PVC STRATEGIC PLAN:

20

RESPECT

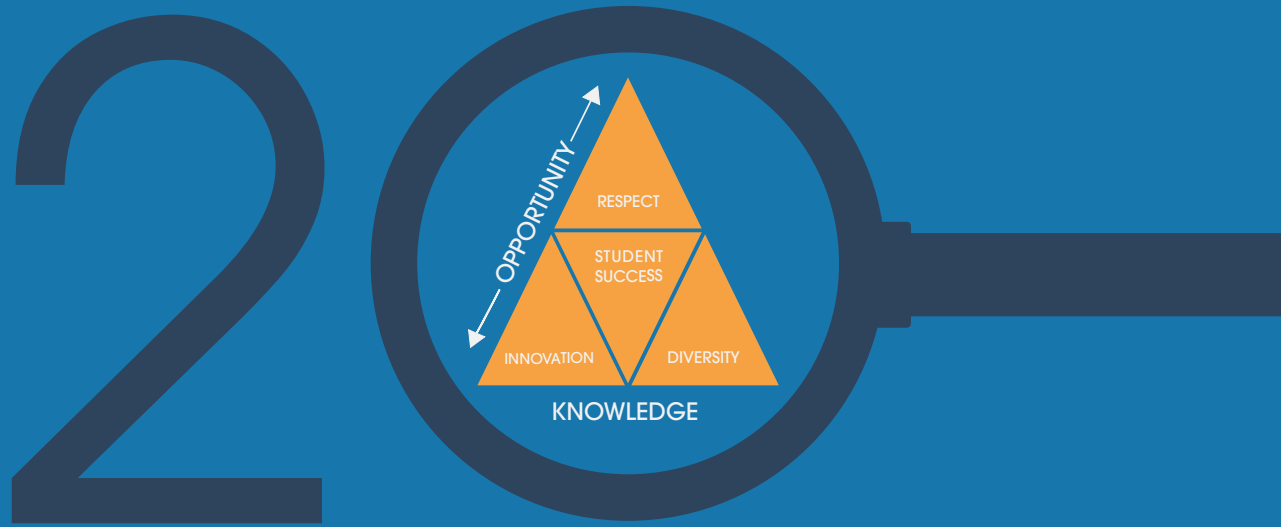STUDENT SUCCESS

INNOVATION

DIVERSITY

OPPORTUNITY

KNOWLEDGE

20

VISION

PALO VERDE COLLEGE

Where Knowledge Takes Root and Opportunity Grows

20**20** VISION

PALO VERDE COMMUNITY COLLEGE DISTRICT

Mission
(Approved by the Board of Trustees: January 19, 2016)

Palo Verde College provides opportunities for personal and professional growth to a diverse community of learners in an academic environment committed to student success and equity by supporting student achievement of basic skills, certificate, degree, university transfer, and career goals.

Institutional Goals
(Approved by the Board of Trustees: June 13, 2017)

GOAL 1: Provide exemplary services and instructional programs in recognized and emerging fields that lead to successful attainment of degrees, certificates, employment, and transfer.

GOAL 2: Implement strategies to increase access and success for underrepresented and disproportionately impacted students and to advance diversity and equity across the district.

GOAL 3: Implement a strategic enrollment management plan that diversifies FTES populations, ensures achievement of FTES targets, and promotes meaningful improvement in student completion data.

GOAL 4: Maintain fully affirmed Accreditation status, and continue to use Accreditation Standards to guide integrated strategic planning, program review, student learning outcomes assessment, and college operations.

GOAL 5: Maximize existing resources and improve processes to ensure short and long-range fiscal stability and to maintain instructional, student support, and operational integrity.

GOAL 6: Make continuous quality improvements in all programs and services through an ongoing and systematic cycle of integrated planning, assessment, and refinement of the college mission and all programs and services.

GOAL 7: Maximize state-of-the-art technology to ensure instructional, student support, and operational effectiveness and to provide for data informed decision-making across the institution.

GOAL 8: Stimulate innovation by encouraging and supporting participation in professional development and by fostering a blame-free environment where risk-taking is encouraged and rewarded.

GOAL 9: Promote and sustain an institutional environment of collegiality, transparency, participation, communication, and professionalism among all district constituents.

GOAL 10: Ensure a qualified faculty, staff, and management team by providing a deliberate model of human resource management.

PVC STRATEGIC PLAN 2017-20

- A **goal** is a broad primary outcome.
- A **strategy** is the approach you take to achieve a goal.
- An **objective** is a measurable step you take to achieve a strategy.
- A **task** is a tool you use in pursuing an objective associated with a strategy.

(Source: Reggie Bradford, Forbes)

GOAL 1: Provide exemplary services and instructional programs in recognized and emerging fields that lead to successful attainment of degrees, certificates, employment, and transfer.

Strategy 1.1
Ensure that all programs are aligned with the labor market

Objective 1.1.1
Establish advisory groups for all applicable programs and ensure their continued use and viability.

Task 1.1.1.1
Set up rosters, calendars, and agendas of advisory group meetings for all applicable programs and post to college website by the fourth week of the academic year.

Task 1.1.1.2
Provide minutes of advisory group meetings in accordance with posted calendars and agendas and post to the college website within two weeks of the advisory group meeting date.

Objective 1.1.2
Implement workforce development programs that identify and address current and future labor market needs.

Task 1.1.2.1
Explore various workforce development programs, including apprenticeship programs, to determine applicability to PVCCD (2017-18).

Task 1.1.2.2
Select and implement workforce development programs that identify and address current and future workforce needs (2018-19).

Task 1.1.2.3
Build programs that address current and emerging needs (2019-20 and ongoing).

Task 1.1.2.4
Develop and execute annual local Strong Workforce Plans utilizing validated supply and demand data, living wage data, or validated locally solicited data, in accordance with established deadlines.

Task 1.1.2.5.
Execute deliverables contained with regional Strong Workforce Plan for which PVC is receiving funding within reported timelines.

Strategy 1.2
Design and/or augment programs provided to incarcerated students that lead to gainful employment or transfer to four-year colleges or universities.

Objective 1.2.1
Offer transfer degree programs to incarcerated students.

Task 1.2.1.1
Identify transfer opportunities for incarcerated students by December 31, 2017.

Task 1.2.1.2
Reach out to transfer institutions to develop transfer pathways and/or articulation agreements by June 30, 2018.

Objective 1.2.2
Research and develop educational programs for incarcerated students with high potential for employment upon release.

Task 1.2.2.1
Identify high growth industry sectors, and align with employability of ex-offenders during the 2017-18 academic year.

Task 1.2.2.2
Work with CDCR to develop new programs or enhance existing programs with high employment opportunities for ex-offenders for implementation by the 2019-20 academic year.

Strategy 1.3
Design and implement Guided Pathways.

Objective 1.3.1
Design Guided Pathways model.

Task 1.3.1.1
Present concept and supporting research to campus constituencies by December 31, 2017.

Task 1.3.1.2
Develop Guided Pathways example by June 30, 2018.

Objective 1.3.2
Develop Guided Pathways for ADTs.

Task 1.3.2.1
Establish workgroup for Guided Pathways by June 30, 2018.

Task 1.3.2.2
Complete Guided Pathways for all ADTs by December 31, 2018.

GOAL 2: Implement strategies to increase access and success for underrepresented and disproportionately impacted students and to advance diversity and equity across the district.

Strategy 2.1
Implement programs to improve access and success for underrepresented and disproportionately impacted students.

Objective 2.1.1
Explore national models for student success (e.g., Puente, Umoja, A2MEND, HACU) and implement as appropriate.

Task 2.1.1.1
Identify personnel to serve as program coordinators by December 15, 2017. Coordinators will explore various programs and implement selected programs for a fall 2018 startup (2017-18).

Task 2.1.1.2
Program coordinators will pilot their programs through academic year 2018-19, and will develop and implement measures to determine program effectiveness and whether any changes are needed for the following academic year (2018-19).

Task 2.1.1.3
Program coordinators will implement any needed changes and continue to pilot their programs and evaluate long-term efficacy and future viability of the programs (2019-20).

Objective 2.1.2
Strengthen Student Success services.

Task 2.1.2.1
Implement and schedule regular workshops for all students focused on academic success and life skills beginning 2017-18 and ongoing.

Task 2.1.2.2
Schedule specific workshops for students on probation focused on academic success and life skills beginning 2017-18 and ongoing.

Task 2.1.2.3
Develop a Veterans Center for all students who have served in any branch of Armed Forces with equal emphasis on both academic and support services (2017-18).

Task 2.1.2.4
Process application to designate PVCCD as a Hispanic Serving Institution (HSI) by submitting a letter of intent by December 15, 2017, followed by the formal application process. (2017-18)

Objective 2.1.3
Provide an enriched and equitable college experience for all students.

Task 2.1.3.1
Student Equity and Faculty Division Chairs will initially research relevant textbook authors reflective of global interactions and will compile a list of diverse authors to recommend for use in the classroom (2017-18) to be updated annually.

Task 2.1.3.2
Student Equity and Faculty Division Chairs will conduct a review and update of the recommended authors list annually.

Strategy 2.2
Explore and implement events, activities, and programs to advance diversity and equity across the district.

Objective 2.2.1
Form a Diversity Committee focused on the promotion of diversity on campus and throughout the district.

Task 2.2.1.1
Plan and organize events highlighting the diverse community (e.g., Black History Month, Cinco de Mayo, Mental Health Awareness, Women's History Month, LGBTQ Month, Native American Day, Multicultural Events) on their respective dates in both Needles and Blythe.

Task 2.2.1.2
Advertise these events throughout the community, particularly in the elementary schools.

Objective 2.2.2
Provide professional development opportunities for all employees addressing diversity needs for student success at least once per semester.

Task 2.2.2.1
Dedicate time on Flex Day to learning about diversity and equity specifically for instructor/student relations.

Task 2.2.2.2
Support faculty participation in professional development (e.g., seminars, conferences, webinars, online training) targeting diversity and student success.

GOAL 3: Implement a strategic enrollment management plan that diversifies FTES populations, ensures achievement of FTES targets, and promotes meaningful improvement in student completion data.

Strategy 3.1
Identify the populations served, FTES targets, FTEF calculations, and any associated bottlenecks throughout the matriculation process.

Objective 3.1.1
Perform an enrollment management analysis.

Task 3.1.1.1
Collect enrollment data throughout summer 2017.

Task 3.1.1.2
Rollout findings to campus constituencies fall 2017.

Objective 3.1.2
Working through the Enrollment Management Committee, develop strategies based on findings.

Task 3.1.2.1
Committee members, through their constituency groups, will provide recommendations for adoption into an Enrollment Management Plan during fall 2017.

Task 3.1.2.2
Develop a strategic approach to Enrollment Management Planning during fall 2017.

Strategy 3.2
Develop a comprehensive and holistic Enrollment Management Plan.

Objective 3.2.1
Develop a marketing plan focused on outreach and promotional materials related to program offerings.

Task 3.2.1.1
Identify resources (financial and human) required to execute plan during spring 2018.

Task 3.2.1.2
Develop methods for tracking successful marketing efforts during spring 2018.

Objective 3.2.2
Develop industry and high school pathways.

Task 3.2.2.1
Identify opportunities to align curriculum and/or offering with industry needs during fall 2017.

Task 3.2.2.2
Partner with local unified school districts to identify opportunities to develop CTE and/or transfer program pathways during fall 2017.

Objective 3.2.3
Analyze Student Success and Support Goals for core services (orientation, assessment, educational planning, and follow-up) to identify areas of improvements leading to increased student success.

Task 3.2.3.1
Review assessment policies and practices in order to develop and implement a process which places students in appropriate math and English course levels through the use of multiple measures and implement by fall 2018.

Task 3.2.3.1
Fully deploy Ellucian student planning module by summer 2018.

Task 3.2.3.2
Identify and implement follow-up and early detection best practices to improve student retention during the 2017-2018 academic year.

Task 3.2.3.3
Develop and train staff and faculty on available data resources throughout 2017-2018 academic year.

Objective 3.2.4
In partnership with the Palo Verde Unified School District, and the Needles Unified School District, develop and/or expand upon dual enrollment offerings.

> **Task 3.2.4.1**
> Identify local curricular needs best suited to prepare students for entry into college level courses and/or career technical education during fall 2017.

> **Task 3.2.4.2**
> Identify and enter into appropriate agreements with the unified school districts during fall 2017.

Objective 3.2.5
Ensure reasonable time to completion for students seeking certificates and degrees.

> **Task 3.2.5.1**
> Utilize Ellucian student planning module to predict course-scheduling needs for fall 2019.

> **Task 3.2.5.2**
> Map out programs and build course schedules to facilitate completion of degrees within two years during 2017-2018 academic year.

> **Task 3.2.5.3**
> Research innovative scheduling practices, e.g. Reg365 (annual registration) by summer 2018.

Objective 3.2.6
Develop and implement a First Year Experience Program for all new students.

> **Task 3.2.6.1**
> Counseling faculty will develop curriculum and lead primary instruction efforts (2017-18 and ongoing).

> **Task 3.2.6.2**
> Develop FYE workshops that promote positive experiences between students and faculty, staff, key student services offices, and student groups.

GOAL 4: Maintain fully affirmed Accreditation status, and continue to use Accreditation Standards to guide integrated strategic planning, program review, student learning outcomes assessment, and college operations.

Strategy 4.1
Using analysis of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements, and improves the quality of its educational programs and services.

Objective 4.1.1
Demonstrate a sustained collegial dialog about student outcomes, student equity, academic quality, institutional effectiveness, and continuous improvement of student learning and achievement.

Task 4.1.1.1
Define and assess student learning outcomes for all instructional programs and student and learning support services in accordance with the four-year program review cycle.

Task 4.1.1.2
Determine appropriate institution-set standards for student achievement, including course completion, program completion, job placement rates, and licensure examination passage rates, and reports these data to ACCJC by March 31st of each year.

Task 4.1.1.3
Annually assess the college's adopted Goals Framework, adjust accordingly, and submit the Institutional Effectiveness Goals Framework by June 15th of each year.

Objective 4.2.2
Regularly evaluate the quality of student support services and demonstrate that these services support student learning and enhance accomplishment of the mission of the institution.

Task 4.2.3.1
Review assessment methods to ascertain the effectiveness of student support services by December 31, 2017

Task 4.2.3.2
Gather information to assess whether the services are being used and are effective in alignment with the four-year program review cycle.

GOAL 5: Maximize existing resources and improve processes to ensure short and long-range fiscal stability and to maintain instructional, student support, and operational integrity.

Strategy 5.1
Maximize existing resources and improve processes.

Objective 5.1.1
Update procedures and processes.

Task 5.1.1.1
Update Administrative Procedures to incorporate current policies and procedures. Complete initial update by June 30, 2018. Review for updates in even numbered fiscal years.

Task 5.1.1.2
Publish internal policies and procedures for consistency. Initial publication by June 30, 2018. Update as changes are needed/required.

Objective 5.1.2
Review contracts for best value.

Task 5.1.2.1
Review and solicit bidding on long term contracts on a 5-year basis. Immediate institution of process on new contracts. Initiate process on contracts as they expire.

Task 5.1.2.2
Maximize the use of cooperative contracts. Immediate institution of process. Initiate process on contracts as they expire.

Strategy 5.2
Ensure short and long range planning for fiscal stability

Objective 5.2.1
The college will transparently address any budget issues to preserve instructional, student support and operational integrity.

Task 5.2.1.1
Complete the Chancellor's Office checklist annually and distribute campus wide.

Task 5.2.1.2
Distribute information via accounting updates as needed.

Objective 5.2.2
Develop and implement comprehensive facility maintenance, sustainability and replacement plans.

Task 5.2.2.1
Develop a comprehensive facility maintenance plan for the district. To be completed by June 30, 2018.

Task 5.2.2.2
Develop a comprehensive sustainability plan for the district. To be completed by June 30, 2018.

Task 5.2.2.3
Develop a replacement plan for critical district operations such as chiller plant, elevators, roofing, etc. To be completed by June 30, 2018.

Strategy 5.3
Maintain instructional, student support, and operational integrity.

Objective 5.3.1
Promote college-wide participation in the review of ACCJC Standard IIID to ensure a transparent planning process and integrated budgeting.

Task 5.3.1.1
Present key concepts at staff meetings, flex days and/or institute days.

Task 5.3.1.2
Distribute annual ACCJC Fiscal Report within three months of issuance.

Task 5.3.1.3
Review Standard IIID every fall to maintain and prepare for the next accreditation visit.

Objective 5.3.2
Develop and implement training for the board, budget committee, and institutional constituencies in the areas of budgeting, purchasing, and financial management.

Task 5.3.2.1
Develop beginning and intermediate level presentations for board members by June 30, 2018.

Task 5.3.2.2
Develop management level budgeting, purchasing and financial management presentations by June 30, 2018.

Task 5.3.2.3
Develop College wide budgeting and purchasing presentations by June 30, 2018.

GOAL 6: Make continuous quality improvements in all programs and services through an ongoing and systematic cycle of integrated planning, assessment, and refinement of the college mission and all programs and services.

Strategy 6.1
Execute processes and timelines related to governance and integrated planning.

Objective 6.1.1
Ensure that planning and allocation of resources are integrated amongst programs and services.

Task 6.1.1.1
Review the Integrated Planning Manual on an ongoing basis and update as needed.

Task 6.1.1.2
Leverage resources to impact multiple programs and services during annual budget planning and workshops.

Objective 6.1.2
Develop and implement a decision-making handbook which outlines specific governance processes and constituency involvement.

Task 6.1.2.1
Define roles and responsibilities of committees by June 30, 2018.

Task 6.1.2.2
Create and publish a master calendar for committees by June 30, 2018.

Strategy 6.2
Identify and publish assessment data for use in decision-making and action planning.

Objective 6.2.1
Disseminate assessment data used to track progress of institutional goals and objectives.

Task 6.2.1.1
Identify responsible parties for reporting on goals, strategies, and objectives by December 31, 2017.

Task 6.2.1.2
Produce an annual progress report on institutional goals outlined within the Strategic Plan by July 30th of each year.

Objective 6.2.2
Plan and allocate resources based on assessment data.

Task 6.2.2.1
Tie annual resource allocations to program review.

Task 6.2.2.2
Review processes annually to ensure that action items actually influence and predict intended outcomes.

Strategy 6.3
Ensure that all programs and services are aligned with the mission statement.

Objective 6.3.1

Ensure that the mission statement describes the institution's broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and student achievement.

Task 6.3.1.1

Annually assesses accomplishment of the mission through data from program review and evaluation of goals and objectives, student learning outcomes, and student achievement.

Task 6.3.1.2

Demonstrate alignment of all key decisions with student learning and student achievement by June 30, 2018

Task 6.3.1.3

Complete review and update of mission statement by January 2019 in accordance with the Integrated Planning Manual schedule.

GOAL 7: Maximize state-of-the-art technology to ensure instructional, student support, and operational effectiveness and to provide for data informed decision-making across the institution.

Strategy 7.1

Maximize state-of-the-art technology.

Objective 7.1.1

Review Technology Plan and form appropriate governance structures.

Task 7.1.1.1

Work with the Technology committee to assess our current Technology and if we are meeting the district's needs. If we are not meeting needs, develop a plan and timeline to resolve the deficiency (2017-18)

Task 7.1.1.2

Work with the Technology committee and all constituent groups to assess the technology needed for the near future. If a future need is found, prepare a plan and budget to acquire the technology and training before the need arrives (2017-18 and ongoing).

Task 7.1.1.3

Annually evaluate the training and technical support IT provides for faculty and staff to ensure these services are appropriate and effective.

Strategy 7.2

Increase operational effectiveness through technology

Objective 7.2.1
Provide training for all technology users**.**

> **Task 7.2.1.1**
> Send IT staff to training annually to ensure they can provide state-of-the-art support for new technology and security.

> **Task 7.2.1.2**
> Develop optional and mandatory training for all staff and faculty to ensure they are knowledgeable of district technology and security needs, policies, and procedures (ongoing as needed).

Strategy 7.3
Provide for data informed decision-making across the institution.

> **Objective 7.3.1**
> Identify and implement technological platforms aimed at providing timely access to available student metrics.

> > **Task 7.3.1.1**
> > Update SAP Business Objects and develop relevant dashboards by December 31, 2017.

> > **Task 7.3.1.2**
> > Complete installation and related training of SchoolGauge by December 31, 2017.

> > **Task 7.3.1.3**
> > Complete installation and related training of eLumen for curriculum management, SLO assessment, and program review by December 15, 2017.

> **Objective 7.3.2**
> Develop plans for training and integration of available data resources.

> > **Task 7.3.2.1**
> > Research and provide training on use of CalPassPlus to inform program review, and areas of identified disproportionate impact within CTE programs by December 31, 2018.

> > **Task 7.3.2.2**
> > Research and provide training on use of available data resources for workforce development (e.g. Center Of Excellence) by December 31, 2018.

GOAL 8: Stimulate innovation by encouraging and supporting participation in professional development and by fostering a blame-free environment where risk-taking is encouraged and rewarded.

Strategy 8.1
Provide professional development opportunities for all employees that are designed to stimulate innovation.

> **Objective 8.1.1**
> Provide training opportunities specifically designed for stimulating innovation and make those opportunities available to employee groups as appropriate.
>
> > **Task 8.1.1.1**
> > Explore seminars, conferences, retreats, and other media that employees can attend individually or in small groups, and promote those opportunities for the appropriate groups on an ongoing basis as they become known.
> >
> > **Task 8.1.1.2**
> > Provide on-site training opportunities with professional facilitators who are trained in stimulating and encouraging innovation in individuals at least annually.
>
> **Objective 8.1.2**
> Provide training opportunities for faculty in academic discipline areas with regard to innovations in teaching.
>
> > **Task 8.1.2.1**
> > Explore seminars, conferences, and other media that faculty can attend individually or in small groups, and promote those opportunities on an ongoing basis as they become known.
> >
> > **Task 8.1.2.2**
> > Subscribe to organizations that exist to promote innovation in teaching and provide opportunities for faculty to avail themselves of these resources.
> >
> > **Task 8.1.2.3**
> > Provide on-site training opportunities with professional facilitators who are trained in stimulating and encouraging innovation in teaching and learning.

Strategy 8.2
Foster a blame free environment where risk taking is encouraged and rewarded.

> **Objective 8.2.1**
> Establish a mutually agreed upon code of civility and collegiality that renounces blame as a part of acceptable discourse.
>
> > **Task 8.2.1.1**
> > Revisit the "Code of Civil and Collegial Conduct" with all constituency groups and revise as necessary (2017-18).

Task 8.2.1.2
Publish and post the revised "Code of Civil and Collegial Conduct" widely throughout the organization (2017-18).

Objective 8.2.2
Encourage risk taking as a way to stimulate innovation.

Task 8.2.2.1
Provide opportunities for people to try new things without the fear of failure or ridicule.

Task 8.2.2.2
Celebrate "failures" as much as "successes" as a way to encourage risk taking and encourage "failure" as a means to innovation.

GOAL 9: Promote and sustain an institutional environment of collegiality, transparency, participation, communication, and professionalism among all district constituents.

Strategy 9.1
Expand the continuum of professional development opportunities for all faculty, staff, and administrators to be well prepared to respond to the evolving needs of all constituents.

Objective 9.1.1
Provide faculty opportunities to participate in professional development activities that will result in enhanced student learning outcomes and greater student success.

Task 9.1.1.1
Provide academic departments with annual funds to send faculty to conferences in their disciplines, to be shared with their colleagues.

Task 9.1.1.2
Create separate focused adjunct faculty training programs for on-ground and online instructors by August 2018.

Objective 9.1.2
Develop a leadership team that uses best management practices through training, communication, and feedback.

Task 9.1.2.1
Sponsor participation of administrators and managers in annual focused professional development conferences and workshops through ACCCA.

Task 9.1.2.2
Create a succession plan for the college administration by June 2018, and review and update annually.

Objective 9.1.3
Bring qualified experts to the campus who will recognize our diverse needs and share creative and innovative techniques.

Task 9.1.3.1
Create a database of experts based on a survey of college faculty and staff by June 2018.

Task 9.1.3.2
Create an annual schedule of regular seminars that promote professional development for each employee group**.**

Strategy 9.2
Improve internal and external communications that foster prompt and broad feedback and engage in dialogue with stakeholders.

Objective 9.2.1
Expand and utilize resources to disseminate appropriate information to all district constituents in a timely manner.

Task 9.2.1.1
Increase the number of student organizations (e.g., Phi Theta Kappa Honor Society, et al) and promote regular activities. Identify additional organizations by June 2018 and review annually.

Task 9.2.1.2
Increase visibility in the local community and on social media through regularly scheduled news articles and postings.

Task 9.2.1.3
Post all college committee and organization meeting agendas/minutes in a timely manner on BoardDocs Plus for sharing with appropriate constituencies. Designate and train a representative for each committee by June 2018.

Strategy 9.3
Enhance the college's public image and prominence in the educational community through the cultivation of effective partnerships and collaboration with business, industry, education, governmental, and service organizations.

Objective 9.3.1
Increase our involvement in community activities by encouraging community groups to visit the college and utilize the facilities.

Task 9.3.1.1
Increase number of external community activities held at the college, measured by number of facility use agreements.

Task 9.3.1.2
Initiate feasibility study of starting a sports program at the college by fall 2017.

Objective 9.3.2
Increase dialogue and interactions with area K-12 superintendents, high school principals, counselors, and teachers.

Task 9.3.2.1
Schedule regular, standing meetings with district superintendents to ensure all students in the community are being served.

Task 9.3.2.2
Initiate and maintain career pathways discussions and create articulation agreements as pathways are agreed upon.

Task 9.3.2.3
Increase number of dual enrollment courses by 10% every year.

GOAL 10: Ensure a qualified faculty, staff, and management team by providing a deliberate model of human resource management.

Strategy 10.1
Identify current and future human resources that are needed to achieve the Institutional Goals and the overall Strategic Plan of the District.

Objective 10.1.1
Develop an integrated human resources management plan for faculty, staff, and management.

Task 10.1.1.1
Develop a Staffing Strength Report that shows the current human resources available in the organization (Fall 2017).

Task 10.1.1.2
Have the Equal Employment Opportunity Advisory Committee review best practices and staffing models and select a model plan for further consideration and implementation (FY 2017-18).

Task 10.1.1.3
Develop a transparent position request process, based on Program Review data, for identifying, prioritizing, and allocating additional human resources that are needed to accomplish the mission of the District through the end of the 2017-20 Strategic Plan (2017-18).

Objective 10.1.2
Ensure that recruitment, selection, hiring, and orientation processes attract, acquire, and retain a highly qualified and diverse faculty, staff, and management team.

> **Task 10.1.2.1**
> Follow the District's Equal Employment Opportunity Plan recruitment processes to ensure diversity in hiring pools (2017-18 and ongoing).
>
> **Task 10.1.2.2**
> Explore new venues to advertise open positions what will draw a wider, more diverse pool of applicants (2017-18).
>
> **Task 10.1.2.3**
> Develop and implement a new employee orientation process to improve employee on boarding, satisfaction, success, and retention (2018-19).
>
> **Task 10.1.2.4**
> Review all HR related Board Policies and Administrative Procedures and update as needed to reflect new processes and best practices (2019-20).

Strategy 10.2
Provide employees with a wide range of training and development opportunities to foster professional growth.

> **Objective 10.2.1**
> Develop and implement a professional development program that supports best practices, stimulates innovation, and advances the knowledge, skills, and professional interests of our employees.
>
> > **Task 10.2.1.1**
> > Ensure that annual budgets include funding for ongoing professional development opportunities for all employees.
> >
> > **Task 10.2.1.2**
> > Utilize existing expertise for professional development within the college whenever possible and appropriate.
> >
> > **Task 10.2.1.3**
> > Provide events and activities every semester that stimulate a cooperative campus climate and a collegial working environment.