LHEs taught by adjunct instructors.	Completed	2015-2016 a new math faculty was hired and a second was hired in 2016-2017	The college was able to offer more math courses. There has been an increase in courses offered.
	Establish Math Academy or Bridge Program in summer and winter sessions to prepare students before classes start; and to increase the math success and retention rate, especially for STAR and STAR2 programs.	Completed	In summer 2015, a math boot camp was held at NBC to help incoming students. In 2016-17, the program is still running well.	The results were that students placed into higher math courses. However, the labs need to be longer to cover more material.
	Create "Pathway" curriculum to help students succeed in college level math courses at a faster pace.	Completed	The math faculty created Coastline pathways and has approved it and is waiting for state approval.	Offering courses fall 2017
	Acquire a mobile "smart cart" with laptops, printer and wifi at Newport Beach Center for math classrooms.	Completed	All smartboards have been installed and a smartcart was purchased	Courses in spring 2017 started using the smartcart
	Develop a system to mentor and evaluate new math instructors, especially online.	Completed	Discussions at all college meetings have occurred around that evaluation of math instructors. There is now an onboarding and mentoring process for new math faculty	There has been an increase in higher quality course. The faculty to develop master courses
	Create a dedicated Math Lab for math students. In the student survey, one of the suggestions for the Student Success Center tutoring was to have a quiet place to study. Currently, the Center has English and other subjects' tutoring in the same room.	Not started	Currently the math and English are together in the Success Center	N/A
	Math tutors shall be recommended by math instructors or interviewed by a math instructor prior to hiring.	Completed	Discussion have occurred with Student Success faculty. Will keep collaborating with the SSC faculty. Faculty sent questions SSC faculty to use in interview.	Tutor quality is increasing.
	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	Completed	In spring 2015 a math coordinator was assigned	Though there was direction given from the coordinator, there need to be a better planning to effectively use the support services.

	sends that information to each instructor as well as sending student success center use by math students to the department.			
	Discuss implementation of a STEM or STEAM Program and provide appropriate permanent office space for full-time faculty at the Newport Beach Center.	Completed	6 offices were opened spring 2017	Faculty are using the offices.
	Provide more technology training programs for math faculty.	Completed	2014-2015 PIEAC and budget allocated professional development funds to explore new trainings. In 2015-2016 the instructors attended annual national conferences. In 2016-17 the faculty attended three conferences	The instructor learned of newer technology and strategies in their courses for flipping courses
	Participate with the college bookstore and the textbook publishing companies to help lower the cost of textbooks to students, and to more clearly outline all the options available to students for instructional materials; investigate free or low-cost online educational resources to help lower the cost of textbooks to students.	Completed	In spring 2015 the math faculty met at the All-College Meeting in a breakout discipline focused session where discussion occurred around the textbook. In 2015-2016 the faculty have been reviewing OER textbooks. The program invested in OER in 2016-17.	Faculty are in courses using OER which has reflected in higher retention and success.
	Equip classrooms where math is taught with furniture and equipment that promote active leaning, such as mobile chairs with laptops and individual student whiteboards.	In-Progress	The college purchased student whiteboards and there is a 2015-2016 request going to budget for approval. In 2016-17 it was requested but not funded. In 2017-18 it was requested but not funded.	N/A
	Modify the math placement system to include a student's recent performance in math classes that do not transfer (such as high school students).	Completed	Multiple measures have been piloted in summer 2015 and are awaiting courses performance results in fall 2015. Multiple measures are getting approved at Academic Senate for implementation in summer 2017.	Students are being place MMAP
Office of Instruction	Exceed District provided FTES base	Completed	The college continue to meet the FTES threshold of base and get within 1% of the established targets.	In 2015-16 CCC exceeded the FTES base by 11.9%. In 2016-17 CCC exceeded the FTES base by 4.5%. In 2017-18 CCC exceeded the FTES base by 9.2%.

	Develop an implementation plan and budget for a Faculty Success Center (FSC)	Completed	In spring 2015 PIEAC approved funds for the FSC and Learning with one-time funds. There is a need for an ongoing budget. In 2016-17 the FSC hosted many trainings	FSC opened in spring 2016 and will be seeking to rapidly expand in fall 2016. There was an increase in trainings.
	Develop the schedule of classes a minimum of one year in future so students may know availability of classes.	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. The 2016-17 the Enrollment Management Plan was drafted and projects enrollment by mode and subject. In 2017-18, the 2017-2020 Enrollment management Plan was updated	
	Implement the full-time faculty hiring plan developed by the Instructional Planning Council.	Completed	The Instructional Wing Council and academic senate approved a full-time faculty schedule	New faculty will be hired in 2016 and 2017. The Department exceed the planning expectations for hiring
	Renovate the office to accommodate additional staff	Completed	Established temp working space for the new staff members. There needs to be a more cohesive work environment created.	The office has been updated but a new layout is needed
	Develop SharePoint sites for the office and committees supported by office staff	Completed	SharePoint is being released to committees first	Agendas, minutes and documents have been loaded into SharePoint
	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.	Completed	Rather than full-time we are using three part-time members, one dedicated instructional designer (ID), and additional ID for Canvas migration, hour support for making content meet accessibility requirements, Exploring a full-time coordinator for the FSC.  In 2017-18 a full-time FSC coordinator was hired and a new advisory board has been established. Their charge is to complete their department review	The FSC has a new full-time coordinator, advisory board and is hosting events
	Increase the opportunity for professional growth for administrators, faculty and classified professionals	Completed	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.	There was participating in training for 25-Live and also ACCJC training completed by the department.
Paralegal	The creation of 2 or 3 multi-use spaces in the student lounge area	Completed	The room has been built and is in the final stages of completion	The Legal Clinic practicum (Law C390) can now be held at Newport Beach along with the other

	to be utilized by students for studying. This multi- use space will also be utilized by the Paralegal program Legal Clinic on a weekly basis during the Thursday evening class time.			paralegal program classes. This is a required class for graduation and was traditionally held at the FV College center
Philosophy	Offering the PHIL ADT supports the College's Mission, specifically Goal #3: Innovation & Improvement. Coastline will continue to create and nurture innovative programs, services, and technology solutions that respond to the needs and expectations of its learning community.	In-Progress	<p>2015-16 ADT: The course most recently added to the philosophy curriculum, History of Ancient Philosophy (C102), is required for the Phil ADT. This course has been approved and is listed as "active" in CurricUNET; however, the actual course content has not yet been designed.</p> <p>2016-17: The status on the ADT remains this same. This is because it was deemed that my time would be better spent by spending this Summer constructing my own Canvas Philosophy 100 course rather than History of Ancient philosophy which, while required for the ADT, is less apt to fill.</p> <p>2018: The History of Ancient course, required for the ADT, has not yet been created. At the moment it is unclear that such a course would receive enough enrollment to prioritize its construction.</p> <p>Instead, this summer I taught two courses and also reworked a portion of the quiz and test material for Phil 120 (I write all of my own questions).</p> <p>In Summer 2019 I will have a choice between teaching a number of classes, creating History of Ancient, or modifying an existing course to use OER material.</p>	<p>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.</p> <p>2016-2017: As noted, the course could have been designed during the intersession, but consensus was that producing content for the philosophy 100 course was more pressing.</p> <p>Because I make PPT videos with full narration and closed captioning (a typical course requires me to produce hundreds of pages of my own scripted narration), it usually takes the full summer to construct all lessons for a quality course. Phil 102 could be produced in summer of 2018 unless it is again determined that another major project would better serve the students.</p>

Process Technology	Develop and produce twelve new process technology courses aligned with OSHA standards to advance students towards necessary certifications for job advancement.	Completed	Approved by curriculum	New certificate program
	Hire two additional part time instructors to develop the new courses by FALL 2017.	In-Progress	Hired one PT faculty member and will hire another by Fall 2018	Hire another PT faculty
	Participate in the state and federal apprenticeship program grants in partnership with the Coastline's Contract Education team, resulting in job placement for all students, especially veterans. The PTEC department will create a bridge with the Building Codes department to expand the opportunities for students to seek varied levels of entering the workforce.	Completed	Developing additional guided pathways to BCT, PTEC.  Developing new curriculum CUES	Partnerships and broadened apprenticeships
	Expand the PTEC advisory board membership to include experts in additional process technology industries, such as Food and Beverage, Bio-Manufacturing and Wastewater Treatment.	Completed	Currently added the Building trades council, Career Expansions, Inc with other local companies and union reps.	
	Create and design one of the new process technology courses (aligned with OSHA standards to advance students towards necessary certifications for job advancement), as department course (Fall 2018) Coordinate the online department/shared development (faculty cohort) with the industry and state contributors	Completed	Hold due to changing outcomes from industry	
	Hire two additional PT instructors for the PTEC Program. Access PT faculty pool and reach out to additional recruiting agencies (Spring 2018).	Completed	One instructor hired	6 more instructors in PT pool
	Create new CUES certificate (Construction, Utilities, Energy and	Completed	Hold due to changing outcomes from industry	

	<p>Safety) to be offered in coordination with the apprenticeship program (Extended Learning Division team), resulting in job placement for all students, especially veterans. This new certificate will cover both PTEC and BCT departments to expand the opportunities for students to seek varied levels of entering the workforce in either area.</p>			
Psychology	<p>Hire ONE full-time teacher who has online teaching experience, in time to be ready to take FSC training courses, develop telecourse handbooks, and be ready to teach in fall 2017.</p>	Completed	<p>Full-time faculty hired PSYC approved by the CCCD Board spring 2017.</p>	<p>Matt Quinlan hired and he was ready to teach in fall 2017. Matt Quinlan completed the FSC training and he is teaching with the Early College High School program.</p>
	<p>All psychology instructors be at least at the level of "effective" on the Academic Senate Academic Quality Rubric. This includes RSI and providing feedback in telecourses. Ensure all psychology courses are meeting the 'satisfactory' based on the Psychology department RSI plan.</p>	Completed	<p>December 2017 a Psychology Department Minimum Standards for RSI plan was created by the department chair. The plan was approved by the RSI Taskforce. The plan was presented at the department meeting and emailed to all faculty in the Psychology department.</p> <p>During spring 2018, all fall 2017 courses were reviewed by the RSI Review Team. Only part-time courses were reviewed. The review team reviewed for overall RSI and department standards-based RSI.</p>	<p>63% of the part-time faculty members reviewed received an "unsatisfactory" in one or more course reviewed by the RSI Review Team. The 7 part-timers received an email from the department chair and the dean. The faculty members were required to attend a mandatory meeting regarding RSI and create an RSI plan to ensure future reviews will yield a "satisfactory." All part-timer faculty in the Psychology department attended the meeting, submitted very comprehensive RSI plans to the dean and required to complete FSC 50 RSI and Attendance Training</p>
	<p>Identify an office for Erin Johnson ASAP. Any new full-time psychology faculty will need offices, as well.</p>	Completed	<p>Erin Johnson moved into permanent office space at NBC in fall 2016. Matt Quinlan (hired 2017) also has a permanent office space at NBC.</p>	<p>Erin Johnson is able to effectively meet with students and conduct Psychology club meetings in the new office space.</p> <p>Matt Quinlan is able to effectively meeting students in his office space.</p>
	<p>Over the next five years update all three telecourses with simple video productions, mostly narrated shots and interviews in studio, and using some of our existing video. We can</p>	Completed	<p>There is a strong possibility that the traditional telecourses with videos could be replaced with online courses, particularly for the incarcerated student program. The department will continue to</p>	

	also incorporate public domain footage or acquire low cost videos. Even paid, we may not have enough faculty to be involved in telecourse updating. Introductory psychology would be the first priority.		work closely with the Dean of Distance Learning on this initiative.	
	Over the next four years, create 8 different universal tools to measure course level SLOs. Currently, each course measures SLOs independently.	Completed	Erin Johnson and Matt Quinlan continue to work on researching and adapting SLO tools for the larger section courses, like PSYC C100, 118, and 116.	
Real Estate	Expand our part time faculty pool to teach in the Real Estate Program. Hire one additional part time instructors in SPR 2017 to teach underwriting and processing courses by Fall 2018.	In-Progress	Delay in hiring - lack of qualified candidates in the pool. Two candidate interviews set up for Summer 2018 to begin in Fall	Awaiting final interview for RE instructor to develop two courses.
	Develop and produce department/shared course in real estate principles. (Fall 2018) Coordinate the online department/shared course development (faculty cohort) to ensure content is not duplicated and that instructional strategies and SLO distribution is diversified.	In-Progress	Met with advisory and faculty: discussed draft outline and team membership.	Framework outline for the principles course was drafted.
	Write new curriculum for using drone technology in real estate courses. The RE department will create a partnership with the digital graphics department to develop a course using drone technology.	In-Progress	Original drone course instructor was switched in the summer for the fall term. Awaiting information from the new instructor. In discussions with DGA department for possible catalog cross listing.	Reviewing new drone course
Sciences	Hire 2 <sup>nd</sup> Full Time Instructional Lab Associate	In-Progress	Awaiting funding	
	Develop a STEAM Academy	Not Started		
	Open a human cadaver lab	In-Progress	Awaiting feasibility study	Awaiting feasibility study
	Host a health science triathlon	Completed	completed	54 students participated. One hundred student in the audience.
	Create new Lab Space at Garden Grove	Not Started		

	Market the Health Science Certificate and ADT Biology	Completed	Completed	The degree and certificates were developed and are offered
	Create a new biotechnology certificate	Not Started		
	Maintain lab safety and support sciences courses at the college	Completed	ongoing	Guidelines on Canvas for the Biology courses. Still require an additional Full Time Instructional Lab Associate
	Yearly Budget. Ongoing Biological Sciences Consumables/Contracts (included is the Additional Current Needs laundry contract) under the Consumables Assessment: Current Needs	Completed	Most of this is awaiting release of the college budget	Most of this is awaiting release of the college budget
	Increase the number of microscopes to meet course and student demand	Completed	purchased	
	Build program awareness	Completed	continuing	Created a Health Science Brochure; Created a Departmental Web Page
	Strengthen the student learning experience with skull and heart models	Completed	completed	Improved student learning
	Maintain lab specimens and ensure classroom safety	Completed	ongoing	Improved communication
	3D printer to use with Art department at NBC	In-Progress	Awaiting funding	Not purchased yet
	Statistical Analysis Package	In-Progress	Awaiting funding	Not purchased yet
	Purchase Heat Blocks	Completed	completed	To be used in cellular biology
	Increase Biotechnology Equipment to strengthen the program	Not Started		
	Upgrade the Garden Grove Center Labs	Not Started		
	Additional lab space at GGC/NBC	Not Started		
	Install a -70 °C freezer	In-Progress	Awaiting funding	Not purchased yet
	Provide more physics offerings to meet student demand.	Completed	Hired two new adjuncts.	Evening section of Phys 120 added in SP 19.
	Continue to provide an effective and safe learning environment by maintaining new equipment, supplies, and labs in physical sciences.	Completed	In 2017-18, physical science was purchased and hired lab associates	Overall lab quality has improved
Social Sciences	Diversify Course offerings	Completed	We have added additional courses in Geography, History, Human Services, and	Enrollments in the new classes have been good.



			Sociology. Dean of Instruction has offered additional course suggestions.	
	Develop Geography transfer major (AD-T)	Completed	A GIS COR was written and is awaiting approval, to be offered Fall 2019.	We added the California Geography which was offered in Fall 2017. Enrollment was good, ended with 19 students. Department Chair will work with Geography Instructors to develop AD-T in CurricuNET Spring 2019.
	Develop Anthropology transfer major (AD-T)	Completed	Department Chair and Anthropology Instructor Moises Plascencia are writing a COR for a new course to be offered Fall 2019. Dean of Instruction wishes to add one new ANTH course each semester until AD-T is built.	Outcome will be diversity of course offerings for students wishing to major in Anthropology and/or obtain a degree for transfer.
	Improve retention and success rates throughout the program, but particularly in Political Science	Completed	Relatively speaking, our success and retention rates have remained relatively static. It's also clear that Political Science continues to be a problem area with very low success rates.	Success and retention rates seem to be up slightly. Political science still appears to be a bit of a problem area. Department Chair will work with full-time faculty and Dean of Instruction to create a plan for improving retention rates, increasing/modifying courses.
	Work with the faculty and the college to lower costs for students, specifically with regard to textbooks	Completed	Several faculty in the program have adopted OER textbooks. The full-time History faculty member committed to converting all his courses to OER for Spring 2016	All of Dan Johnson's current courses are using an OER textbook. The one course he is not using OER for is California History (offered in Spring) since there is no OER option. Other instructors in the department have also adopted OER: Bob Franklin in Geography is running 3 courses with OER materials; Michelle Walsh in Geography (1 course); William Diaz-Brown in History (2 courses); William Freeman in History (1 course); Laura Enomoto in History (1 course)
	Work with the Dean at Newport Beach to develop alternative scheduling patterns which will improve onsite enrollments.	Completed	Enrollments in onsite classes have increased slightly.	Dean of Instruction and Department Chair will continue to add courses onsite to develop alternative scheduling patterns.
	In conjunction with the Distance Learning department, ensure that all telecourses offered in the program are current.	Completed	Development began on working with the DL department to update our Political Science telecourse, but need to follow up with Distance Learning Office.	Updates to Political Science telecourse need to be completed. Department Chair will find out the results of the college-wide taskforce which met Fall 2017 to address the problems of telecourses and incarcerated instruction in hopes of this process moving forward.

	Development of Model Courses	In-Progress	Incoming Chair and full-time History faculty member met to discuss who could develop model courses. It was determined that compensation was not possible since VP of Instruction has suggested model courses be mandatory which is not what our program desires.	Full-time History faculty member will work with Department Chair to develop the first model course for History Spring 2019.
STAR	Program redesign	In-Progress	This is a multi-stage process addressing curriculum, remediation, growth in majors, length of time to completion, resources and support and locations. All students now qualify to be admitted to STAR Program	First year curriculum track redesigned for General Education focus: Added Math 030 and English 099 for necessary remediation could be removed for AB705 compliance; Garden Grove location added to departmental offerings; Future targeted student support.
	Outreach initiative	Completed	Multiple recruiting events in the college's service district with concentrated efforts in Garden Grove and the Newport-Mesa school districts to increase enrollment in the department.	Increased student enrollment in STAR at the Newport Beach Center; Continued STAR offering at Garden Grove.
	STAR coordination committee meetings	Completed	Establishing advisory committee and operations task group with input from faculty senate, staff, and administration.	<ol style="list-style-type: none"> <li>1. The operations task group has changed its membership composition, adding more faculty members meeting weekly to resolve issues in the department.</li> <li>2. 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.</li> </ol>
	Outreach and Retention Specialist roles established	Completed	Established greater understanding of Outreach Specialists and Retention Specialist duties.	<ol style="list-style-type: none"> <li>1. Established greater understanding and clarity of work to be done by Outreach Specialists.</li> <li>- Marketing to high schools and assisting in the application and assessment phase of becoming a Coastline STAR student.</li> <li>Retention Specialist. - Focusing on guiding STAR students through to program completion while earning an AA Degree and earning the best grades possible.</li> </ol>
	2016/2017 Established presence of Instructional Associates and Academic Success Coaches	In-Progress		IA's and Success Coaches are attempting to establish strong STAR community interactions.

	Install Game-Based Learning programs in social areas of the College	Terminated		
Student Success Center	<b>Volume.</b> Serve at least 1500 unduplicated students per semester through all learning assistance services.	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.	First met in spring 2015 and is now a baseline moving forward.
	<b>Student Success.</b> Greatly enhance retention, persistence, and success rates in courses across the curriculum among students who receive tutoring services.	In-progress	Early data has shown that students who receive tutoring are 15% more successful in their coursework than peers who do not receive tutoring.	Early data has shown that students who receive tutoring are 15% more successful in their coursework than peers who do not receive tutoring.
	<b>Online tutoring.</b> To provide robust online tutoring for all students.	Completed	Student use of Skype, Smarthinking, and email-based tutoring continues to increase.	The intent of this initiative is to provide easy-to-access and just-in-time online tutoring for all distance learning students.
	<b>Session Data.</b> To maintain a feedback system to allow tutors to catalog each tutorial session, sorted by CRN.	Completed	System was launched in early 2017. For fall 2018, tutors will watch a training video developed by the Student Success Coordinator to continue this initiative.	Several thousand tutoring sessions have been captured across the curriculum, which allows for trends in learning assistance to be identified and shared widely.
	<b>Funding.</b> Stabilize budget for the Student Success Centers and learning assistance for the college to support Guided Pathways and all program areas.	In-Progress	The Student Success Coordinator continues to collect data on the outcomes of tutoring in order to justify the budget request.	The college has seen fit to award the Centers the requested amount per year to continue services in a robust and comprehensive fashion.
Visual and Performing Arts	Hire a full-time music faculty	In-Progress	In fall 2017 a proposal was presented to the Academic Senate for a FT faculty member. The proposal was not approved. In fall 2018 a new proposal will be submitted.	
	Hire a full-time visual art faculty with a 3D emphasis – fall 2019	In-Progress	In fall 2017 a proposal was presented to the Academic Senate for a FT faculty member. The proposal was not approved. In fall 2018 a new proposal will be submitted.	
	Hire a full-time gallery/lab tech/TA – fall 2019	In-Progress	In fall 2017 a full-time gallery/lab tech/TA was requested. The request was not approved. The department would like to request this position in 2018.	
	Facilities improvement Laser cutter	In-Progress	The equipment was funded and will be ordered in 2018-19	
	Facilities improvement 3D printer	In-Progress	The equipment was funded and will	

			be ordered in 2018-19	
	Improve educational environment and increase ceramics course offerings	Not Started	A funding request for a kiln was made but not funded	

## President's Wing

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

Program/ Department	Initiative(s)	Status	Progress Status Description	Outcome(s)
Foundation	The Coastline Promise –This initiative was inspired and built on a variety of local, state, and national programs that support college access, academic persistence, and completion. Coastline's President's Council is spearheading the initiative. The Foundation will be partnering by focusing heavily on fundraising specifically for this project to help ensure its success and sustainability.	Completed	The BOD has agreed to contribute \$100,000 annually to support the Promise Program for the next three years.	2016-17 Approx. 60 students enrolled in the college promise program  2017-18 Approx. 80 students enrolled in the college promise program
	To connect with global leaders by promoting practices of innovation, and support professional learning internally and externally through hosting local and regional-level events, such as the OC Innovation Speaker's Series.	Completed	The college hosted an innovation focused event in June 2017  CSR event was hosted in 2017-18	2016-17: 280 participants attended the conference  2017-18: 200 participants attended the conference
	Increase financial resources to advance student support services and increase opportunity for student achievement by garnering additional funds through outreach and development. This position will also help support events and projects, such as the College Promise and annual fundraising events, such as the Innovation Speaker's Series.	In-Progress	The position was not funded, however funds and request for FWS student workers was used.	While the positions were filled, due to turnover there is still a need for a permanent position
	Strengthen the department members' knowledge and abilities by increasing participation in	Completed	The department staff attended CASE and the Staff Assistant complete her fundraising certificate	2017-18 Through the restructure the department was able to decrease costs which earing close to similar funds from the previous year

	professional associations, attending training/seminars in fundraising.			
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. Provide support to SLOs, SAOs, PSLOs, ISLOs assessment, Planning communications, CTE reports, and Grant projects. (Combined 2.1, 2.2, 2.3, 2.9)	Completed	The position was approved for 2015-16 and is under review for an alternative position to a senior research analyst. In 2015-16, a 19.5 Research Assistant position was hired through SSSP. In 2016-17, Coastline utilized grant funds to hire an Institutional Effectiveness Analyst. In 2017-18, the position was hired as a professional expert.	New SLO reporting system was developed, PSLO, and ISLO dashboards were created, Perkins Planning abstracts were developed.
	Support the department's capability to effectively service the college constituencies through the integration of innovative technology initiated strategies and tools. (Combined 4.1, 4.2, 4.3, 4.4, 4.5, 4.6)	Completed	The Survey Monkey and Tableau software were purchased through Title III. The departments' websites were updated, and files were better cataloged. Five Microsoft Surface Pro 3s were purchased.	Increased efficiency in collecting and presenting information.
	Establish a liaison for grant development and administration. (2.4)	Completed	The position was moved from Title III grant support to 100% college grant development support.	The department increased their oversight in the development process which led to an increase in grant proposals and grant revenue in 2015-16.
	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in grant development. (2.7, 2.8, 2.10, 2.11, 2.12)	Completed	In 2016-17 the department obtained approval of an additional \$8,000 from membership and professional development. Memberships have been purchased. The department members went to multiple conferences and training in 2015-16 which included AIR, Regional RP Group meetings, and a week-long Argos training.  In 2017-18 the employees attended staff development training for the following areas: Research and planning, SLOs, equity, guided pathways, and accessibility.	The department members started using new Tableau tools to create dashboards and develop new Argo's data query blocks.  There is a better understanding of process and guidelines to help the department continue to meet the needs of the college.
	Increase department efficiency through the administrative support	Completed	In 2017-18 a pilot position of a grant writer was funded as a one-year pilot.	There was an increase in grants awarded

	the department, streamline record maintenance processes and provide support to grant development operations. (2.5, 2.6)			
	Increase opportunity to obtain indirect costs from federal grants. (1.1)	Completed	In 2015-16 the college obtained a preliminary rate from a federal award. In 2016-17 the request from CCCD was made to complete the process, but due to missing timelines, CCCD will have to reapply. In 2017-18 CCCD was able to obtain an indirect cost rate	The in-direct cost agreement was established
	Centralize the department to increase operational and communication efficiency. (Combined 3.1, 3.2)	Completed	The discussion is occurring and pending other facility decisions. In 2016-17 the college will start planning the re-org of the building. The department was centralized under Institutional Effectiveness and will be looking to move positions and offices around to finalize the project.  In 2017-18, the department moved to the annex building and are now in closer proximity to one another while the new building is being planned.	There is more consistent interaction between employees
Marketing, Public Relations, and Graphics	Increase student communication and engagement	Completed	Continuing to provide monthly student e-blast communication, and timely advertisements. Social media presence has become steadier and posts have become more interesting, timely, and consistent. Currently, CCC website navigation will be enhanced to be more student-friendly and useful, as well as be ADA compliant and mobile-friendly.	Social Media followers have increased over 10% each month. Also, increase in readership among students through social media has increased by 20%. Open rates of email blasts are increasing as well with extremely low drop off rates. Students will be able to gain more valuable information about their college career much more quickly and easily.
	Increase College, marketing and branding efforts (digital and video included)	Completed	The creation of new landing pages and newsletters for Coastline departments and programs has better established the branding for the college, as well as has increased marketing and student recruitment efforts.	Coastline outreach materials are improving, which improves the student recruitment efforts.

	Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination	Completed	Separating the print department from the marketing department, and developing a digital and editorial marketing staff has helped increase the production of design, material, website and landing pages, and awareness of Coastline already, and will continue to be ongoing.	Team members will be able to operate more efficiently and take less time to complete projects for clients, enabling them to increase the quality and accuracy of the projects. Also, tracking and documentation of projects will continue through Teamwork our new management App.
	Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).	Completed	Continuing to review analytics from student email blasts, Google Analytics from the website, analytics from social media, PR and the new Cascade CMS will provide much more data insights of our digital marketing efforts into the student journey.	The PIO office is continuing to improve communication to students and the community based on findings from analytics, but the ongoing PR efforts and new executive communication strategies will also help bring more stature to the college through the executive team.
	Advance the digital and strategic marketing capabilities of the marketing department.	Completed	A new website CMS and project management software has been purchased to increase capabilities like updates to website pages faster, management of projects more efficiently, and to keep current with digital market strategies for the purposes of increasing lead nurturing.	By increasing capabilities of internal creative jobs, cost efficiencies will increase. The Marketing department will continue to review methods and types of digital evolutions to enhance capabilities for the college by provide more efficient website and marketing efforts, thereby minimizing outsourcing, thus reducing costs.
Office of the Presidents	Improve governance and integrated planning assessment processes	Completed	In 2015, 2016, 2017, 2018 governance surveys were distributed to measure committee effectiveness. Additionally, the integrated planning guide was modified and updated for 2015-2016.  The integrated planning guide was reviewed and updated again in 2017-2018.  In working with the constituent groups the Participatory Governance Handbook was updated	The governance survey showed a major increase in participation and performance across all 5 metrics of committee effectiveness.  Committees will now be using the new Participatory Governance Handbook
	Improve flow and aesthetics of work spaces	In-Progress	In spring 2017, architects visited the college to work with the redevelopment and renovation of the College Center Campus.	N/A



			In 2017-18, the office moved to the Annex while the College Center is being planned	
	Establish a SharePoint webpage and develop the technical capacity to maintain the information and page	Completed	SharePoint training has begun at the committee level.  In 2017-18 the office started using SharePoint	Information from meetings are available and easily accessible.
	Conduct and communication audit and establish communication via social media	Completed	A commination assessment was completed through the PACE survey and the communication assessment survey.  Communications assessment completed during the 2018 SAO survey.	This has led to the development of new and timely communication from the President's Office
	Ensure the Academic Senate, Classified Senate, and Management Team has the opportunity to maintain relevancy within the field and participate in regional and statewide events	Completed	The request for professional development was funded	This led to the hosting of retreats for each constituency group and the development of new college plans and strategies.
	Continue to support the advancement of the institution through new and innovative ideas.	Completed	The President's Office has obtained two years of innovation funding	Funding has been spent on a college-wide leadership development program called Leaders Innovating Together

## 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)	Status	Progress Status Description	Outcome(s)
Admissions and Records	Reinstate VP of Student Services position	Completed	VP position was reinstated and filled in 2014-2015.	Operational efficiency has increased and there are more planning meetings and support for change.
	Recruit Additional Support Staff to: Increase efficiency in processing incarcerated student applications	Completed	4 (19.5) hour positions were hired in 2012-2013; 2 f/t temporary in 2014-2015.	Supported the incarcerated students through SSSP and increased customer service and efficiency. The other position 2 helped increase transcript evaluations.
	Convert lobby into interactive kiosk	Terminated	Replaced with an information, call and student computer center.	Improve student access to information and to provide student services.
	Website enhancement	Completed	The website has been updated to include consumer information to meet DOE requirements. The website is continually undergoing changes to enhance website navigation for users.	Increased access to information helping future and current students to apply for admissions, find classes, graduation information and services provided by the college.
	Attend customer service training seminar/conference	Completed	In 2014-2015 staff participated in Title IX training.	Increased awareness of regulations and has resulted in high student satisfaction rates.
	Provide adequate publications to area sites	Completed	A&R flyer was created and distributed in 2013-2014.	There has been a decrease of web service utilization of 3.58% from October 2017 to September 2018. The average time spent on the website is up 7.26% during the same time frame.
	Effectively meet student demand by providing an adequate level of student support services throughout the admissions and onboarding process.	In-Progress	In 2015-2016 Coastline funded 3 of the 4 Admissions & Records Tech III positions.	There is still a need for additional positions. Those positions include a Manager Enrollment Services, Functional Analyst, A&R Tech II for residency support, and Hourly Support.
	Provide Scanners that are suitable for the needs of the A&R staff to scan all permanent records required by Title 5.	Completed	Director is working with VP to obtain the scanners. Although new scanners were purchased additional scanners may be needed to replace old scanners still in service	8 Scanners have been purchased. 12 additional scanners would need to be purchased to replace old scanners still in service
	To process incarcerated student admissions, registration, add/drop, address changes, and	Completed	The position was hired in 2016-17.	Productivity has increased.

	communications with the prisons and students.			
	Provide additional support and oversight to the Admissions and Records Department	Completed	Through the class and compensation study and reorganization process the lead position was developed.	This position has oversight when the director is at Banner 9 meetings and trainings.
Counseling, Matriculation, and SSSP: Assessment Center	Operationalize a full-service Proctoring and Assessment Service Center to meet student demand.	Completed	The Center has an increase of one part-time Testing Technician.	Students are being served more which is reflected in the number of students served.
	Provide adequate facilities to effectively accommodate students and maintain operational workflow for the department.	Completed	Renovation of the Center will be funded through Measure M bond.  The testing materials are stored at the 3 <sup>rd</sup> floor which create less interruptions.	There has been an increase in efficiency and workflow.
	Expand the capacity of the assessment center to accommodate student and faculty demand.	Completed	Reconfigured the testing area to increase seating.	Increased the number of students being served.
Counseling, Matriculation, and SSSP: Career Center	Permanent Career Center location	Completed	The center was opened on the 4 <sup>th</sup> floor of the College Center.	A permanent location of the center improves awareness for students and Coastline employees
	Computer for student's to access	Completed	In 2016-17, There are four computers that students can utilize. In 2017-18, the center was relocated to the third floor in conjunction with the transfer center. Both centers share three computers	The computers are used by federal work study students or by student appointments. Students use these computers for job and experience searching, writing resumes and cover letters, etc.
	Expand the capability of offering workshops to students	Completed	Collaboration with different programs and faculty increase the number of workshops delivered.	Workshops are delivered mainly in face to face courses to maximize the number of students attending.
	Promotion and marketing	In-Progress	Due to high turnover of staff (three in the past year), the staff has to learn how to run the center which causes a delay on previous years' goals. Additional staff for 2017-2018 is being requested in order to effectively promote the Career Centers, especially in classrooms in the beginning of the school year	The creation of social media to increase awareness of the career center and opening up career services to virtual platforms makes it more convenient for students to receive career services.
	Creation of virtual workshops	In-progress	Due to high turnover of staff (three in the past year), the staff has to learn how to run the center which causes a delay on previous years' goals.	Pilot studies of a Cranium Café will be run this academic school year.
Counseling, Matriculation,	To provide regular and consistent training and information updates	Completed	The counselors attended various conference which include Civitas, Cranium	The counselors are using these training in the classroom and to start using the new technology

and SSSP: Counseling	for counselors on academic, career and personal counseling issues in order for counselors to stay current and maintain relevancy. Professional Development		Café, transfer conferences, and on course workshops	systems (Civitas). In 2016-2017 it was determined that the implementation of Civitas was premature. The role of the counselor and their responsibility with regard to the specific purpose of Inspire Advisor had not been fully developed and clear expectations had not been identified. Therefore, implantation has been postponed until further notice. However, many of the counselors have been trained in Cranium Café, which allows counselors to provide high quality web-based counseling sessions. Cranium Café provides a platform that allows two-way video conferencing, document sharing, and screen sharing. The implementation of Cranium Café has elevated the counseling experience and Coastline Counseling department is one of the first CA community colleges to provide such innovative and cutting edge service to distant learners.
	To increase student retention and completion in Counseling classes. Tutoring and Si	Completed	Success Coaches were embedded in three on-site Couns 105 courses which were part of the curriculum for the STAR program. The embedded success coaches actively participated in the classroom assisting the instructor by providing workshops, informing students of college resources and connecting students to co-curricular activities.	The Success Coaches embedded in the Couns 105 course provided immediate and accessible wrap services that facilitated a positive student experience. Students always had a point of contact whenever they had questions about assignments, resources or college policy. This reduced student confusion, frustration and allowed them to focus on succeeding in academics and college life.
	Collaborate with Student Success Center to help increase basic skills readiness for college.	Completed	Six Success Coaches were hired in Fall 2016. The role of the Success Coach was to provide Basic Skills students with proactive support to assist students in course completion and college obligations. Coaches provided a variety of study skills workshops, assisted students with preparation for counseling appointment visits, directed students to tutoring services, assisted students with scheduling courses and registering for courses.	As a result of the Success Center/Success Coach collaboration a variety of unduplicated services to students were developed to help increase basic skill students' readiness for college level courses.
	Ensure that 100% of comprehensive educational plans are created, orientation are provided and follow-up serveries	In-Progress	Only one full-time counselor was hired as an emergency hire due to unexpected retirement of counselor/articulation officer.	In order to meet the goal of 100% completed SEP's More full-time counselors will need to be hired. There is an immediate need to hire at least one more additional counselor just to fill previously

	are completed for all incoming and continuing students. Two full-time counselors funded from SSSP.			vacated counseling position (Eric Garcia). Currently the counseling department staffing is insufficient to ensure all students will have access to counseling services.
Counseling, Matriculation, and SSSP: Information Center	Provide new software support for receptionist and call center management (phones, other communication modes)	Terminated	The College moved to a new phone system via Ring Central.	N/A
	Implement Cranium Café.	Completed	Staff received training in spring 2018	Staff will be more equipped to support students by using more technology to assist students. Cranium Café will allow staff to web and video chat with students.
	Actively enroll Coastline College Promise students	Completed	Collaborate with Outreach Department to market program	Manager has met with Student Life & Outreach Director to strategize
Counseling, Matriculation, and SSSP: Transfer Center	Distribute surveys to measure student satisfaction and make adjustments accordingly in the Transfer Center planning processes.	Completed	Under development with the Institutional Research Department.	Not available until the surveys are deployed and results analyzed.
	Provide additional services such as longer distance tours to UC/CSU in Central California.	In-Progress	The Intercultural Resource Center conducts tours for its students to UC Santa Barbara.  In discussion with Cypress and Irvine Valley Colleges.	Early talks with OCC and GWC during the Fall 2018 semester.
	Online live and “canned” workshops, and events throughout the academic year, including summer to improve student satisfaction.	Completed	Online live workshops began in Spring 2018 with the use of PowToons, PowerPoint platform with characters, background, sound, music, and graphics.  Transfer workshop via video conference using Cranium Café began in Summer 2017.  Canned workshop production underway with use of PowToon.	Planning underway with Work Study student and IT. Will produce two 1-minute clips for the Transfer Center website by the end of Spring 2019.
	Add Transfer-Ready Workshops to provide transfer orientation and have UC and CSU application workshops year-round.	Completed	Year-round transfer workshops began in Summer 2016 to present.	Scheduled over 100 transfer workshops (duplicated titles) in 2016 to Spring 2018. Student participation total 1,160.

	Review services and resources for clarity, accessibility, and student engagement to improve student satisfaction and ability to clearly express transfer goals, successfully apply to four-year universities, and understand transfer policies and procedures.	In-Progress	Information posted on Transfer Center website; increase in student appointments; transfer-related workshops and transfer orientations.	Survey to be distributed.
	Increase awareness of the Transfer Center and services through marketing, social media, internal and external partnerships, and other promotional means.	Completed	Public Information Office promotion on social media, College App, Career Center use of Facebook, Snap Chat, promotions within classrooms and online through Academic Success Coaches. Participation in Dolphin Day and Extreme Registration, EOPS Orientation, IRC Welcome Open House, and Student Life Outreach activities.	Increased awareness and access to the Transfer Center services. Knowledge of what transfer services are available
	Transfer Partnership PACT	Completed	Counseling Department employed Academic Success Coaches who graduated with M.A. in Counseling or who are in graduate school.	Training and working with the Academic Success Coaches to promote accurate and current transfer information and services to all Coastline students in contact.
	Transform Student Success Services in the Transfer Center: "Transform the Way We Do Student Success in the Transfer Center."	Completed	Digitize transfer services and forms.	Phase I and II completed in Spring 2017 to Spring 2018. Transfer forms and registration digitized with use of Goggle docs. Use of scanner to check-in students at transfer fairs, workshops, and open labs. Phase III – Virtual Tours to be piloted in Spring 2019.
Categoricals	Establish a food pantry for all Coastline students, including EOPS/CARE/NextUp & CalWORKs students.	Completed	The party is located in the EOPS office	Students are able to obtain the food and supplies they need.
	Increase the quality of the services to EOPS students..	Completed	Hired an adjunct counselor to serve foster youth students.	Provide foster youth students with consistent support and services. By having a dedicated

				counselor for foster youth, this counselor can attend relevant trainings and thereby be able to train other faculty and staff about approaches that work with foster youth students.
	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 and Cranium Cafe. The EOPS online Orientation will be housed in Canvas as well. Students will be encouraged to use Coastline's Online Tutoring. Prospective students will be able to apply and submit their application online.	Completed	Counselors were trained on using Cranium Café.  Created a Canvas shell for EOPS.  Created and launched an online EOPS orientation.	The department has implemented the use of Cranium Café for fall 2018 semester.  Distance learners are able to receive counseling services over the phone and able to complete EOPS orientation.
	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.	Completed	Partnered with Sociology & Human Services Faculty, Psychology Faculty, Outreach Department, Intercultural Resource Center, Career Center, Transfer Center, Financial Aid Office, and Doing Good Works to deliver workshops.  Offered workshops in Vietnamese.  Created a monthly newsletter.	Increased the number of workshops from 17 to 18 and the attendance from 341 to 345. Students were able to connect with each other and together develop supportive communities.
Financial Aid	Ensure quality and safety to student information and decrease fraudulent activity.	In-Progress	2016-17 A full-time position was added to focus on fraud in June 2016.  Stricter identification requirements have been added for online students submitting loan requests; even though these are not required by the Dept of Ed.	This individual has been trained in what we have been able to learn about identifying fraud and investigating. The FAO continues to identify potential fraud and requires additional information from those students suspected of fraud. Additional strategies are being developed to identify those who may be engaging in financial aid fraud. Cases continue to be reported to the OIG. However, the number of incidents does not appear to be diminishing at this time.

			During 2017-18, FAO expanded the identification requirements to all loan students.	We will not be able to measure the effect that this is having until 2019 or 2020 cohort default rate comes out. However, we will at least have a greater measure of assurance that the online students we are processing loans to match the identities being used.
	Reorganize and increase the CFAO staffing to accommodate the increased demand on student financial aid services, to handle the decentralization of District financial aid processing, and to comply with the federal and state laws and regulations governing student financial aid.	In-Progress	<p>In 2017-18, FAO added a Financial Aid Manager position. This was filled by the existing coordinator, so there has been no increase in the number of staff.</p> <p>One of the existing FA Specialists was reclassified into an FA Systems Specialist position, which matches new tasks, but also did not result in an increase in staffing.</p> <p>A second FA Accounting/Fiscal Specialist was added. This position increased the staffing by 1.</p>	<p>The Financial Aid Manager is responsible for running the daily office operation and ensures that there is minimal interruption to student services.</p> <p>The new FA Systems Specialist is monitoring our Banner technical issues as they arise. This is needed, as no one else in our office can devote their time to running Banner systems and to working with IT to fix Banner problems.</p> <p>FAO also added an FA Accounting/Fiscal Specialist to assist with Return of Title IV calculation and ensure that we are in compliance.</p>
Office of Student Services	The Office of the Vice President of Student Services will refocus the Coastline Community College Student Support Services Programs to be set-up in a “Distributive Model” where the services are delivered to the student at all four sites of the college and to online/distance education students	In-Progress	The distributive model is in progress; the hardware has been purchased and the distribution of the hardware will take place in the beginning of the fall semester. Students are currently able to receive virtual support from where they are via computer video conferencing using Canvas and/or Cranium Café; departments are increasing their use of these tools as an option for meeting with students.	<p>The planning for the distributive model was completed and produced the following implementation schedule: NBC will begin in Spring 2017; GGC will begin in Fall 2018; and Le-Jao will begin in Fall 2019.</p> <p>Cranium Café was released in Spring 2017 and the training will continue in 2017 – 2018 academic year to other counselors and Student Services departmental offices.</p>
	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	Completed	<p>This initiative is on-going. A Dean of Students was hired, as was a Director of Equity and Title IX.</p> <p>The Behavioral Assessment Team has been revived and revitalized, and is co-led by the VPSS and the Director of Public Safety and Emergency Management.</p>	<p>Successful search and hiring of a Dean of Students and a Director of Equity and Title IX.</p> <p>With these two positions in place, educational efforts about students behavior, Title IX, and equity will be ongoing.</p>



	violence, yes means yes, and the student code of conduct.			
	The Office of the Vice President of Student Services will support the Math department in its development of a Summer Math Academy and Winter Math Retention Program by offering professional development and support in coordinating the implementation of the program.	Completed	The Math Academy was implemented in summer 2015 and then course corrected in summer 2016.  This initiative has not continued.	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.
	The Office of the Vice President of Student Services will support the Director of Student Life, Information Center and Outreach to develop a comprehensive Coastline Community College Student Outreach and Recruitment Program that will target high school graduates, adult re-entry, and online students.	Completed	The Information Center was launched in the fall of 2015.  Outreach: Student Life and Outreach has focused on recruitment for STAR 2.0 and for Coastline Promise, and on traditional college fairs and high school outreach.	The Student Information Center is centered around providing basic information about Coastline College's programs and services; the center will also develop into a full service center for online students who need assistance for all student service's needs.  Outreach continues to recruit at high schools and college fairs. <i>Starting Fall 2018, discussions began in order to coordinate college-wide outreach efforts in order to maximize our resources and to develop an Outreach Plan and outreach goals.</i>
	The Office of the Vice President of Student Services will support the Dean of Counseling to develop and coordinate Coastline Community College's participation in the Statewide Alternative Assessment Program.	In-Progress	This is the second cycle for Coastline CC in the MMP.	Cooperative efforts between Student Services and Instruction have been productive. We have until Fall 2019 to be in full compliance. As of early Fall 2018, Coastline is on target to have alternative MMPI adopted before the end of the semester.  Assessment Center is exploring offering other testing as a revenue generator (eg CLEP), and discussions have occurred about making the focus of the Assessment Center turning to a proctored testing center.
	Revising the student support services for the STAR Program to the Newport STAR that will target first-time freshmen at the Newport Beach Center into a Learning Community based system	In-Progress	The first cycle is complete with the second cohort coming fall 2016.  The second cycle started with a larger cohort (50%) and a new curriculum pattern towards a meta major format	The first cycle completed with an 83% retention rate after one term and 60% retention rate from fall to fall.  Second cycle data is coming

	with structure pathways in Business Administration, Psychology, and Pre-Allied Health Certificate. This program will feature embedded tutoring in “gateway” classes.			<i>NOTE: STAR leadership is an instructional dean.</i>
	Start working with the Vice President of Instruction to revision the Online STAR Program to create an Institutional intrusive, integrated, student engagement model to increase retention and academic achievement among Coastline Community College online student learners.	In-Progress	STARFISH: Starfish was piloted in Summer 2017 with 14 faculty. Starfish will expand throughout 2017-2018.	Ongoing meetings, under the leadership of the Dean of Counseling, resulted in a pilot of Starfish in Summer 2018, and a roll-out plan to begin a campaign to use Starfish to all faculty in 2018-2019.
	Start working with the Vice President of Instruction to revision Working Adult type program that will meet the needs of working adults and create a significant increase of academic achievement of students in a structure cohort model.	Terminated	No longer a structured partnership with Student Services and Instruction.	No longer a structured partnership with Student Services and Instruction.
	Student Services priority focus will be on to enhance the student customer service experience.	Completed	Held several trainings on customer services and inter-cultural communication in 2016-2017.  Customer service was not a specific training in 2017-2018, but will be in 2018-2019.	While customer service was not a specific training experience for Student Services teams in 2017-2018 (but is already planned for Fall 2018), a training related to customer service was provided in April 2018: Verbal De-Escalation Techniques.
	Coastline Community College will implement various technology initiatives to provide students comprehensive access to student services wherever they are.	Completed	Student Services explored MyPath, EduNav, and Innovative Educators’ customizable Online Orientation.	Student Services is still exploring these technological options in order to enhance service and the students’ experiences at Coastline. And Student Services continues to actively learn about other available technology programs and applications, and explore their viability for Coastline.

Student Life and Outreach	Increase the number of first-time Freshmen (full-time students) enrolling in the STAR 2.0 Programs at Newport Beach and Garden Grove campuses.	In-Progress	When compared to two previous years, these cohort statistics are steady but also reflect a decrease. While interest in the program remains constant at most partner high schools, the STAR 2.0 Program itself is not growing.	2018 Fall Cohort Data for the STAR 2.0 Program:  31 students in the Newport Beach Campus cohort  19 students in the Garden Grove Campus cohort
	Recruit students for the new College Promise Program (now Coastline College Promise Program)	In-Progress	Recruitment concluded in August 2018 for the second cohort of Coastline College Promise students.	Initial cohort of registered Coastline College Promise students was 56 as of the start of the Fall 2017 term. For Fall 2018, the initial cohort of registered College Promise students is 76.
	Annually increase the number of Latino/Hispanic students who apply and eventually register at Coastline. (Outreach & Recruitment is funded by Student Equity, and this population has been identified as the most disproportionately impacted population.) Target: Close access gap by 2021	Completed	The recent Student Equity Report contained data indicating there is no longer a disproportionate representation of Latino/Hispanic students attending Coastline.	From Fall 2013 to Fall 2016, the percentage of federal financial aid-eligible Hispanic students has increased from 19.4% to 25.4%.
	Search current facilities and/or explore options for remodeling space for ASG equipment/event storage	Completed	The decision was made in 2017-18 to create another space for ASG storage in the Student Life & Outreach Office at College Center	Additional space provided in 2017-18. New space remodeled and now occupied by Student Life & Outreach. Also includes conference room space, desk space for student government officers, and storage room.

## 2018-2019 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 2018-2019 academic planning year. Once the Program and Department Reviews are submitted in the fall term, the Department of Institutional Effectiveness collects the initiatives developed and compiles a report for the college to review and disseminate.

All of the Program and Department Reviews were submitted in the fall 2017 term. The findings showed that 137 new initiatives were developed through the 2018-2019 Program and Department Review process. Table 1 indicated the proportion of College Strategic Goals that were supported by Program and Department Reviews initiatives. On average, each initiative was align with two College goals.

Table 1 *Alignment to College Strategic Plan Goals*

<b>College Goals</b>	<b>Percent</b>
Student Success, Completion, and Achievement	20.7%
Instructional and Programmatic Excellence	22.7%
Access and Student Support	14.3%
Student Retention and Persistence	10.0%
Culture of Evidence, Planning, Innovation, and Change	9.6%
Partnerships and Community Engagement	10.8%
Fiscal Stewardship, Scalability, and Sustainability	12.0%

NOTE: 137 initiatives had 251 alignments to College Goals

## Administrative Services Wing

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

Program/Department	Initiative	Evidence	College Goal(s)
Campus Safety and Emergency Services	Installation of emergency backup generators at the Garden Grove and Newport Beach campuses to provide emergency backup electricity for continuity of operations in the event of a power outage and to support operations of the Emergency Operations Centers (EOCs). College Center would not be included, but would be part of new construction.	Internal Research, SAOs	Fiscal Stewardship, Scalability, and Sustainability
	Installation of 44 emergency lockdown/panic switches. The switches would permit faculty to quickly lock doors to their classrooms and offices in the event of an emergency situation without having to step outside and potentially exposing themselves to danger.	Internal Research, SAOs	Fiscal Stewardship, Scalability, and Sustainability
	Purchase of ten (13) new surveillance cameras, three for immediate installation in the parking lot at the Garden Grove Center. New solar carports currently obscure camera coverage of the parking lot from the building. The cameras will also provide surveillance of the two emergency blue phones mounted under the carports last year. The remaining ten cameras will be used for the Annex building due to the move of a number of offices from the soon to be replaced administration building.	Internal Research, SAOs	Fiscal Stewardship, Scalability, and Sustainability
Fiscal Services	To continue to provide high quality service and resources to meet the growing demand for fiscal support across the college with emphasis in Banner 9, grants, categorical, and state funding model.	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Human Resources	A new manager onboarding program is under development designed to familiarize new managers with the mission, structure, culture, policies and procedures at Coastline College.	Internal Research	Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Leading at the Speed of Trust (Managerial Training)	External Research	Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Coastline College New Hire Toolkit	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Information Technology	Increase IT support and to monitor Measure M technology assets	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
Maintenance and Operations	Effectively service the growing maintenance demands of the College.	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability

## Instructional Services Wing

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

Program/ Department	Initiative	Evidence	College Goal(s)
Building Technology	Develop BCT department/share courses.	Internal Research; External Research	Culture of Evidence, Planning, Innovation, and Change
	Participate in the state and federal apprenticeship program grants	Internal Research; External Research	Partnerships and Community Engagement
Business	Scale the Accounting program	Internal Research, External Research	Student Retention and Persistence
	Create Economics (ADT) Associates Degree for Transfer.	External Research	Student Success, Completion, and Achievement
	International Business: (OER) Course development and integration of a Global perspective in the Business curriculum.	Internal Research, External research	Student Success, Completion, and Achievement
Business Computing	Develop the Business Information Worker 2/3 Certificate and continue to promote BIW 1 certificate.	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
College Campuses: Garden Grove	Update the Funding for postage at Garden Grove Campus kitchen	Internal Research	Instructional and Programmatic Excellence
	Open a quiet/lactation room at Garden Grove Campus	External Research	Student Retention and Persistence
	Establish a Crisis Management Office at Garden Grove Campus	Internal Research	Access and Student Support
	Create a study space at Garden Grove Campus	External Research	Student Success, Completion and Achievement
	Update the small conference room at Garden Grove Campus	External Research	Partnership and Community Engagement
	Create a Cyber Competition Room at Garden Grove Campus	External Research	Student Success, Completion and Achievement

	Classroom chair replacement	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
	Update signage at Funding for postage at Garden Grove Campus	Internal Research	Instructional and Programmatic Excellence
	Funding for postage at Garden Grove Campus	Internal Research	Fiscal Stewardship, Scalability, and Sustainability
College Campuses: Newport Beach	Provide access to courses and sufficient equipment at Newport Beach Campus	External Research	Instructional and Programmatic Excellence
	Create a warming and welcoming environment at Newport Beach Campus	Internal Research, SAOs	Student Retention and Persistence
Communication Studies	Develop hybrid and online versions for CMST 101 and CMST 100 and add new programs in digital communication	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
Computer Information Systems	Create a Palo Alto Regional Academy.	External Research	Instructional and Programmatic Excellence
	Develop a stand up a student security operations center (SSOC) at the Garden Grove Campus.	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change
	CST will develop workshop materials and host a week long summer camp for middle school and high school students. Faculty will work with high school teachers and college instructors across the region to develop age-appropriate materials to help middle/high school students develop an interest in cybersecurity professions.	External Research	Instructional and Programmatic Excellence; Partnerships and Community Engagement
	Partner with the Business Department to develop a new business and data analytics courses leading to a degree that crosses departments.	External Research	Instructional and Programmatic Excellence; Access and Student Support; Culture of Evidence, Planning, Innovation, and Change
	Renew Coastline's Center of Academic Excellence (CAE) designation.	Internal Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
	Develop a new Associate of Science degree in Digital Forensics and Incident Response (DFIR). This will require development of 6 new courses, working with an Advisory Board.	External Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
	Develop partnerships with employers to assist students in connecting with job opportunities for the Cybersecurity Apprenticeship Program. We expect to boost the number of job openings offered directly to Coastline students.	Internal Reserach	Instructional and Programmatic Excellence; Partnerships and Community Engagement
Digital Graphic Applications	Faculty from DGA, Real Estate, and Bio Technology will collaborate to develop new multidisciplinary courses.	External Research	Instructional and Programmatic Excellence; Student Retention and Persistence

Distance Learning	Advance the departmental technology and processes to increase efficiency and continue to meet the needs of students and faculty.	Internal Research, External Research	Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
	Establish an instructional support team to provide tier one and two technical support to students and faculty using Canvas & LTIs	Internal Research	Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Foster and mature relationships with state and federal partner within the distance education industry	Internal Research	Partnerships and Community Engagement
	Scale the study abroad program to continue to provide diverse educational opportunities for students.	Internal Research	Instructional and Programmatic Excellence;
	Provide sufficient and timely training and professional development to increase employee productivity and departmental effectiveness	Internal Research, SAOs	Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Continue to provide resources, material and support to telecourse and correspondence students	Internal Research, SAOs	Instructional and Programmatic Excellence; Fiscal Stewardship, Scalability, and Sustainability
Dual and Concurrent Enrollment Programs	Provide Leadership and oversight to Concurrent and Dual Enrollment programs	Internal Research	Student Success, Completion and Achievement; Partnerships and Community Engagement
Education/ TEACH <sup>3</sup>	Maintain relevance in the field and continuously strengthen teaching strategies and course development, including Institutional membership in the National Association of Community College Teacher Preparation Programs.	Internal Research	Student Success, Completion, and Achievement; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Education/ TEACH <sup>3</sup>	Participation in grant funded OC Careers in Education Pathway (through Education Futures Grant, and (subcontracted) SWP grant	Internal Research	Student Success, Completion, and Achievement; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement



Faculty Success Center	Re-envision Faculty Center	Internal Research	Instructional and Programmatic Excellence
	Create New Faculty Center Space	Internal Research	Instructional and Programmatic Excellence
Emergency Management and Homeland Security	Continue collaboration between California Community Colleges and the California State University system to develop an AD-T for transfer in Emergency Management/Homeland Security.	Internal Research, External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
English and Humanities	Establish an essay award competition	External Research	Student Success, Completion, and Achievement
English as a Second Language	Add one full-time Instructor	Internal Research	Instructional and Programmatic Excellence
	Add one part-time Instructional Associate	Internal Research	Access and Student Support
	Add a computer lab that accommodates 35 students.	Internal Research	Access and Student Support
Health Sciences	Build Certified Dietary Manager Program	External market research, student interest surveys	Student Success, Completion, Achievement
	Develop Curriculum for Wellness Coaching Pathway	External market research, student interest surveys	Student Success, Completion, Achievement
	Develop Community Health Worker Pathway	Community surveys, focus groups	Student Success, Completion, Achievement
Intercultural Resource Center	IRC Expansion	Internal Research	Student Retention and Persistence
	Pacific Islander Higher Education Initiative	Internal Research	Access and Student Support
International Languages	To support program sustainability to meet the needs of degree-seeking and transfer students by providing stability in the schedule and development of new degrees and certificates.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence
Library	Develop a Library Services Platform	External Research	Access & Student Support
	Increase Library access and trainings for Military and Incarcerated students	Internal Research	Access & Student Support

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.	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence;
	Increase program effectiveness and continue meet student demand for math courses and additionally to develop contextualized courses.	Internal Research, External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change
Office of Instruction	Offer classes to meet student demand	Internal Research, SAOs	Student Success, Completion, and Achievement; Access and Student Support, Student Retention and Persistence; Fiscal Stewardship, Scalability, and Sustainability
	Increase course quality	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
	Decrease the cost of taking courses at Coastline	External Research	Access and Student Support
Paralegal	Install two networked Computers and wireless printer	Internal Research, External Research SLOs	Student Success Completion Achievement
	Continue with the Abacus Law system	Internal Research, External Research SLOs	Student Success Completion Achievement
	Implement Law Yaw Forms	Internal Research, External Research SLOs	Student Success Completion Achievement
Process Technology	Create and design one of the new process technology department/shared course	Internal Evidence, External Evidence	Instructional and Programmatic Excellence
	Create new CUES certificate (Construction, Utilities, Energy and Safety	Internal Evidence, External Evidence	Instructional and Programmatic Excellence
	Hire three PT instructors for the PTEC Program.	Internal Evidence, External Evidence	Instructional and Programmatic Excellence
Psychology	Ensure all psychology courses are meeting the 'satisfactory' based on the Psychology department RSI plan.	Internal Research,	Student Success, Completion, and Achievement; Access and Student Support

		External Research	
	Create universal SLO measurements.	Internal Research, SLOs	Student Success, Completion, and Achievement
	Recruit more students for face to face/traditional Psychology courses	Internal Research	Student Success, Completion, and Achievement; Access and Student Support
	Improve success rates in courses.	Internal Research	Student Success, Completion, and Achievement; Access and Student Support
	Update 3 telecourse videos.	Internal Research	Access and Student Support
Real Estate	Develop and produce department/shared course in real estate principles. (Spring 2018) Coordinate the online course development (faulty cohort) to ensure content is not duplicated and that instructional strategies and SLO distribution is diversified.	External Research	Instructional and Programmatic Excellence
	Write new curriculum for using drone technology in real estate courses. The RE department will continue partnership with the digital graphics department to integrate their course using drone technology.	External Research	Instructional and Programmatic Excellence
Sciences	Continue to provide an effective and safe learning environment by maintaining new equipment, supplies, and labs in physical sciences.	Internal Research	Instructional and Programmatic Excellence
	Develop and scale an Applied Physics/ Engineering program	Internal Research, External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Develop and scale a Geology Program.	Internal Research, External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Increase course quality and student access to course materials in physical sciences	Internal Research, External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
	Provide adequate supplies for the life sciences	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Full time Instructional Lab Associate needed to aid in Microbiology, Anatomy, Physiology, Diversity of Organisms, General Biology, Cell and Molecular Biology, and Marine Science Labs that occur over 3 campuses	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Peristaltic pump needed to increase safety and efficiency in microbiology	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence

	Incubator needed to run 3rd section of microbiology at NBC	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Biopacs (4) Biopacs needed for physiology labs to replace broken models and to allow for groups of 4-5 students to use instead of 6-7 around one computer.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Poison storage cabinet needed at Garden Grove to store toxic chemicals in safe, locked cabinet	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Update microscopes	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Work-based learning materials allow for student research and may increase their transfer rate and acceptance rate to health care programs	External Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Refrigerator to store microbiological specimens	Internal Research	Instructional and Programmatic Excellence
	Health Science Academic Triathlon	Internal Research	Instructional and Programmatic Excellence
	Cadaver lab to increase student knowledge, provide the necessary education for the pre-health care student, and perhaps decrease some dissection costs	External Research	Instructional and Programmatic Excellence
	Conversion of space on third floor of Garden Grove improves ability of students to take multiple science courses at one campus, decreases travel time for students, faculty and instructional lab associates and decreases having to maintain adequate supplies at 3 campuses	Internal Research	Instructional and Programmatic Excellence
	Nursing Program; PT aid; Pharm aid/tech programs	External Research	Instructional and Programmatic Excellence
	Full Time Faculty	Internal Research, External Research	Instructional and Programmatic Excellence
Social Sciences	Hire one full-time history instructor Fall 2019.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Hire one full-time ATHR/GEOG instructor Fall 2019.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
	Hire one full-time SOC/HMS instructor Fall 2019.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence
STAR	Support student persistence and program sustainability	Internal Research, External Research	Student Success, Completion, and Achievement; Retention and Persistence; Access and Student Support
	Scale program to align with Guided Pathways	Internal Research,	Student Success, Completion, and Achievement; Retention and Persistence; Access and Student Support

		External Research	
Student Success Center	Continue budget for tutors for the Student Success Centers	internal Research' External Research, SAOs	Student Success, Completion, and Achievement; Access and Student Support
Visual and Performing Arts	Increase the amount of degrees, certificates and transfer by developing new programs and providing more diversified educational options in support of student success, growth and efficiency.	Internal and External Research	Student Success, Completion, and Achievement Instructional and Programmatic Excellence  Access and Student Support Student Retention and Persistence  Culture of Evidence, Planning, Innovation, and Change
	Improve educational environment and increase ceramics course offerings	Internal Research	Student Success, Completion, and Achievement

## President's Wing

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

Program/ Department	Initiative	Evidence	College Goal(s)
Extended Learning	Develop a new student engagement plan that incorporates lead generation from proactive outreach	Internal Research	Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Develop a strategic plan that generates enrollment growth targeting specific programs and industries	Internal Research	Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Create and implement action plan to converge NCPACE, Pocket Ed, and CG Afloat into one program for all services and clients; to promote enrollment; Identify opportunities for program offerings and partnerships	Internal Research	Student Retention and Persistence
	Identify resources and opportunities to enhance efforts with instruction to identify and align external professional training and experience for credit toward certificate/degree pathways.	Internal Research	Partnerships and Community Engagement
	Increase efficiency in operations to drive the most effective and efficient use of our resources to provide affordable and effective services with maximum return on investment back to the college	Internal Research	Fiscal Stewardship, Scalability and Sustainability
	Create a business development plan to identify, develop and deliver short-term, fee-based training programs that are labor market data-driven, high demand, and co-developed with Instruction and industry partners and support student success and gainful employment	Internal Research	Culture of Evidence, Planning Innovation and Change; Partnerships and Community Engagement
	Develop an outreach strategy to increase enrollments, promote brand awareness, and develop partnerships. Evaluate off-campus operations for performance, growth opportunities, and return on investment	Internal Research	Fiscal Stewardship, Scalability and Sustainability
	Increase enrollments and improve efficiency in Learning 1 fully online AA to Bachelor Degree attainment (Learning 1 <sup>st</sup> ) – Identify funding for ongoing counseling and clerical resources; complete the development of the enhanced program portal; Maintain the new website and prepare for transition to Cascade.	Internal Research	Fiscal Stewardship, Scalability and Sustainability
	Open a VRC at the Garden Grove Center	Internal Research	Student Retention and Persistence; Partnerships and Community Engagement
Foundation	Increase operational effectiveness in support of garnering new partnerships and financial resources.	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability

Institutional Effectiveness	Provide support to SLOs, SAOs, PSLOs, ISLOs assessment, Planning communications, data dashboards CTE reports, and Grant projects	Internal Research, SAOs	Culture of Evidence, Planning, Innovation, and Change
	Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in research and grant development.	Internal Research, SAOs	Culture of Evidence, Planning, Innovation, and Change
	Increase department efficiency through the administrative support of the department, streamline record maintenance processes and provide support to grant development operations.	Internal Research, SAOs	Culture of Evidence, Planning, Innovation, and Change; Fiscal Stewardship, Scalability, and Sustainability
	Provide support for resource development through grant writing. Provide depth in reporting by conducting and qualitative assessments for the college and grants.	Internal Research, SAOs	Culture of Evidence, Planning, Innovation, and Change
Marketing, Public Relations, and Graphics	Launch a new website that is accessible by subject matter experts and measures the digital footprint of every prospective student so we can increase our targeted marketing efforts. Create new promotional videos of the college, graduates, programs, and courses. Launch 4 new newsletters; Launch a new Coastline Intranet; Launch lead generation campaigns with dynamic landing pages; Increase email lists for prospective and current students.	Internal Research; External Research	Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Launch PR Initiatives to increase press presence and Launch an executive calendar and PR plan for the year. Facilitate emergency and crisis communications.	Internal Research	Partnerships and Community Engagement
	Continue to scale reach and current and future student engagement.	Internal Research	Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
	Increase College, marketing, and branding efforts to increase awareness and promote programs and services.	Internal Research	Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability
Office of the President	Ensure the Faculty Members, Classified professionals, and Management Team has the opportunity to gain new skills, increase quality and maintain relevancy within the field.	Internal Research	Instructional and Programmatic Excellence; Partnerships and Community Engagement
	Continue to support the advancement of the institution through new and innovative ideas.	Internal Research	Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and Change
	Support the implementation of Guided Pathways.	Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Culture of Evidence, Planning, Innovation, and 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	Evidence	College Goal(s)
Admissions and Records	Provide additional managerial support to A&R in the Directors absence	Internal Research	Access and Student Support
	Provide additional support to admissions and residence services	Internal Research	Student Success, Completion, and Achievement
	Provide technical support for staff and students in A&R supporting the Banner Transformation	Internal Research	Student Success, Completion, and Achievement
Categoricals	To increase EOPS student number from 383 to 422 by enrolling them in the EOPS program.	Learning Outcome, Internal & External Research	Student Success, Completion, and Achievement; Access and Student Support; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement
Career Center	Create career development YouTube videos	Internal Research	Access and Student Support
Counseling	Transition to Case Management Counseling Model	Internal Research	Student Success, Completion, and Achievement Access and Student Support; Student Retention and Persistence
Information Center	To use a chat feature to increase communication with students.	SAOs	Access and Student Support; Student Retention and Persistence
Financial Aid	Ensure quality and safety to student information and decrease fraudulent activity.	Internal Research	Access and Student Support,
	Decrease the loan default rate	External Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
	Complete the Banner 9 Financial Aid transition	External Research, Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability
Office of Student Services	Develop structured supports services for students who were formerly incarcerated.	External Research; Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence; Partnerships and Community Engagement
Transfer Center	Transform How We Do Student Success Services in the Transfer Center	External Research; Internal Research	Student Success, Completion, and Achievement; Instructional and Programmatic Excellence; Access and Student Support; Student Retention and Persistence;