College Redesign (or Component of a College Redesign)	Student Success Goals* & Institutional Priorities **	Concept	Desired Outcome	Division	Lead(s)	Other Responsible Parties/Team Members	Participatory Governance/Operational Committees to Consult	Current Status (Green/COMPLETED, Yellow/IN PROGRESS, Red (STALLED)	Next Steps
Participatory Governance Redesign	1a-d, 2a-d, 3a-d, 4a-d	Participatory governance designed around continuous improvement and the College's vision for student success	Greater cross-divisional collaboration and institutional coordination to increase student success at the College	President's Office/Institutional Planning, Research, and Effectiveness	S/P	IPRE Dean	CPC, Academic Senate	STALLED	Interim president will provide information to incoming president
Data Dashboards for Action-Taking	1b, 2b, 3b, 4b	Tools available to faculty and staff to select student groups for improved success at the institutional level	Identification of equity gaps on specific success metrics, targeted institutional strategies to increase student success and close equity gaps	**President's Office/Institutional Planning, Research, and Effectiveness**	IR Director	IPRE Dean, ITR	Technology Development Council, Academic Affairs Council, Student Affairs Council, Academic Senate, Student Success and Equity Committee	COMPLETED	Annual updates

Data for Program Assessment, Including Data Disaggregation	1abc, 2abc, 3abc, 4abc	Data allowing faculty to focus on improving success for specific student groups within academic programs	Identification of equity gaps on specific success metrics within academic programs, improved programs to increase student success and close equity gaps	**President's Office/Institutional Planning, Research, and Effectiveness**	IR Director	VPAA/Faculty PPA Specialist/Academic Senate	SLO Committee, Academic Senate, Techology Development Council	COMPLETED	Annual updates
Data for Program Revitalization	1abc, 2abc, 3abc, 4abc	Tool to select academic programs for potential revitalization	Identification of academic programs most in need of revitalization, improved programs to increase student success and better serve students	**President's Office/Institutional Planning, Research, and Effectiveness**	IR Director	IPRE Dean, VPAA, academic deans, Academic Senate	Academic Senate, CPC, Academic Affairs Council	COMPLETED	Annual updates

Program Maps--Program Mapper provides access through web site	1b-d, 2b-d	Tool to provide clarity and transparency in recommended course sequencing	Students understand courses required, which order to take courses, and when completion may occur	**Student Affairs**	Dean of Student Success	Counseling faculty, curriculum specialist	Academic Affairs Council, Student Affairs Council, Academic Senate, Curriculum Committee	COMPLETED	Currently a manual system is in place to update and track curricular changes to program maps, and a automatic system is potentially in the works.
Meta Majors (CCC Apply allows applicants to select major by filtering through meta major)	1a-d, 2a-d, 3a-d, 4a-d	Required California community college system online application	Students use meta majors to narrow down area of study in order to direct career thinking and reduce number of units taken and time to completion	**Student Affairs**	Dean of Student Success	Counseling faculty, curriculum specialist	Student Affairs Council, Curriculum Committee	COMPLETED	Keep updated as needed

Meta Majors (Panther Prep Organization)	1a-d, 2a-d, 3a-d, 4a-d	Counselors visit local high schools one day each Spring semester to provide information about College and help students apply	Students informed about option to attend community college after high school in order to increase College enrollment	**Student Affairs**	Dean of Student Success	Counseling faculty	Student Affairs Council, Academic Affairs Council, Academic Senate	COMPLETED	Sustain
Meta Majors (Marketing)	1a-d, 2a-d, 3a-d, 4a-d	Advertise and provide information to students about our transfer and career pathways called meta majors	Inform the Salinas Valley community about meta majors to attract more students, help incoming students enter an academic community where they are more likely to succeed, and to help incoming students make more	**Student Affairs**	VPSA	Director of Communications, Marketing and Public Relations, Dean of Student Success	Student Affairs, Academic Affairs, Academic Senate	IN PROGRESS	Some advertisement & information in preparation for Fall 22, but more extensive plan still needed

Meta Majors (Administrative reorganization/Counselors assigned to meta majors)	1a-d, 2a-d, 3a-d, 4a-d	At least two counselors are assigned to collaborate with academic deans and instructional faculty within each meta major. They also are avaialbe to provide speciialized counseling to students in that meta major if needed.	Provide areas of academic and career specialty counseling to students and to systematically establish collaboration for iinstructional and counseling faculty	Student Affairs	Dean of Student Success	Counseling faculty	Student Affairs Council, Academic Affairs Council, Academic Senate, Cabinet	COMPLETED	Develop more clarity regarding student access & collaboration with Academic Affairs

Meta Majors (College Pathways Team familiarize all district high schools with meta majors)	1a-d, 2a-d, 3a-d, 4a-d	Staff works with local high school to recruit students and help them be prepared for College work	Students informed about meta majors and careers in high school so that they are better prepared to choose a major once in college; thus, reducing time to completion, number of units taken, and success rates	**Student Affairs**	Dean of Student Success	College Pathways Team	Student Affairs Council	COMPLETED	Sustain
Dual Enrollment	1a	Embedd meta majors framework into dual enrollment services	Start the pathway to college during high school to attract students and shorten the number of units and time to completion at the College	**Student Affairs**	VPAD	Director of Dual Enrollent	Advancement Council, Academic Affairs Council, Student Affairs Council, Academic Senate	COMPLETED	?

Scaled Student Services	1abd, 2abd, 3abd, 4bd	Meet needs of all students	Services and resources that efficiently serve increasingly large numbers of students, including expanding online and hybrid approaches	**Student Affairs**	VPSA	Specific managers reporting to VPs	Student Affairs Council, CPC, Academic Senate, Cabinet	STALLED	?
Salinas Valley Promise	1abd, 2abd, 3abd, 4abd	Resources to reduce students' external obligations and concerns, curated first-year experience with intentional connections to resources, information, and services	Increased percentage of students engaged in full-time studies, increased completion on timely basis	**Student Affairs**	Equity Programs Director	Dean of Student Success	Student Affairs Council, Advancement Council	COMPLETED	Student Affairs Council

Welcome Center	1bcd	Establish online and main campus kiosk Welcome Center	Students experience smooth transition to the College, greater number of students including adult students access Welcome Center services	**Student Affairs**	College Pathways Team	HEP Director/Upward Bound Program Director	Student Affairs Council, Academic Affairs Council, Academic Senate, Cabinet, ASHC	STALLED	1.) clear and appropriate leadership 2.) kiosk 3.) approval of budget 4.) hiring, materials, signage 5.) website redesign
More Robust Transfer and Career Center	2bd, 3bd, 4bd	Expand and strengthen career exploration and transfer readiness services	Students quickly find useful career exploration and transfer related resources, increased numbers of students explore careers and are transfer ready	**Student Affairs**	VPSA	Ongoing examples, Career & Transfer Center Coordinator, Internship Coordinator	Student Affairs Council, Academic Affairs Council, Advancement Council, Academic Senate, ASHC	STALLED	?

Initiative	Codes	Description	Expected Outcome	Area	Lead	Committee	Councils	Status	Notes
Completing Students Exit System	2b-d, 3b-d, 4b-d	Structured mechanism for informing all students when they approach completion (75% of coursework completed)	Increased numbers of students complete on timely basis, fewer students take unneeded courses, increased number of awards	**Student Affairs**	Enrollment Services Dean	Dean of Student Affairs (Enrollment Services)	Student Affairs Council, Academic Affairs Council, Technology Development Council	STALLED	Waiting for approval of funds for Ferilli to update system
Meta Majors	1a-d, 2a-d, 3a-d, 4a-d	Choice of meta major that includes a subset of related academic programs at the College, which will better inform the student's program selection	Students focus on program that will best meet their career interests and/or transfer goal	**Academic Senate**	Curriculum Committee Chair	Curriculum Committee, meta major faculty	Student Affiars Council, Academic Affairs Council, Academic Senate, Curriculum Committee, ASHC	COMPLETED	Annual updates re: specific academic programs within meta majors

Meta Majors (Academic Senate membership reorganized by meta major)	1a-d, 2a-d, 3a-d, 4a-d	Academic Senate will have faculty representatives from each meta major going forward instead of each academic area	To represent meta major students and to provide resources within meta majors equitably	Academic Senate	President of Academic Senate	Academic Senate	Academic Senate	COMPLETED	Explore next steps regarding possible committees, work, or prioriies that may arise out of this reorganization
Meta Majors (Online Pathways)	1a-d, 2a-d, 3a-d, 4a-d	Degree options at the College which are fully online	Fully online pathways for two-year degree for transfer to CSU	Academic Senate	Lead Faculty: Administ. of Justice Business Communications Film/TV	VPAA	Student Affairs Council, Academic Affairs Council, Academic Senate, Curriculum Committee, ASHC	IN PROGRESS	Advertising what has been compiled thus far/the work may be expanded to include at least one fully online degree per meta major

Equity Practice Infusion into Curriculum	1abd, 2abd, 3abd, 4abd	Infuse equity practices into curriculum	Curriculum that empowers students with diverse knowledge and abilities, welcoming course descriptions inviting students to engage, content that acknowledges the realities of racism, assignments and	Academic Senate/Academic Affairs	Curriculum Committee Chair	Curriculum Committee	Academic Senate, Curriculum Committee, Academic Affairs Council, Student Affairs Council, ASHC	IN PROGRESS	

Website Redesign	1a-d, 2a-d, 3a-d, 4a-d	Build stronger and coherent web presence to meet needs of all students/Website an accurate representation of the College and the College experience	Students easily navigate the website, and quickly find relevant and useful information	**Information Technology Resources**	VPITR	Online Committee, Student Success Dean, Outreach Committee, College Pathways Team	Student Affairs Council, Academic Affairs Council, Academic Senate, Technology Development Council, Outreach Committee, College Pathways Team, Online Committee, Academic Senate, Cabinet, ASHC	IN PROGRESS	Hire outside vendor/establish working group
Digitization of Manual Processes	1b, 2b	Software and systems for streamlining workflow and improved organizational efficiency	Faster processing, reduced duplication of effort, transparent tracking	**Information Technology Resources**	VPITR	VPAS, VPHR, Workflow Efficiency & Digitized Paperwork Taskforce	Cabinet, Technology Development Council, Administrative Services Council	IN PROGRESS	Automated timecard entry

Digitization of Manual Porcesses (Electronic Signatures)	1b, 2b	Require electronic signatures on forms instead of manual routing	More efficient paperwork completion	**Information Technology Resources**	VPITR	VPAS	Technology Development Council, Administrative Services Council, Workflow Efficiency & Digitized Paperwork Task Force	COMPLETED	Add new forms as needed
AB705	1a-d, 2a-d, 3a-d, 4a-d	Support completion of TL English & Math in first year	Increased percentages of students complete transfer level English and Math in their first year, student ready college mindset	**Academic Affairs**	Deans over English and Math	English and Math departments, IR Director	Student Affairs Council, Academic Affairs Council, Academic Senate, Curriculum Committee, SLOA Committee	COMPLETED	Current audit primarily supervised by the Dean of Student Success and performed by faculty members, a systematic approach to sustaining work and responding

| Career Hub | 4bd | Connections between coursework and careers for all meta majors, connect increased numbers of students to applied learning opportunities and career information and employment resources across meta majors | Increased percentage of career ready students | **Academic Affairs** | VPAD | Director of Academic Affairs (Job & Internship Placement) | Advancement Council, Student Affairs Council, Academic Affairs Council, Academic Senate, ASHC | IN PROGRESS | ? |

Meta Major Communities	1a-d, 2a-d, 3a-d, 4a-d	Students achieve a sense of belonging and purpose, and are provided a network for intentional connections, systematic engagement, and meaningful support	Faculty connect each course to the broader universe of program requirements within the meta major, guide students to a rich learning experience and introduce hands-on learning	Academic Affairs	VPAA	Area deans & meta major faculty	Academic Affairs Council, Student Affairs Council, Academic Senate, Curriculum Committee, ASHC	STALLED	1.) Areas and meta majors not aligned which is confusing and hinder community development 2.) Needs better communication plan to students such as mm

Guiding Panthers to Success (GPS) Teams Embedded in Meta Majors	1a-d, 2a-d, 3a-d, 4a-d	Students get whole-student support all the way through their chosen pathway	Increased numbers of students receive services and obtain resources when required, increased student retention and completion, closing equity gaps in student retention and completion	Academic Affairs	VPAA	Team members-- Area Deans, Guided Pathways Coaches, Instructional Faculty Liaisons, Student Success Dean, Counseling Faculty Liaisons	Studet Affairs Council, Academic Affairs Council, Academic Senate, ASHC	STALLED	1.) Participants need more instruction /structure 2.) Needs ongoing supported instruction al faclty 3.) CSEA guided pathways coaches in negotiation but not essential for moving

Employee Engagement/New Employee Onboarding and Orientation	1c, 2c, 3c, 4c	Coherent process for onboarding and orientation with a greater focus on the College vision for student success	Employees recognize and appreciate their role in contributing to student success from day one	Human Resources	VPHR	HR Specialist	Professional Development Committee, CPC, Academic Senate, Student Affairs Council, Academic Affairs Council, Technology Development Council, Administrative Services Council, Advancement Council	STALLED	Needs implementation by permanent VPHR, but completed

Employee Engagement/Thematic Professional Development & Leadership Training	1ac, 2ac, 3ac, 4ac	Increased opportunities for cohort based and institutional focused professional development opportunities, including increased connections between the professional development of individual employees and institutional priorities	Increased employee engagement, productivity, and retention	**Human Resources**	VPHR	Professional Development Committee, VPAA	Professional Development Committee, Academic Affairs Council, employee groups	STALLED	Needs implementation by permanent VPHR, but completed
Employee Engagement/Employee Recognition	1c, 2c, 3c, 4c	Recognize employee loyalty and accomplishments	Higher employee engagement and retention	**Human Resources**	VPHR	VPAD	Cabinet, Advancement Council, employee groups	STALLED	Professional Development Committee

Employee Engagement/Code of Communication Training	1c, 2c, 3c, 4c	All employees to participate in 1-hr. online training	Employees have a shared understanding of how to uphold and contribute to civil communication at the College	**Human Resources**	VPHR	HR Analyst	CPC, Professional Development Committee, Cabinet	STALLED	Permanent VPHR needed
Job Redesign	1a-d, 2a-d, 3a-d, 4a-d	Redesign jobs to better meet student needs	Students served more equitably, including online and across facilities/locations across the district	**Human Resources**	VPHR	Other VPs	Administrative Affairs Council, CPC, Cabinet, employee groups	STALLED	Permanent VPHR needed
Resource Reallocation to Institutional Priorities	1a-d, 2a-d, 3a-d, 4a-d	Explicit annual and ongoing processes for reallocating resources to Institutional Priorities	Resources intentionally placed where they will make the biggest impact on increasing student success and closing equity gaps	**Administrative Services**	CBO/VPAS	Other VPs	Cabinet, Administrative Services Council, CPC	STALLED	Cabinet, Administrative Services Council

*STUDENT SUCCESS GOALS	1. Increase Student Completion	2. Increase Student Completion Efficiency	3. Increase Student Transfer to 4-Year Institutions	4. Increase Employment Outcomes for Students Completing Studies/Training					
**INSTITUTIONAL PRIORITIES	a. Embed Student Centered Approaches and Weave Diversity, Equity, and Inclusion into Teaching and Operational Practices	b. Promote Institutional Culture of Innovation and Data Informed Decision Making that Ensures Delivery of Robust, Highly Relevant Value-Added Programs and Services	c. Fully Engage Employees in the Collaborative Work of the College as a Learning Organization, and Foster Culture of Civility and Respect that includes Accountability for Unacceptable Behavior	d. Broaden Fulfillment of the District's Unmet Educational Needs by More Effectively Serving the Adult, Nontraditional Population					