New #	Initiative	Measurement	Lead Scorer	Other Scorers	Report	Status?
			Strategic Direction #1 - Student Learning			
	Curriculum					
1.1	Establish introductory pathways courses for the majority of the pathways.	Track new course submission	Meta-Major co-chair of GPIT	Pathway Leads, Curriculum Co-chairs, Dean of Student Success & Counseling	In-Progress in fall 2019. Allied Health is discussing the development of an introductory pathways course. The effort is being led by Jennifer Johnson, the curriculum faculty co-chair.	In-Progress
1.2	Implement scheduling software for instructional spaces.	Starfish analytics, Ad Astra, etc.	Dean, Academic Technology	EAC	We are close to the contract phase for this project with Ad Astra. We hope to begin implementation this spring.	In-Progress
1.3	Increase CTE certificate/degree options by 3 new programs	Program drafted by year 1 approved by curriculum committee by year 2	CTE Program Director	Curriculum Committee, CTE Committee	We have hired the faculty director to develop the program for Physical Therapy Assistant. The Process Technology program has been approved. Currently working on development of Logistics, have hired new adjunct faculty to lead the development, advisory board scheduled to meet Nov 1.	In-Progress
1.4	Increase the number of programs that participate in placement of student interns by 3.	New/Approved internship agreements on file. Data based number of placements.	Program Manager, Student Employment	Current faculty or adjunct, Student Employement, CTE Advisory Committees	We have had the following programs join our internship program with approved curriculum and positive placements; Digital Media, Journalism and Industrial Drawing.	In-Progress
1.5	Increase the number of approved work experience courses by 3 new programs.	Designating the assigned Faculty Internship Coordinator New/Approved internship agreements on file Data based number of placements.	Program Manager, Student Employment	Current faculty or adjunct, Curriculum committee, Student Employment, CTE Advisory Committees	The following courses have been approved for Work Experience: ART B48WE (Jeffery Huston), JRNL B48WE (Erin Auerbach) and INDR B48WE (Darren Willis).	In-Progress
1.6	Establish at least five full certificate programs in rural communities.	Five full certificate programs would be established. Promotion of programs would be documented, and enrollment trends would be tracked and reported.	Rural Initiatives Director	Department chairs and deans	The HVAC program in Delano launched Fall 2018. Leads to certificate and A.S. Began offering courses in Public Health and Animal Science, and will continue to offer courses in Communication and Criminal Justice which lead to certificates. Need to identify cohorts/students on track to complete.	In-Progress
1.7	Increase the number of apprenticeships	Document apprenticeships showing an increase each year.	CTE Program Director	Student Employement, CTE Advisory Committees	Continue to develop opportunities. Performed a meeting on starting up a new Apprenticeship program focused on underserved populations.	In-Progress
1.8	Imlement eLumen for assessment	Track by participation and user feedback	Dean, Academic Technology	Assessment Committee, Program Review Committee	100% complete.	Complete!
	Support					
1.9	Increase support services for online instruction	Ensure student completion/success on evaluations	Director of Academic Support Services	VP Instruction, ISIT, AIQ, Curriculum, Program Review, Director of Academic Support Services, Dean, Academic Technology	A contract was secured through the Online Education Initiative (OEI) consortium. Bakersfield College is part of the consortium and will benefit from the contractually agreed upon rates. NetTutor was implemented on August 29, 2018. Information of utilization of this tool to date (November 7, 2018) is as follows: Type Sessions Time (minutes) NetTutor Dropped-Off Question 100 673 NetTutor Live Tutorial 246 4,013 NetTutor Paper 94 3,362 Totals 440 8,048	Complete!
1.10	Increase entry-level tech instruction for all students to help them navigate the landscape of tools on campus.	Track student participation in offered instructional activities; annual ISIT student survey	Dean, Academic Technology	ISIT; Summer Bridge Director; Outreach & School Relations Director	We are working on a tech. Tools for students class with the EDUC dept. Early stages of development, and will likely be NC.	In-Progress

1.11	Expand academic support services for inmate scholars	Number of prisons with program, number of inmate students receiving services	Director of Academic Support Services	Inmate Program Director	We are in the process of rolling out Writing Workshops to students in the Inmate Scholars Program. Once the facilities have been identified, the clearance process will commence for the Writing Consultants that will provide the workshops.	In-Progress
1.12	Establish and expand student support services in rural communities	Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.	Director of Academic Support Services	Rural Initiatives Program	The Director of Rural Initiatives has identified rural sites that have an anticipated growth in student enrollment. Staring in S'19, Writing Consultants will be assigned a rural site that they will visit once a month to provide writing support.	Complete!
1.13	Establish and expand student support services in satellite sites. (i.e. BC Southwest, Weill, etc.)	Report on what services are currently being offered or have been offered at non-traditional centers/campus. Compare to new extended services. Track how many students are being serviced.	Director of Academic Support Services	Dean of Instruction for BC Southwest	The BC Southwest Tutoring Center opened its doors on the first day of the fall 2018 semester. To date (November 7, 2018), approximately 541 students were served.	In-Progress
1.14	Process faculty hiring committee appointments in a timely manner	Senate approval: agenda and vote record; Title 5 & BP Section 6; 10+1Faculty roles & involvement in accreditation processes, including self-study & annual reports	Academic Senate President		Department chairs in process of requesting replacement and additional new hires. At this time no faculty hiring committees are being established.	In-Progress

Direction #2 - Student Progression and Completion					
	Enrollment & Matriculation				
2.1	Expand dual enrollment in additional KHSD high schools	Program Review, Annual Report	Dual Enrollment Program Manager	Deans of Instruction,D.E. Advising Committee	The dual enrollment program has expanded into two additional high schools within Kern High School District for the 2018-2019 school year. Bakersfield High School has 6 sections scheduled for Fall 2019, and 16 sections scheduled for Spring 2020. Our other new partner, Liberty High School, has 3 sections scheduled for Spring 2020. This will bring the total number of KHSD schools participating in dual enrollment up to 23.	In-Progress
2.2	Double the number of international students in 3 years	Has the number of international F1 visa students doulbed? Take the existing number of International Students and determine whether or not the number has doubled.	Director International Student Programs	Dean of Student Success & Counseling, EMLS	The number of new International F1 visa students has not doubled. According to this Fall 2019 semester, Bakersfield College has enrolled a total of 51 total F1 visa students. That is 1 less than last year's enrollment of 52. We project an enrollment of 70 for the Fall 2020 semester.	Not Started
2.3	Increase the number of students transferring from the Bakersfield Adult School by 10%	Has the number of transfering students increased by 10%?	Program Manager, Adult Education	Director, Admissions & Records	*Initiative in full effect, with 3 years-worth of data to be utilize as baseline for future years. *633 students were serviced by the Adult Education program, resulting in an enrollment of 190 students into BC courses. *As of Fall 2019, an additional 631 students have successfully transitioned into post-secondary education via the Adult Ed Program and adult school partnership. -10/25/19	Complete!
2.4	Increase the number of students participating in Summer Bridge by 15%	Track the number of students who register for and complete ACDV B55	Title V Director	Curriculum	Completed. Met the target by August 2018.	Complete!

2.5	Increase number of first time students who have a comprehensive education plan by the end of their first primary term by 15%.	Using data from tracking matriculation steps in banner (SVAMSTD screen)	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs	We have an increase of over 15% of first time students having completed a Comprehensive Student Education Plan by the end of their first primary term of Fall 2019, in comparison to Fall 2020. In Spring 2019, 4 Counselors were tasked with the creation of CSEPs in Starfish. Approximately 2700 CSEPs were completed. This increase is also due to the collaborative efforts of the Outreach staff, Bridge to BC staff and Finish In 4 staff.	In-Progress
2.6	Increase number of first time students who have an abbreviated education plan prior to their first primary term by 15%.	Using data from tracking matriculation steps in banner (SVAMSTD screen)	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs	Abbreviated Student Education Plans are no longer completed for students, and therefore are no longer tracked.	Not Started
	Student Progression				students, and therefore are no longer tracked.	
2.7	Increase the percentage of transfer-level English completion in the 1st year.	Track completion percentage	GPIT Co-Chairs	Institutional Effectiveness Dean, EAC, FCDC, Director of Student Success & Equity	• Deans and Data Coaches from all Learning & Career Pathways scheduled to deliver a presentation on this momentum point to College Council and the Guided Pathways Implementation Team each academic year. • One year trends for 2019 will be available at the conclusion of the spring term. • Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - Transfer-Level English: https://public.tableau.com/profile/amber.hroch#!/vizhome/GuidedPathways MomentumPointsbyLCP/EnglishFirstYear) • In almost every Learning & Career Pathway, more students are completing transfer-level English in their first year, despite small dips in percentage completion. Progress by Learning & Career Pathway from fall 2017 to fall 2018: -Agriculture, Culinary Arts & Nutrition: from 15.8% to 17% (+13 students) -Arts, Humanities & Communication: from 28.8% to 23.1% (+2 students) -Business: from 21.9% to 18.5% (+17 students) -Education: from 23.8% to 19.5% (+19 students) -Health Sciences: from 26.9% to 26.2% (+71 students) -Industrial Technology & Transportation: from 11% to 8% (+1 student) -Personal & Career Exploration: from 9.6% to 4.6% (-28 students)	In-Progress
2.8	Increase the percentage of transfer-level Math completion in the 1st year.	Track completion percentage	GPIT Co-Chairs	Institutional Effectiveness Dean, EAC, FCDC, Director of Student Success & Equity	• Deans and Data Coaches from all Learning & Career Pathways scheduled to deliver a presentation on this momentum point to College Council and the Guided Pathways Implementation Team. • Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - Transfer-Level Math: https://public.tableau.com/profile/amber.hroch#!/vizhome/GuidedPathways MomentumPointsbyLCP/MathFirstYear) • One year trends for 2019 will be available at the end of the spring term. • In almost every Learning & Career Pathway, more students are completing transfer-level math in their first year. Progress by Learning & Career Pathway from fall 2017 to fall 2018: -Agriculture, Nutrition & Culinary Arts: from 3.2% to 2.9% (+1 student) -Arts, Humanities & Communication: from 8.2% to 7.2% (+4 students) -Business: from 10.8% to 7.3% (-2 students) -Education: from 4.6% to 7.5% (+19 students) -Health Sciences: from 8.1% to 10.8% (+51 students) -Industrial & Transportation Technology: from 3.3% to 2.6% (+1 student) -Personal & Career Exploration: from 1.4% to 1.8% (-1 student) -Public Safety: from 4.9% to 4.8% (+3 students) -Social & Behavioral Sciences: from 11.9% to 16% (+36 students) -STEM: From 23.3% to 21.6% (+31 students)	In-Progress

2.9	Successfully implement the Program Mapper.	1. Completion 2. Student use w/web data counter	Curriculum Co-chairs	Curriculum Catalog Task Force, Leading from the Middle Group		In-Progress
2.10	Increase the % of first time students who attempt 15 units during their 1st semester	Track growth in % reaching moment point	GPIT Co-Chairs	Instructional Effectiveness Dean, Director of Student Success & Equity	• Deans and Data Coaches from all Learning & Career Pathways scheduled to deliver a presentation on this momentum point to both College Council and the Guided Pathways Implementation Team each academic year. • Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - 15 Units: https://public.tableau.com/profile/amber.hroch#!/vizhome/GuidedPathways MomentumPointsbyLCP/15UnitsFirstTerm) Increased the percentage of first-time students attempting 15+ units in their first term. Massively reduced the number of FTIC students in Personal & Career Exploration from 1,207 to 280 which indicates the students remaining in this Learning & Career Pathway are declaring their programs of study earlier. In addition, many Learning & Career Pathways have made notable progress to increase the percentage of students who are disproportionately impacted that attempt 15+ units in their first term. Progress on this momentum point from fall 2017 to fall 2018 by Learning & Career pathway: -Agriculture, Nutrition & Culinary Arts: from 12.1% to 13.1% (+10 students) -Arts, Humanities & Communication: from 13.6% to 12.3% (+9 students) -Business: from 14.4% to 13.3% (+18 students) -Education: from 10.4% to 12.3% (+24 students)	In-Progress
2.11	Increase the % of first time students who attempt 30 units during their 1st year	Track growth in percentage reaching momentum point.	GPIT Co-Chairs	Instructional Effectiveness Dean, Director of Student Success & Equity	• Office of Institutional Effectiveness developed and regularly updates a Tableau page which captures this momentum point (Tableau - 30 Units: https://public.tableau.com/profile/amber.hroch#!/vizhome/GuidedPathways MomentumPointsbyLCP/30UnitsFirstYear) • All work to increase 15 units/term influences this metric. • One year trends for 2019 will be available at the end of the spring term. However, there has been positive movement on this momentum point in the past year. From fall 2017 to fall 2018 by Learning & Career pathway: -Agriculture, Nutrition & Culinary Arts: from 8.9% to 9.5% (+7 students) -Arts, Humanities & Communication: from 16.6% to 11.4% (-9 students) -Business: from 15.4% to 11.2% (+2 students) -Education: from 10.4% to 9.9% (+14 students) -Health Sciences: from 12.3% to 10% (+12 students) -Industrial Technology & Transportation: from 5.9% to 6.2% (+8 students) -Personal & Career Exploration: from 4.9% to 2.1% (-14 students) -Public Safety: from 14.1% to 11% (-9 students) -Social & Behavioral Sciences: from 16.2% to 11% (+22 students) -STEM: From 18.2% to 17% (+25 students) STEM made the most significant progress in volume of students with 25 more students attempting 30+ units in the first year over the last. However, Agriculture, Culinary Arts & Nutrition made the most significant progress in	In-Progress
2.12	Increase the % of first time students who take 9 core pathway units in their 1st year	Track growth in percentage reaching momentum point	GPIT Co-Chairs	Instructional Effectiveness Dean, Director of Student Success & Equity	• All work to increase 15 units/term influences this metric.	Not Started
2.13	Increase number of current/returning students who have an approved comprehensive educational plan in their degree audit system (Degreeworks or Starfish) by 15%.	Using data from tracking matriculation steps in banner (SVAMSTD screen); reports from degree audit system	Dean of Student Success & Counseling	Director of Student Success & Equity CTE Program Director GPIT Co-Chairs	• One year trends for 2019 will be available at the end of the spring term.	In-Progress

	Student Completion			GPIT Co-Chairs	-Agriculture, Nutrition & Culinary Arts: from 8.9% to 9.5% (+7 students)	
2.14	Implement a process whereby students are automatically awarded underlined certificates they have earned.	Evaluate Starfish report to review and award.	Director of Enrollment Services	Curriculum CTD Dean of Student Success and Counseling Dean of Institutional Effectiveness Director of Career Education	-Arts, Humanities & Communication: from 16.6% to 11.4% (-9 students)	In-Progress
2.15	Implement a process whereby students are automatically awarded the underlined degrees they have earned.	Evaluate Starfish report to review and award.	Director of Enrollment Services	Curriculum CTD Dean of Student Success and Counseling Dean of Institutional Effectiveness Director of Career Education	-Business: from 15.4% to 11.2% (+2 students)	Not Started
2.16	Increase Baccalaureate of Science completions.	Number of awards	Dean for ITT	Instructional Effectiveness Dean	Increase Baccalaureate of Science completions Number of Awards (In progress. Recruitment and outreach efforts include collaboration with early college and dual enrollment, as well as continued articulation agreements with the Strong Workforce Regional Consortium of Community Colleges.	In-Progress
2.17	Develop MOU with transfer partner, CSUB, to establish agreement for faculty at the two institutions to develop four year templates.	Number of cooperate pathway agreements with CSUB	Director of Transfer Pathways	Curriculum, Articulation	Completed the Finish in 4 templates for 28 ADTs with CSUB. Working on other articulation with CSUs and UCs. Will begin project on UC Transfer Pathways to develop transfer MOUs to UC Merced in STEM in November 2019.	Complete!
2.18	Increase student exposure to top transfer institutions by pathway	Trips planned to top two transfer institutions per pathway, Data on student attendance to trips, Data on transfer rates/locations	Director Transfer Pathways	GPIT, EAC, Counseling	As part of our pathways work will work with faculty and affinity groups to have students meet with and explore transfer opportunities at 4 year institutions. Events and Workshops include: CSUB On-Site Admissions Day (spring), BC Transfer Day (September 2019), HBCU Caravan Tour (February 2020), UC STEM Transfer Pathways Workshops (September 2019) Over 60 colleges and universities were on campus in fall 2019 for Transfer day 2019. Replicated Transfer Day in Delano and hosting transfer events and application workshops for both CSU and UC application deadlines throughout October and November 2019.	Complete!
	Strategic Direction #3 - Facilities and Technology					
	Facilities					
3.1	Implementation of a campus monitoring system to improve energy usage.	100% of buildings are being measured by the monitoring system.	Director, M&O	Facilities Committee	-STEM: From 18.2% to 17% (+25 students)	In-Progress
3.2	Complete construction of a new Veterans Center to specifically support our veteran students on the main campus.	Completed building and move-in.	Director, M&O	Facilities Committee	The building will be completed November 14, 2019	In-Progress
3.3	Complete construction of a new ABC building in the Campus Center on the main campus.	Completed building and move-in.	Director, M&O	College Council, Facilities Committee	STEM made the most significant progress in volume of students with 25 more students attempting 30+ units in the first year over the last. However, Agriculture, Culinary Arts & Nutrition made the most significant progress in	In-Progress
3.4	Re-finish all parking lots on main campus.	Completion paperwork in Board Docs.	Director, M&O	Facilities Committee, Director, Public Safety	Complete.	Complete!

3.5	Uncover funding partners for infrastructure development	Documented new sources of funding.	Director, M&O	Foundation, Presidents Office	STEM made the most significant progress in volume of students with 53 more students attempting 15+ units in the first semester over the last. However, Industrial Technology & Transportation made the most significant progress in overall percentage growth in one year.	In-Progress
3.6a	Develop and document a solid waste plan across all BC sites.	Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation	Facilities committee will form a sub-committe this year	Not Started
3.6b	Implement a solid waste plan across all BC sites.	Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation, Marketing, Events & Scheduling	Facilities committee will form a sub-committe this year	Not Started
3.7a	Develop and document a recycling plan across all BC sites.	Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation	Facilities committee will form a sub-committe this year	In-Progress
3.7b	Implement a recycling plan across all BC sites.	Documentation of plan and posted to the Facilities Committee web site.	Director, M&O	Facilities Committee, Outreach, Foundation, Marketing	Addional recycle bins have been placed on cmpaus. The Facilities committee will form a sub-committee this year.	Not Started
3.8	Implement charging stations throughout campus to avoid students all over floors	Survey through SGA to students. Survey to faculty and staff.	Director, M&O	SGA, Facilities, ISIT, Student Life	Added Stations in Library	In-Progress
Technology						
3.9	Provide strong wireless access in all internal spaces on the main campus.	Completed heat map showing wireless coverage in all areas.	Director, Information Technology	ISIT	Complete.	Complete!
3.10	Install surveillence security cameras across campus that are monitored by public safety.	Provide map showing locations of all security cameras.	Director, Public Safety	Facilities, ISIT, Public Safety, Student Life	Needs to be M&O as it is linked to Measure J, Public Safety will assist when time comes and initated by M&O.	Not Started
3.11	Develop computer lab standards document that identifies minimum dekstop space required in computer labs for student materials.	Computer lab standards document posted on ISIT web site.	Director, Information Technology	Facilities, ISIT	This is being documented as we develop the plans for the new buildings and BCSW.	In-Progress
3.12	Analyze and document usage of the computer labs on all BC sites to determine whether more labs are needed.	Documented analysis posted on ISIT web site.	Director, Information Technology	ISIT	Has not been started yet.	Not Started
3.13	Develop an instructional software needs process for determing software installed in instructional computer labs.	Track upgrade costs, effectiveness, student success, staff engagement	Director, Information Technology	ISIT, College Council	The ISIT committee brainstormed on some improvements for the process. Some of those improvements are already in place. Additional improvements will roll out in the future but are dependent on other committees.	Complete!
3.14	Develop and document plan for providing internet access for classes held on non-BC sites.	Documentation of plan and posted to ISIT web site.	Director, Information Technology	ISIT	This is being documented as we bring up BCSW and other remote sites. The final deliverable will be a white paper with guidance for internet access best practices.	In-Progress
3.15	Implement plan for providing internet access for classes held on non-BC sites.	Documentation of plan and posted to ISIT web site.	Director, Information Technology	ISIT	This is being documented as we bring up BCSW and other remote sites. The final deliverable will be a white paper with guidance for internet access best practices.	In-Progress
3.16	Enhance the process for assessing technology, textbooks and add-ons used by the college.	Document the enhanced process and posted on Accessibility Taskforce web site.	Director of DSPS	ISIT, Accessibility Taskforce	In the process of hiring an outside consultant to do an accessibilty survey. This is a district-wide effort to find what is needed to update our policies and procedures.	In-Progress
Strategic Direction #4 - Leadership and Engagement						
Leadership						

4.1	Develop an online faculty 101 "course" by May, 2019.	Complete and implement course during 2018-19. Documented in Canvas, measure participation rates.	Dean, Academic Technology	Academic Technology Staff & Faculty, ISIT	Complete.	Complete!
4.2	Implement Program Review within eLumen.	Looking for 100% completion rate and feedback from participants	Co-chairs of Program Review	Program Review Committee, AIQ	Complete.	Complete!
4.3	~~Implement Strategic Planning component of eLumen.~~	~~Module started~~	~~Curriculum Co-chairs~~	~~Strategic Planning~~	Same as 4.2	
4.4	Provide oversight of the board policy adoption process	Regular reports to College Council and Academic Senate	Academic Senate President	College Council	District office is currently reviewing Chapter 4 of the Board Policy. No materials have been offered for review.	In-Progress
4.5	Review and monitor campus standing committees, including review of committee charges on an annual basis.	To administer the annual review and revision of each standing committee charge. The review process starts each Fall semester (first meeting). To monitor the appointments of committee membership status outlined in the charge. Title 5 & BP Section 6; 10+1 District and College governance structures, as related to faculty roles	Academic Senate President	College Council	Most committee charges have been reviewed and approved by both the Academic Senate and College Council. Most committee membership positions have been appointed. The few vacancies existing are now attempting to be filled by co-chairs /or department chairs personally reaching out to faculty.	In-Progress
	Engagement					
4.6	Measure end user satisfaction with COLLEGE services annually and publish results on AIQ Committee page.	Annual College and District Surveys	AIQ Committee co-chairs	Institutional Effectiveness	Completed through two surveys per year, BC Satisfaction Survey and BC Accreditation Survey. Both published on AIQ site as well as presented at College Council and Academic Senate. In process of combining surveys to produce one survey per year rather than two. Will provide links to evidence in Spring report.	In-Progress
4.7	Measure end user satisfaction with DISTRICT services annually and publish results on AIQ Committee page.	Annual College and District Surveys	AIQ Committee co-chairs	Institutional Effectiveness	In fall, 2019, the survey was distributed to the campus community. The results were compiled and shared with the Academic Senate, College Council, and with the general public through the AIQ homepage.	Complete!
4.8	Provide annual required BC specific training (safety, FERPA, etc)	HR to track Survey employees	HR Manager	College Council	Training is ongoing.	In-Progress
4.9	Engage new classified employees by providing BC specific orientation within 1st month of hire	Survey new classified employees HR to track	HR Manager	College Council	In conjunction with the Professional Development team, developed a new employee orientation along with a first year training. The first session has already kicked off and the program is under way.	Complete!
4.10	Implement technology based professional development training for faculty	Track faculty participation in PD training. Track use of skills in classroom.	Dean, Academic Technology	ISIT	We are in the process of migrating to a new platform as a district. This will provide the platform for this goal to be completed. Expecting to be done in spring.	In-Progress
4.11	Increase job development services outside main campus	Staff schedule for job development	Program Manager, Job Placement	Director of Rural Initiatives	On-going workshops have been scheduled monthly at the BC Delano Campus and BC SouthWest. Additionally, we have been hosting activities at the Jobspot. These activities will be on-going.	In-Progress
4.12	Improve emergency communications	On campus emergencies are communicated within 5 minutes	Director, Public Safety	Safety Committee, Student Life	In-Progress. The Emergency Operations Plan from 2009 and 2013 have been found, and will be working to update before 10.17.19 Great American ShakeOut.	In-Progress
4.13	Increase support for online faculty	Training/Flex, support troubleshooting issues etc.	Dean, Academic Technology		We have developed and launched additional support courses for faculty, and added an additional Educational Media Design Specialist.	Complete!

| 4.14a | Update professional development plan. | Documented plan posted to the PDC web site. | Dean, Academic Technology | PDC | The PDC has had a change in leadership, and will begin working on the new PDC plan in the spring. It will include several new initiatives, such as the new | In-Progress |
| 4.14b | Implement professional development plan. | Documented plan posted to the PDC web site. | Dean, Academic Technology | PDC | Not started. | Not Started |

	Spring 2019	Fall 2019
Not-Started	10	10
In-Progress	42	39
Complete!	12	15
Total=	64	64

Strategic Directions Progress