2025-2028 Strategic Plan
Goals, Strategies, Initiatives, KPIs

Goal 1: Ensure that we put students first in everything we do.	
Strategies/Initiatives	**KPIs**
Guided Pathways Alignment of equity efforts (ATD) Caring Panthers Annual research/data plan New Faculty Academy	**Student satisfaction:** Increasing percentage of students who rate their overall satisfaction with the institution as "satisfied" or "very satisfied."
	Student engagement: Participation rates in governance groups, extracurricular activities, clubs, and organizations; utilization rates of programs and services.
	Sense of belonging: Survey responses indicating students feel connected and supported within the college community.
	Campus climate: Improvements in campus climate survey thematic areas.
Goal 2: Optimize student access, momentum, and success.	
Strategies/Initiatives	**KPIs**
Strategic recruitment planning (Swim Digital) Dual enrollment Reforms of student onboarding processes (Swim Digital) Degree audit/program mapping improvements (ATD) One year scheduling (Swim Digital) Summer Momentum program Culturally Responsive Pedagogy and Practices Distance Education Plan	**Enrollments:** Increase headcounts, enrollments, and FTES annually, overall and at the educational centers; increase percentage of full-time students.
	Retention: Decrease in course drop rates.
	Persistence: Increase in fall-to-spring and fall-to-fall persistence, annually.
	Momentum: Percentage of students completing transfer-level math, English, and majors course in the first year; percentage of students completing at least 15 units in the first year.

New Faculty Academy	**Course success:** Increase in course success rates annually while reducing equity gaps.
ZTC Pathways	**Equity:** Equitable access, momentum, success outcomes; increase in number of ZTC course sections and fully ZTC pathways.

Goal 3: Maximize operational efficiency and effectiveness.	
Strategies/Initiatives	**KPIs**
Reforms of student onboarding processes (Swim Digital)	**Process improvement:** Number and impact of process improvements implemented annually.
Realignment of organizational units (e.g., Academic Affairs, Student Affairs)	**Technology utilization:** Employee satisfaction with technology solutions.
Data governance program implementation (ATD) Degree audit improvements (ATD)	**Data integrity and availability:** Improvement in data accuracy; increased availability of on-demand and requested data.
Professional development reform (ATD) New employee onboarding improvements	**Service area and administrative unit effectiveness:** Student satisfaction with services; employee satisfaction with services.

Goal 4: Implement fiscal health and sustainability practices.	
Strategies/Initiatives	**KPIs**
Strategic enrollment management Improvements to PPA process	**Strategic alignment:** Degree of alignment of resource allocations with institutional goals and priorities
Grants acquisition and institutionalization strategies Strategic finance approaches	**Effectiveness of allocation process:** Annual evaluation of resource allocation processes; process improvements made in response to data.
	Trainings: Number of budget trainings offered; attendance at trainings; effectiveness of trainings as rated by attendees.

	Grants effectiveness: Clear grants strategy developed; mapping of grant objectives to strategic priorities.

Goal 5: Create and sustain meaningful relationships with our community.	
Strategies/Initiatives	**KPIs**
Transfer partnerships with CSUMB, UCSC, and other four-year institutions K-16 collaborative Employer steering partnerships	**Community partnerships:** Number of new community partnerships established annually; number of sustaining community partnerships.
	Community engagement: Number of student, staff, and faculty volunteer hours in the community.
	Community events: Number of community events hosted by the institution.
	Alumni engagement: Percentage of alumni involved in mentorship programs, donations, or institutional events.

Lagging Indicator 1: Completion
KPIs
Degree completion: Number of completed degrees, annually (ADTs and local degrees).
Certificate completion: Number of certificates completed, annually.
Time to completion: Average number of years it takes for students to earn a degree, annually.
Units completed: Average number of units students accumulate by graduation, annually.

Lagging Indicator 2: Post-graduation success
KPIs
Transfer: Number of students who transferred to a UC or CSU; number of students who transferred to another 4-year institution.
Job placement: Number of students who secured a job in their field of study by one year after graduation.
Wages: Percent of students earning a median wage in their field; percent of students earning a living wage.

Lagging Indicator 3: Community vibrancy
KPIs
Educational attainment: Increased rates of college completion in service area.
Unemployment rate: Decreased unemployment rate among college graduates in service area.
Median household income: Increased median household income among college graduates in service area.