



Annual/Comprehensive	Comment	Possible Funding Source	SWP/Petition rights	Unit (code)	Category	Rank	Request	Related Unit/Program Strengths/Activities	Innovation or Maintenance of Effect	Academic Year	Cost Per	Number	Total Cost	Cost Per Year	lifespan	Disposal Cost	Request Shared
Annual	CTE program	Petition	\$15,000 approved for SWP 17-18 funds	Art Digital Media and PTVL (D0302)	E-2 TECHNOLOGY/HARDWARE	1	31 computers needed to replace outdated machines in ATC 108.	Replacing Computers in ATC 108	replacement		241US	31	74,895	0-3.5 years		Computers would be used for instruction in Art Digital Media and PTVL.	
Annual	CTE program	Petition	\$5,000 approved for SWP 17-18 funds	Art Digital Media and PTVL (D0302)	E-2 TECHNOLOGY/HARDWARE	3	3 Server for ARTDM/PTVL Labs	Server replacement for ARTDM/PTVL labs	replacement		5000S	1	5000S	0-5 years		Server would replace current servers in Art Digital Media and PTVL.	
Comprehensive	Faculty, SSP, SWP, Petition		other equipment was funded through SWP needs to be replaced and better alignment with SWP need connection to alignment with SWP	Knowledge (D3900)	E-2 TECHNOLOGY/HARDWARE	7	7 W/FT at all athletic venues and classrooms	incorporation of learning tools into CTE programs	innovation			enough to enable access	unknown	10 years	Unknown	No	
Comprehensive	Petition, SWP, CMI		needs to be replaced and better alignment with SWP	Knowledge (D3900)	E-2 TECHNOLOGY/HARDWARE	8	8 Tablets	Incorporation of learning tools into CTE programs	innovation		\$1,000	6	\$6,000	None	None	Yes	
Annual	SSP/SWP		alignment with SWP	Class Services (D0401)	E-2 TECHNOLOGY/HARDWARE	9	HP - Spectre x360 2-in-1, 13.3" Touch-Screen Laptop - Intel Core i7 - 8GB Memory - 256GB Solid State Drive - Natural Silver	Career Peer Advising	innovation		\$922.99	2	\$1,845.98	0-4 years		Transfer Services	
Comprehensive	JACHS is Ineligible. Confirm program and # of students served	SSP/SWP	ASCH ineligible	Architecture and Technical Design (D0156A)	E-2 TECHNOLOGY/HARDWARE	3	3 Large 27" LCD Monitors for FT103 lab	improve and update technology and resources (strength facilities, infrastructure and technology for improved instruction and student learning)	replacement		\$475.31 to update FT103		\$11,625	10-15 years	\$1,100	Yes, architecture, engineering transfer, technology and technology design all are needed. They are used for CAD and graphic design as well as 3D modeling where students use software to display at 100%.	
Annual	CTE program	Petition	\$5,000 under through SWP 17-18	Art Digital Media and PTVL (D0302)	E-3 TECHNOLOGY/SOFTWARE	5	5 Mobile design apps and hardware.	Purchase Mobile design apps and hardware	innovation		200S	1	5,000S	n/a	5-5 years		
Annual	CTE program	Petition	\$27,200 from SWP 17-18 and \$27,000 from Petition 18-19	Dental Hygiene (D0315H)	E-3 TECHNOLOGY/SOFTWARE	3	3 Tal-Eval Grading Platform	Tal-Eval Grading Platform	innovation		\$3,500	1	\$3,500	\$695	10+ years	The Dental Hygiene and Dental Assisting Programs will utilize the same platform.	
Annual	CTE program	SSP/SWP	Alignment with SWP	Class Services (D0401)	E-3 TECHNOLOGY/SOFTWARE	4	4 Awesto	Connect Communities	innovation		\$5,000	1	\$5,000	\$5000	annual	ASDC will cover \$5,400 for 2018-19 contract.	
Comprehensive		SSP/SWP	N/E	Student Life (D032)	E-3 TECHNOLOGY/SOFTWARE	6	6 Campus Unity/Psycycle	Fully assemble the application and event planning process using DVC's online clubs management system	maintenance		\$19,133		\$19,133	20,000	On-going		
Annual	CTE program	Petition	No SWP. They have SWP from 18-19 SWP	Computer Science (D0460)	E-3 TECHNOLOGY/SOFTWARE	5	5 Text preparation software be added to lab computers	Text preparation software to be added to lab computers. CNT curriculum provides students with preparation software for industry standard certification.	innovation		200	100	20000	0	3	No	
Annual	CTE program	Petition	Need clarification on this request.	Art Digital Media and PTVL (D0302)	E-3 FACILITIES	6	6 Replacement carpeting in A-303 to replace old unhealthy, mildew stained carpet.	Replace carpet in A-303			Not sure		No		Until we move to new building	No	
Annual	CTE program	Petition		Dental Hygiene (D0315H)	E-5 FACILITIES	10	10 New AED in Clinic	New AED in Clinic			TBD	TBD	TBD	10+ years		The Dental Assisting and Hygiene Programs share the main dental clinic.	
Annual	CTE program	Petition	Should apply for Petition. Professional development cross program funds.	Music (D302S)	E-6 PROFESSIONAL DEVELOPMENT NEEDS	7	7 Cubase and Pro Tools certification for DVC instructors.	Maintain an expert, dedicated music faculty and staff.			\$1,000	0	\$1,000	0		Yes. Certification is for all Music Dept. areas of specialization.	
Comprehensive	Technical Theatre	Strong Workforce or Petition	Should apply for Petition. Professional development cross program funds.	Drama (D301)	E-6 PROFESSIONAL DEVELOPMENT NEEDS	9	9 Technical Theatre conference and institute	Increase in operational budget			\$1,000	0	\$1,000	0		Yes, the training received benefits all units and programs who use the PNC by providing their events	

Annual/Comprehensive	Comment	Possible Funding Source	SWP/Projects eligible	Unit (code)	Category	Rank	Request	Justified Use/Program Strength/Activities	Innovation or Maintenance of Effort	Academic Year	Cost Per	Number	Total Cost	Cost Per Year	Ultimate	Disposal Cost	Request Shared
Comprehensive		SWP, CMI	N/E	Engineering (E2900)	E.1. EQUIPMENT	10	3D Stadium scoreboard	Improve facilities and equipment to meet student needs and industry standards	replacement		\$155,000	1	\$155,000	C			Yes
Comprehensive		Perkins (CMI)	N/E	Engineering (E2900)	E.1. EQUIPMENT	5	Marley floor covering for Dance Studio	Improve facilities and equipment to meet student needs and industry standards	Innovation		\$9,500	1	\$9,500	D			No
Comprehensive	ARCH is ineligible. Confirm which courses and # of students are impacted	Perkins or SWP	All these projects need to be incorporated into department planning. Equipment requests are not regularly vetted through department. Need to evaluate equipment requests in the entire department before approval. ARCH did not have SWP complete during 2018/2019.	Architecture and Industrial Design (E4105)	E.1. EQUIPMENT	4	Large-format laser cutter	Improve and update lab technology and resources, and strengthen facilities, infrastructure and technology.	Innovation		\$30,000	1	\$30,000	\$300			Access and use of this equipment is shared by architecture, industrial design and engineering technology and transfer.
Comprehensive	ARCH is ineligible. Confirm which courses and # of students are impacted	Perkins or SWP		Architecture and Industrial Design (E4105)	E.1. EQUIPMENT	5	Museum former	Improve and update lab technology and resources, and strengthen facilities, infrastructure and technology.	Innovation		\$4,000	1	\$4,000	\$500			This equipment would be shared by students in the industrial design and engineering technology programs.
Comprehensive	ARCH is ineligible. Confirm which courses and # of students are impacted	Perkins or SWP		Architecture and Industrial Design (E4105)	E.1. EQUIPMENT	6	Print booth	Improve and update lab technology and resources, and strengthen facilities, infrastructure and technology.	Innovation		\$5,500	1	\$5,500	\$600			This equipment would be shared by students in the industrial design and engineering technology programs.
Annual		This was asked for in SWP 2018/2019	N/E no SWP'd	Healthcare (E2530)	E.1. EQUIPMENT	4	Hydropic foot scales	Increase students' ability in controlled environment with health care systems			2500	2	5000				Yes
Comprehensive		Perkins (CMI)	N/E	Kinesiology (E2950)	E.4. POINT-OF-CARE/TOOL	4	Baller Barre for Dance Studio with double head sockets	Improve facilities and equipment to meet student needs and industry standards	Innovation		\$400	8	\$3,200	No			No

Workforce Development Funding Recommendations  
 April 12, 2018

Dept.	Project	Activities/deliverables	SWP	PERKINS	CAI	Program Review Ranking
ARTDM	Mobile Design Curriculum Expansion	Purchase upgraded Macintosh Computers in ATC 108	\$75,000			1
		ARTDM Server	\$5,000			3
		Mobile Design Apps and Hardware	\$5,000			5
		Faculty - curriculum development	\$5,000			
		Lab tech - software installation	\$5,000			
CONST	Pre-apprenticeship	Tools and supplies for Pre-apprenticeship buses for field trips			\$10,000	
		Text books for lending library for pre-apprenticeship program			\$4,120	
ELECT	Technology Upgrades	Pen based presentation tablet for instruction in ET120B and ET107	\$5,450		\$16,800	
		Models of electromechanical devices	\$13,000			
	Course development	Interdisciplinary Robotics 2 Course	\$3,000			
	Electrician Program	Map requirements for state approved electrician program	\$10,000			
DENHY	Instructional Videos	Develop 30 - 40 short instructional videos	\$15,000			
		Faculty stipends - 3@\$2,000 each*	\$6,000			
		Materials for videos	\$1,000			
BUS	Digital Marketing Certificate	Develop curriculum for digital marketing certificate program - faculty OAS	\$10,000			
INDES	Equipment Upgrade	Paint Booth	\$6,000			6
GIS	Geospatial Program Linking and Pathway to Workforce	non-instructional Faculty	\$5,000			
		Peripheral devices (printer & Plotter)	\$1,000			
		5 GNSS Receivers @\$1,500 ea	\$9,000			

Workforce Development Funding Recommendations  
 April 12, 2018

		Professional Development	\$2,500				
<b>KINES</b>		Sports Medicine/Fitness Training Equipment	\$40,000				
		Heart Zone and monitors	\$6,300				
		Faculty OAS	\$10,000				
<b>Dept.</b>	<b>Project</b>	<b>Activities/deliverables</b>	<b>SWP</b>	<b>PERKINS</b>	<b>CAI</b>	<b>Program Review Ranking</b>	
LT	Library Technology	LT program lead - part time faculty 1 year	\$30,000				
		Equipment	\$7,500				
BUS/ENGTC	ROV Business planning and product development	Faculty OAS	\$5,625				
		Materials	\$4,400				
		Travel for competition	\$1,700				
BUS	Veterans Entrepreneurship	Program lead - part time faculty	\$30,000				
		Materials	\$8,000				
		ACROSS PROGRAMS					
Career Services	Career Support for CE students	Program Coordinator	\$65,000			1	
	Support for high school and community recruitment	non-instructional staff additional funding	\$25,000				
Outreach	Coordinated marketing efforts	Contract - for media specialist	\$30,000		\$20,000		
Marketing		Printed materials	\$10,000				
		Career Focus (2 per year)/ advertising	\$50,000		\$30,000		
<b>SWP TOTAL</b>			<b>\$430,375</b>				

Workforce Development Funding Recommendations  
 April 12, 2018

California Apprenticeship Initiative Total									\$30,920			
Perkins Proposals												
<b>Dept.</b>	<b>Project</b>	<b>Activities/deliverables</b>	<b>SWP</b>	<b>PERKINS</b>	<b>CAI</b>	<b>PR</b>	<b>Ranking</b>					
ART	Photography Course expansion	curriculum development - need to develop a certificate to be eligible for Perkins		\$3,675								
		software installation		\$5,000								
		supplies		\$4,520								
		equipment		\$25,300								
ADS	Addiction Studies Handbook	faculty OAS		\$1,875								
		printing handbooks		\$50								
Allied Health	HOSA Chapter- pre-nursing pilot linking with Mt Diablo HS and Mt Diablo Hospital			\$6,000								
		Faculty OAS 2 hours per week for 32 weeks										
		HOSA materials - \$25/student for 30 students		\$750								
		Chapter fees		\$150								
DENTY/DENTL	Radiology and grading Update	Mannequins	\$31,600									
		Radiography Machine		\$26,000								
		Folding Countertops		\$1,000								
		Tablets	\$5,800									
KINES	Sports Medicine/Fitness Training	Equipment Upgrades for equitable access		\$10,000								

Workforce Development Funding Recommendations  
 April 12, 2018

MIS	Music Industry Studies Lab Computer Replacement	26 coputers		\$58,000		
TOTALS			\$37,400	\$142,320		
BAND 2						
Programs on hold for comprehensive department planning happening in April and May, update of SLO's, connection to program review and linkages with advisory committees						
ARCHI	SWP/Perkins	CNT - SWP				
INDES	SWP/Perkins	COMSC - SWP				
CONST	SWP					

DVC Strategic Plan 2013-17 Closeout Report  
Submitted by RPEC to College Council  
April 18, 2018

## **Overview**

The 2013-17 DVC Strategic Plan includes the college mission, core values, strategic directive, and four goals. Each of the four goals include objectives and strategies and timelines as part of the evaluative review process. Although the Strategic Plan expired in December 2017, many of its fundamental principles have held constant and provided a basis for the updated Educational Master Plan. In particular, the directive on student success and the college's core values are central themes in the 2018-22 Educational Master Plan.

In preparation to implement the Educational Master Plan, the Research, Planning and Evaluation Committee (RPEC) was tasked by College Council to provide a closeout report of the 2013-17 Strategic Plan. A sub-group of RPEC was assigned to draft a closeout report that was presented to RPEC at its April 11, 2018 meeting for review and input. RPEC voted at its April 18, 2018 meeting to approve the closeout report and forwarded the report to College Council. College Council reviewed and discussed the report at its meeting on May 2, 2018. The closeout report was circulated through the governance process and accepted by College Council at its (TBD DATE) meeting.

The purpose of this closeout report is to provide a summative evaluation of the college's work in meeting the DVC 2013-17 Strategic Plan goals. Included in this report is the context for writing the Strategic Plan, an evaluation of the college's progress towards meeting the four goals and ongoing efforts, lessons learned, and recommendations for future planning on strategic college priorities to support the DVC Educational Master Plan.

## **The Context for Writing the 2013-17 DVC Strategic Plan.**

As a result of additional external demands, in 2012 the college decided to write a new strategic plan. As stated in the Close-out of the DVC 2007-17 Educational Master Plan:

“The work to write a new Strategic Plan was driven by the recognition of the need for a single plan that would bring focus to all programs and activities, and resource allocation. The 2013-2017 Strategic Plan is consistent with and builds on the 2007-2017 Educational Master Plan's vision and goals. With a single directive—to increase student success—and framed by a statement of core values (the college values excellence, student learning, and equity), the Strategic Plan has provided a major impetus to innovations in programs and governance processes since implementation began in January, 2015.



At the same time as the 2013-2017 Strategic Plan was being written, the state imposed a series of mandates on the community colleges, including the Student Success and Support Program (SSSP), the Student Equity Program, and the Workforce Development Program. All three had the potential to create siloed programs with their own reporting requirements, funding sources and criteria for resource allocation. But DVC's Strategic Plan was a strong unifying force. By 2015, all of the college plans were aligned with DVC's strategic directive, goals and values."

### **Summary Evaluation of Achievement and Ongoing Efforts on Strategic Plan Goals.**

As stated in the DVC Strategic Plan, "The foundation of the plan includes the shared values of Excellence, Student Learning and Equity, the college mission and a commitment to aligning its programs, institutional processes and resources with a single directive and supporting goals. The plan also directs the college to make data driven decisions, collaborate to establish benchmarks and set targets to achieve these four goals."

#### **Goal 1: The College will foster excellence by integrating best practices in academic programs and student support services.**

Goal 1 of the Strategic Plan calls for the college to foster excellence by integrating best practices in academic programs and student support services that would equitably increase the number of students who successfully complete courses, earn certificates and degrees and transfer to four-year institutions, improve the students' experience navigating the college systems and to implement promising innovations.

#### **Objective 1. Increase successful course completion.**

The college has continuously developed curricular, pedagogical and learning strategies through Title 5 rewrites, revisions to Math and English basic skills curriculum including acceleration, and revised and revamped programs as needed such as STEM and Horticulture. The college has worked as a pilot to develop Multiple Measures assessment.

The college has expanded opportunities for students and faculty to interact with student services. These include the development of Campus Assessment, Response and Evaluation(CARE), First Year Experience(FYE), revamping the Academic Senate Council's Student Services Committee, creation of the Veterans Resource Center and the development of the PUMA Center which includes Puente, Umoja and Mathematics, Engineering and Science Achievement(MESA). Increased Student Services are now available for online students and at the San Ramon Campus. Data analysis and research are more fully integrated into the Program Review process and used to adapt and develop instructional tools and support services.

Professional development resources are used to support on campus activities and off campus conferences and workshops designed to increase course retention rates and reduce equity gaps.

**Objective 2. Increase number of students earn certificates, degrees, transfer.**

During 2013-2017, DVC ranked high in comparison to other California Community colleges as well as nationally. DVC is ranked #1 in the state for transfers to University of California Berkeley, Saint Mary's College and Cal State Maritime Academy. DVC ranked #1 in the state for the total number (824) of Associate Degrees for Transfer awarded. DVC is ranked #2 in the state for transfers to California State University East Bay, for applications and admits to University of California Davis and DVC is ranked #3 in the state in transfers to University of California Santa Cruz, San Francisco State University and all nine University of California campuses overall. DVC is ranked in the top 5 for large schools in EDsmart's list of top community colleges in California based on graduation and transfer rates. DVC was recognized as one of the best two year colleges in California for Adult Learners. (2017 College Guide and Ranking, Washington Monthly 2016)

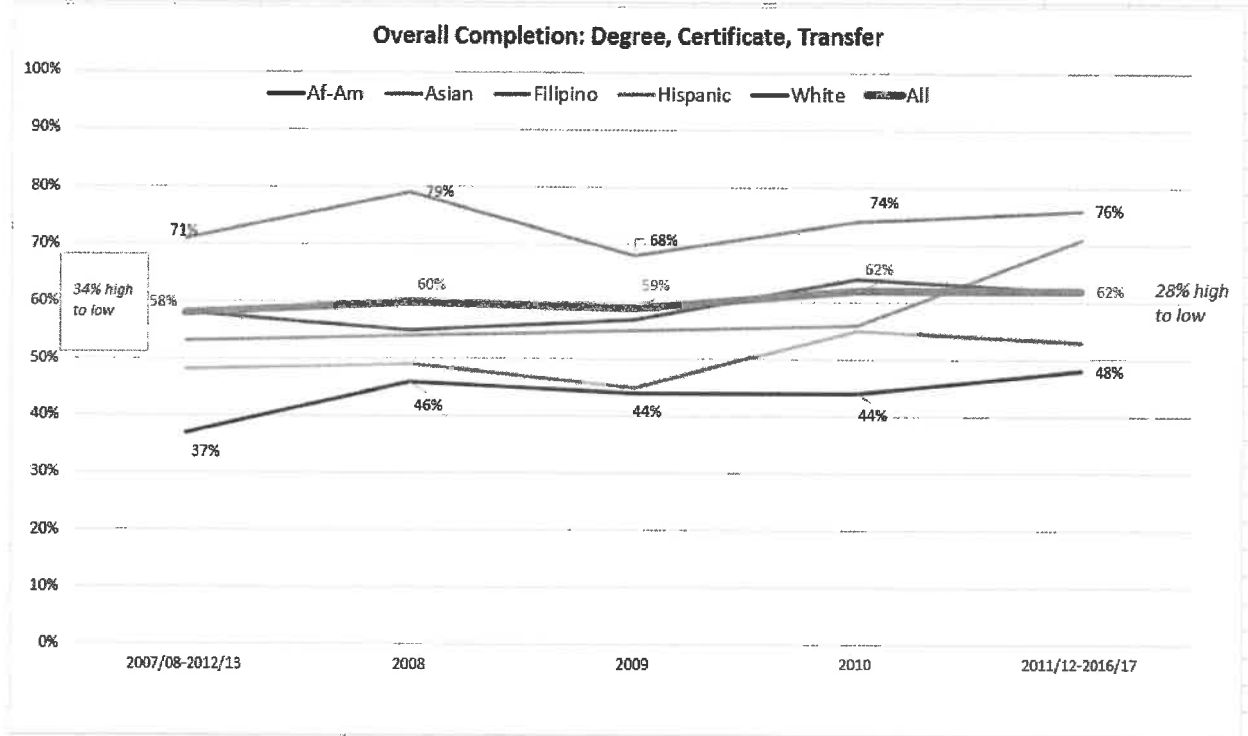
There were statewide initiatives developed and funded during the lifespan of this Strategic Plan that contributed to the college efforts to sustain and improve student success rates. DVC rankings have been a result of its efforts to develop and promote certificate and degree programs, expand effective institutional practices around transfer preparation such as the Student Educational Planning Tool, strengthening educational pathways for students in CTE and transfer programs, and use of Strong Workforce resources. The college has expanded opportunities for students and faculty to collaborate with and access student services. These include the CARE Program, Web Page Improvements, ADA technical support and accessibility, increased number of full-time counselors for advising, and increased professional development for classified staff.

**Objective 3. Increase equity in student success.**

The colleges efforts to address equitable student success were evident in the numerous activities ranging from the development of targeted approaches to bridge achievement gaps such as development of the First Year Experience Program, Veteran's Resource Center to the expansion of the Science, Technology, Engineering and Mathematics(STEM), Mathematics, Engineering and Science Achievement(MESA), Puente and Umoja programs. Physical spaces such as the PUMA, Veterans Resource and Mult-Cultural Centers were created for targeted student population to provide conducive learning environments. During this time the college was also in the midst of a major remodeling project centered in the middle of the college which when completed, created a more welcoming, student friendly environment.

College faculty and staff participated in a wide range of professional development activities on and off campus trainings and workshops designed to broaden and deepen the college's understanding of needs of our students and to develop multicultural competencies in order to increase equitable student success. The Student Equity Committee supported student equity innovations and developed an Equity Speaker Series enriching the educational opportunities available to the college community. With all of these efforts, the improvements in equitable student success rates only improved slightly. The college remains committed to this directive and to the value of equity as stated in its current Educational Master Plan.

## Scorecard Cohort Data



	2007/08-2012/13	2008	2009	2010	2011/12-2016/17
Af-Am	37%	46%	44%	44%	48%
Asian	71%	79%	68%	74%	76%
Filipino	53%	54%	55%	56%	71%
Hispanic	48%	49%	45%	55%	53%
White	58%	55%	57%	64%	62%
All	58%	60%	59%	62%	62%

<http://scorecard.ccco.edu/scorecard.aspx>

### Objective 4. Improve students' experience navigating the college.

The college invested resources to improve students' experience navigating the college systems with the development and implementation of student academic planning tools including Insite 2.0 and modifications to COUNS 95. The matriculation processes have been refined with the adjustments to the application and registration calendar, development of priority registration parameters and dates, website steps to enrollment and the addition of Rev Your Reg workshops. The college has made a concerted effort to create a more welcoming, student-centered campus with activities and events such as the formation of the Recruitment and Retention Workgroup and development of College Day, Viking Sea Day, Welcome Day, First Year Experience program, Student Equity Speaker Series, Student Leadership and the Historically Black Colleges and Universities Fair at DVC and tours.

Improvements to technology platforms include modifications to the DVC Web site, development of apps and adoption of Canvas as the online learning platform. These advances have contributed to enhancing the student experience navigating the college.

**Objective 5. Implement promising innovations while maintaining best practices and institutionalizing successful ones.**

The college intentionally designed an innovation process to facilitate and support the development of promising innovative practices in Spring 2014. Innovation proposals ranged from developing and implementing the Research, Planning and Evaluation Committee, increasing student success in STEM programs, creating and developing an Ethnic Studies/Social Justice ADT, a pilot project supporting student preparation for the Math assessment test, improving institutional effectiveness with a consortium of administrative staff and developing employee resources to better support students in distress. Each of the innovations mentioned were implemented and have provided additional resources and educational programs and services for students and contributed to institutional effectiveness.

While the first round of this innovation process was clunky, it illustrated the wealth of pent up innovative ideas that existed, the need to have clear institutional priorities around the types of innovations to support and the level of resources needed to facilitate and institutionalize successful innovative practices. The college remains committed to supporting innovation through the Program Review Resource Allocation process.

**Goal 2: The college will improve the alignment of its governance, operational and planning processes to drive institutional effectiveness.**

Goal 2 of the Strategic Plan calls for the college to improve the alignment of its governance, operational and planning process to drive institutional effectiveness. Improving institutional effectiveness includes increased use of evidence-based inquiry and decision-making, ongoing improvement of transparent decision-making processes and fostering a collaborative culture.

**Objective 1. Move the college towards increased evidence-based inquiry and decision-making.**

The college requests and generates relevant data for Program Review and internal and external plans and reports. Additional web based sites including the Score Card and the district-wide research request site have helped to provide and organize data in central locations and are widely available to the college community. Ongoing dialog around data and its interpretation are evident in the Scheduling Committee, Program Reviews, Research and Planning and Evaluation Committee, Guided Pathways Steering Committee and Design Teams, Student Equity Committee, College Council and Accreditation Advisory Group. The college monitors closely the Program Review data to ensure its integrity and cleans it up as necessary. The college is in the early stages of using data to determine benchmarks and targets for evaluating college outcomes and evaluating college plans. The Integrated Plan is at the forefront of these efforts. The college is

supported by the District Office Research Team and an on-site District researcher for data and research projects.

**Objective 2. Evaluate and adapt decision-making processes to be increasingly transparent, collaborative and efficient.**

The college continuously refines and aligns its decision making, governance and operations. College committees were redesigned to reflect an expertise based membership model. Governance committee charges and functions have been changed to focus on committee outcomes. A college procedure has been developed to ensure college procedures are reviewed on a scheduled timeline.

**Objective 3. Continue to foster a culture of collaboration.**

With the abundance of state directives and initiatives focusing on increasing student success, the college leadership has intentionally fostered a culture of collaboration to address these additional college responsibilities. As a result, the college community has designed intentional educational campaigns to inform and engage its personnel to collaborate on how DVC can best inform the application of these external mandates to further its vision for the college. Some of these events include Convocation, All-College Day, Leadership Summits and Forums. Through collaborative efforts of multiple committees, assisted by an on campus district researcher, the Integrated Plan was developed. In addition, the Guided Pathways Steering Committee was formed to collaboratively coordinate college-wide efforts to improve the student experience. College leadership opportunities are provided through reassigned time and employee trainings are supported by professional development. Both have components of fostering a culture of collaboration.

**Goal 3: The college will effectively direct and augment its resources to increase student learning and success.**

Goal 3 of the Strategic Plan calls for the college to effectively direct and augment its resources to increase student learning and success through its budget processes, technology and information technology operations, facilities and grounds and funding sources.

**Objective 1. Continue to revise the budget process to be responsible, flexible and sustainable.**

The college has had additional categorical funding streams and a fairly steady budget to allocate. During this time, budget procedures have been revised and budget allocation changes to programs have been adjusted. The college developed a budget augmentation pilot for the Biology and Kinesiology programs. The timelines and resource allocation process have been modified to improve resource allocation needs. Program Review and hiring criteria integrated the student equity lens into their resource allocation processes. College plans, program reviews and resource allocations are more aligned. Funding for innovation is ongoing, however there is not a reliable fund for it. Currently, innovation funding is directed to categorical funds for immediate

consideration of resources. The college engaged in ongoing review of financial, governance and operational practices that facilitated monetary support for the Strategic Plan Activities.

**Objective 2. Plan, implement and evaluate a forward-thinking technology plan and IT operations that provide professional maintenance and advance innovation.**

The college has improved the technology interfaces for students and employees with redesigned web pages and better apps. Wifi has been enhanced to support student needs. A computer replacement plan has been implemented and there is a realistic sustainability plan aligned with the budget. The college with the assistance of a consulting firm has established classroom standards and set a baseline for instructional technology.

**Objective 3. Increase and diversify funding sources.**

Funding sources have increased with grant writing and community partnerships such as STEM, MESA, the DVC Foundation and categorically targeted funds. Categorical funding for initiatives addressing Basic Skills, 3SP, Equity, Guided Pathways and Strong Workforce have been sustained and in some cases have increased by the state. The DVC Foundation has stable funding and has room for growth. DVC Foundation grants have supported student success priorities through scholarships, program specific needs such as Culinary, Veterans, and Library as well as provided emergency funds to support student needs for transportation, books and food.

**Objective 4. Design, construct and maintain buildings and grounds to provide quality and sustainable learning/working environments.**

The college has been building new and updating existing facilities throughout the 5-year span of the Strategic Plan. The most notable new construction is the Commons which is at the center of the college. The new Student Services and Hospitality, Food Services buildings and surrounding outdoor grounds have added to the quality of learning, support services and working environments for students and employees. The college also completed two major ADA projects and continues these efforts to address compliance requirements. The budget allotment ensures maintenance of grounds and facilities. Custodial services staff have increased to support day and night use of facilities. To ensure safe pedestrian outdoor spaces, the college has added signage and hired a consulting firm to develop a signage plan that will address current and future signage needs. The college also worked with the city of Pleasant Hill to make road improvements which included stop lights, enlarged pedestrian walkways and speed bumps to control traffic.

**Goal 4: The college will develop and implement a human resources plan to maximize employee expertise to support the institution's commitment to excellence and equity.**

Goal 4 of the Strategic Plan calls for the college to develop and implement an integrated human resources plan for faculty, classified and managers. The plan design is to maximize employee expertise to support the institution's commitment to excellence and equity and to improve student success and institutional effectiveness.

**Objective 1. Develop an integrated human resources plan for faculty, classified, and managers.** Although a taskforce was developed and produced a Staffing Plan for faculty, classified, and managers, an integrated human resources plan has not been implemented. A staffing plan was reviewed through governance, forwarded to the college president and tabled.

**Objective 2. Optimize human resource decisions to improve student success and institutional effectiveness.**

The college has developed positions and hired employees with the goal of improving student success and institutional effectiveness. Positions such as program coordinators, retention specialist, etc. have been added to facilitate the college's efforts to increase student success. The identification of hiring needs are included in Program Reviews. Faculty positions have a transparent process for allocation. Classified staff and management position allocations go to Presidents Cabinet. At this time the college doesn't have an established process to measure the correlation of staffing patterns and student success. The college has used some categorical funding to increase the number of counselors, CTE faculty, classified staff and administration positions. These alternative funding sources used for hiring will have to be addressed if that funding goes away.

**Objective 3. Offer a professional development program that supports best practices, stimulates innovative practices and develops the skills, knowledge, and abilities of our employees.**

The college has a robust Professional Development Program designed to support the Strategic Plan Directive and to develop the skills, knowledge, and abilities of employees. The Professional Development Program is supported by funding and personnel. The program has target activities to broaden and deepen the college community's diversity and cultural competencies. Activities have included the Equity Hour, Online Accessibility, Undocumented and DOCA Trainings and the Dreamers Conference. Sustained workshops on Social Justice have been offered by the Social Sciences. Equity is a criterion for professional development funding.

In addition, professional development supports activities that stimulate innovative practices such as Developmental Reading and Writing Across the Curriculum (DR.WAC). Most of the on-campus workshops are offered by DVC employees who provide their expertise to train other employees. These workshops are typically offered to all employees which helps to foster a cooperative campus community and to increase institutional effectiveness. Ongoing funding has been provided to employees to attend state-wide and national conferences as they align with the strategic directive and goals of the Strategic Plan. The college has committed to ongoing reassigned time for the faculty Professional Development Coordinator and to increasing organizational support to enhance classified professional development.

## Looking Back, Moving Forward

### Lessons Learned

- The DVC 2013-2017 Strategic Plan focused the efforts of the college on student success. These efforts were guided by the college's core values and sustained in the 2018-2023 Educational Master Plan. The work done to write and implement the Strategic Plan laid the foundation for the next iteration of planning and college initiatives in the Educational Master Plan.
- Progress towards improving student success and institutional effectiveness requires leadership and leaders from across the campus that support the intentionality of collective efforts.
- Collaboration across programs and with operational units, rather than operating in silos, are essential to support the mission and goals of the college and requires leadership and engagement at all levels across all units.
- The college must use data and research to implement effective practices that results in equitable student success.
- The college is learning to be nimble and to more rapidly respond to and intentionally address internal and external initiatives and mandates that affect our students, college and community.

### Recommendations

- Expand the college capacity for inquiry and research that results in data driven decision making to improve outcomes.
- Develop ongoing, effective evaluation tools to assess the college's progress on goals.
- Continue integrating instruction, student services and college operations.
- Refine the allocation of resources to align with the Educational Master Plan goals to sustain the work required to achieve these goals.
- Develop a transparent process for hiring classified and management positions.
- Establish annual priorities to rapidly respond to changing conditions rather than writing a 5-year strategic plan.
- Ensure the equity lens is present in all initiatives and activities designed to advance student success.



We are committed to the intellectual, scientific, artistic, psychological, and ethical development of all students by empowering them to learn, achieve their goals, and contribute to their communities.

We inspire, educate and empower students to achieve their goals, transform their lives and their communities.