

IX. EVALUATION PROCESS AND THE COLLEGE DASHBOARD

It is important to assess both the processes and outcomes for the Master Plan activities. Because this is an action-oriented master plan, an annual report on the activities will be created. From this assessment, revisions to the current implementation objectives will be completed annually. The annual report will contain an analysis of each of the objectives in the implementation plan. And, each year, the campus will review the vision, mission, values and strategic directions as part of the evaluation process.

Specifically, the assessment will take place as follows:

Area	Description of evaluation	Frequency	Report to:
EMP objectives & EMP activities	A summary of the activities taking place for each of the 22 objectives will be developed. The assessment measures for each activity (included in the descriptions for each objective) will be completed. These are primarily “process” measures and will be used to determine if the campus is implementing the plan.	Each Semester	PBC IPC SSPC APC Senates
EMP dashboard Outcomes	The dashboard data elements will be widely distributed on campus to be used in decision-making. <ol style="list-style-type: none"> 1. Course Retention Rates 2. Fall-to-Spring Persistence 3. Fall-to-Fall Persistence 4. Student Success Rates during their first year 5. Success Rates in Gen Ed Course 6. Success Rates in CTE Courses 7. Success Rates in Pre-Transfer Courses 8. Success Rates in ESL Courses 9. Six Year Degree Completion Rates 10. Six Year Certificate Completion Rates 11. Median Number of Years to Degree 12. Average # of Credits Accumulated after 1 Year 13. Average # of Credits Accumulated after 2 Years 14. Pct Placed into BS Math & taking BS math in first term 15. Pct Placed into BS Math & taking BS math in first term 16. Pct Placed into BS Math & taking BS math in first term 	Annually	PBC IPC SSPC APC Senates
Annual Report	The EMP Annual Report will include a summary of the achievements made relating to the objectives included in the EMP and will incorporate both the “process” measures on the activities and the overall “outcomes” measures from the Dashboard. Revised or new objectives will be included in the report.	Annually (Spring)	PBC IPC SSPC APC Senates

- 1. **Identify Responsible Party for each objective, including**
 - a. **Responsible party** - lead person who coordinates the effort and work to implement the objective
 - b. **Working Groups** - entities who actually implement the objective and generate annual Implementation Progress Report
 - c. **PBC Oversight** - team who synthesizes the progress reports from the Working Groups and submits these updates to the EMP Progress Coordinator

2. **Implementation Progress Report Questions**

- a. **In order to fully accomplish this objective by 2017, describe the action plans for 2013-14, 2014-15, 2015-16, and 2016-17?**
- b. **What have you accomplished for 2013-2014?**
- c. **Based on your accomplishment, what percentage is complete to date? (The anticipated % of accomplishment for each year is 25%. Therefore, 4 years accomplishment reaches 100%.) Please provide evidence (links or documents) that support your accomplishment.**

3. **Identify main persons to coordinate the reporting of EMP Progress:**

Debbie Joy and Chialin Hsieh

4. **In May 2014, the EMP Annual Report:**

Annual Report	The EMP Annual Report will include a summary of the achievements made relating to the objectives included in the EMP and will incorporate both the “process” measures on the activities and the overall “outcomes” measures from the Dashboard. Revised or new objectives will be included in the report.	Annually (Spring)	PBC IPC SSPC APC Senates
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VIII. IMPLEMENTATION: THE STRATEGIC PLAN

Teaching and Learning

Teaching and Learning Objective 1.1: assess the institutional student learning outcomes and discuss the assessment results throughout the campus.

Responsible Party: *PRIE*

Working Groups: *IPC, SSPC, APC, PBC with SLO Task Group*

PBC IIA: *Lezlee Ware, David Johnson, Gregory Anderson*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Establish College SLO Task Group and work with faculty and staff on mapping activities and creating assessment measures to be used for each of the College SLOs	Fall 2011	<ul style="list-style-type: none"> Director of Planning, Research & Student Success 	Assessment Measures developed for each College SLO
2. Conduct assessments using the defined measures and enter into TracDat	Spring 2012	<ul style="list-style-type: none"> Director of Planning, Research & Student Success 	TracDat data entered for the College SLOs
3. Establish method for reviewing the results of the assessments and making any needed changes	Spring 2012	<ul style="list-style-type: none"> Director of Planning, Research & Student Success Deans Vice Presidents 	TracDat summary entered on the results
4. Make needed changes in the College SLOs, assessment measures, curricula, services	Fall 2012 and On-going	<ul style="list-style-type: none"> Director of Planning, Research & Student Success Deans Vice Presidents 	Meeting notes on the discussion of data; Plan for changes for next year for either SLO or assessment

Teaching and Learning Objective 1.2: assess, evaluate and implement flexible course scheduling options and pathways to accommodate students' needs.

Responsible Party: *VPI*

Working Groups: *IPC with Deans*

PBC IIA: *Lezlee Ware, David Johnson, Gregory Anderson*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Evaluate students needs for course offerings (e.g. online, day/evening, block schedule, length of time, pathways)	Spring 2012	<ul style="list-style-type: none"> Vice President, Instruction Deans Counseling Department Chair 	Plan Developed Needs Assessment Results
2. Create a plan for offering courses based on needs	Spring 2012	<ul style="list-style-type: none"> Vice President, Instruction Deans Counseling Department Chair 	Plan Developed
3. Implement the plans for flexible scheduling.	Fall 2012 On-going	<ul style="list-style-type: none"> Vice President, Instruction Deans 	Plans implemented and Evaluated
4. Develop and implement a distance education plan.	Fall 2011 On-going	<ul style="list-style-type: none"> Vice President, Instruction Distance Education Coordinator 	Plan development and implemented

Teaching and Learning Objective 1.3: create a first-rate educational experience for students with the support of a campus-wide professional development program set-up through the center for Innovation and excellence in teaching and learning (CIETL) to support the use of effective teaching and learning practices.

Responsible Party: VPSS

Working Groups: *IPC, SSPC, APC, with CIETL and Senates*

PBC IIIA: *Patty Hall, Jenny Castello, Robin Richards*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Promote a culture of on-going innovation and engagement through the implementation of a comprehensive professional development plan.	Fall 2011	<ul style="list-style-type: none"> CIETL Coordinators CIETL Committees 	Plan Developed
2. Provide learning opportunities for all faculty and staff, to include mentoring, workshops and on-going dialogue about effective teaching strategies and learning	On-going	<ul style="list-style-type: none"> CIETL Coordinators Classified Representatives 	Workshops/Professional development sessions conducted and evaluated

Teaching and Learning Objective 1.4: Create and implement a student engagement plan to integrate the college experience inside and outside the classroom, enhance the college experience, and promote retention and success.

Responsible Party: VPSS

Working Groups: *IPC and SSPC with Dean of Counseling*

PBC IIA, IIB: *Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Create a plan for student engagement which includes such areas as student activities, summer enrichment programs, welcome day, and college hour.	Fall 2012	<ul style="list-style-type: none"> Vice President, Student Services Dean, Enrollment Services Counseling Department Chair Student Life Coordinator 	Plan Developed
2. Implement and evaluate the student engagement plan.	Spring 2012 On-going	<ul style="list-style-type: none"> Vice President, Student Services Dean, Enrollment Services Counseling Department Chair Student Life Coordinator 	Evaluations completed for individual events and activities
3. Develop plans that reflect the equity goals of the college in order to address retention issues	Spring 2012	<ul style="list-style-type: none"> Equity Committee 	Plans developed and implemented

Teaching and Learning Objective 1.5: Through facility planning, create capacity to address both instructional program and student life needs.

Responsible Party: VPAS

Working Groups: *IPC, SSPC, APC with John Hashizume*

PBC IIIB: *Mike Tyler, Lizette Bricker*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Conduct a review to address the facilities needs for science career/technical, arts, and kinesiology programs.	Fall 2012	<ul style="list-style-type: none"> • VP, Instruction • Deans • Faculty • Classified 	Needs document created
2. Create a plan for new facilities to address the student life needs.	Fall 2012	<ul style="list-style-type: none"> • VP, Instruction • Deans • Faculty 	Plan developed

Completion

The Completion Work Group used the pathways model to create the objectives to be accomplished to improve student completion. The model includes four major progression points where services can be improved so that students become more likely to complete:

Completion Objective 2.1: Improve connections by linking outreach activities with the instructional programs to increase the interest in Cañada college, to include conducting outreach to middle schools, high schools, and community-based agencies to promote higher education.

Responsible Party: Dean of Counseling

Working Groups: *SSPC with Outreach Coordinator and Outreach Advisory Committee*

PBC IIB: *Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop outreach plan and content.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Outreach coordinator 	Plan developed
2. Conduct activities to improve outreach.	On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Outreach Coordinator 	Enrollment numbers by Target Populations
3. Establish relationships with the middle schools.	Fall 2012 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Outreach Coordinator 	List of key individuals to work with
4. Conduct activities/events to promote higher education.	On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Outreach Coordinator 	Summary of events

Completion Objective 2.2: Improve connections with potential students by providing increased information about assessment testing.

Responsible Party: Dean of Counseling

Working Groups: *SSPC with Michael Hoffman, Jonathan MacSwain, and Jeanne Stalker*

PBC IIB: *Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop plan and content for how to enhance information provided to students and high school counselors about the assessment process to include raising awareness of high stakes, having juniors take the test and providing brush-up workshops.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Assessment coordinator Outreach coordinator 	Plan developed
2. Conduct activities to improve assessment and measure effectiveness.	On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Assessment coordinator Outreach Coordinator 	Assessment report
3. Evaluate assessment tools and processes and establish diagnostic assessments.	Spring 2012	<ul style="list-style-type: none"> Dean, Enrollment Services 	Evaluation Report

Completion Objective 2.3: Improve connections with potential students by conducting an engaging, well thought out orientation program that provides students with a thorough understanding of college requirements and financial aid.

Responsible Party: Dean of Counseling

Working Groups: *SSPC with Jeanne Stalker, Welcome Center staff, and Yolanda Valenzuela*

PBC IIB: *Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop plan and content for improving new student orientation program, to include an on-line orientation.	Spring 2012 On-going	• Director, Articulation and Orientation	Plan developed
2. Conduct orientations and assess SLOs that are on-going.	On-going	• Director, Articulation and Orientation	SLO Assessments

Completion Objective 2.4: Improve entry by identifying clear student pathways for basic skills, career/technical, general transfer, specific majors, and courses/programs.

Responsible Party: Dean of Humanities

Working Groups: *IPC and SSPC with Nadya Sigona, Anniqua Rana, Cathy Lipe*

PBC IIA, IIB: *Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Identify the pathways for students and schedule courses.	Spring 2012 On-going	• Deans • Counseling Department Chair	Plan developed Course in Pathways offered
2. Provide "intrusive" counseling services to assure students know about the pathways	On-going	• Counseling Department Chair • Dean, Enrollment Services	Enrollments in pathways
3. Assess the success of students in completing pathways and persisting to the next semester	On-going	• Director of Planning, Research and Student Success	Research Report

Completion Objective 2.5: Increase entry by conducting a 100% FAFSA campaign for eligible students, working on to provide financial support for non-FAFSA eligible students and implementing a financial literacy campaign.

Responsible Party: Margie Carrington

Working Groups: SSPC with Trish Guevara and Lilia Chavez

PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop plan for achieving 100% improved FAFSA goal and financial literacy campaign.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Financial Aid Director Financial Literacy Team Chair 	Plan developed
2. Conduct activities to implement plan and assess progress.	On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Financial Aid Director 	Activities conducted Number and percent of eligible students completing the FAFSA

Completion Objective 2.6: Improve progress through increased intentional counseling and other services to guide students to completion of their goals.

Responsible Party: Dean of Counseling

Implementation Team: SSPC with Nadya Sigona, Diana Espinoza, Sandra Mendez, Melissa Alforja and Lizette Bricker

PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen

Activity	Timeline	Responsible Individual(s)	Assessment
1. Identify key gatekeeper courses and develop a strategy for success.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Counseling Department Chair VPI 	Courses Identified Number of Counseling visits to classes
2. Identify unit thresholds for interventions (e.g. 30 earned units triggers services; certain size gap between attempted and earned units triggers visit).	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Counseling Department Chair Counselors 	Number of students who have been identified for interventions and served
3. Adapt probation/dismissal procedures to require certain course-taking and counseling patterns and implement them.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Counseling Department Chair Counselors 	New procedures developed Number of students served
4. Develop and implement an excellent Early Alert Program by more formally engaging faculty in implementation and counselors in follow-up.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Counseling Department Chair Counselors 	Number of students contacted in Early Alert Course success rates of those contacted

Completion Objective 2.7: Improve progress by implementing effective practices for instruction included in the Basic skills Initiative effective Practices document.

Responsible Party: Anniqua Rana

Implementation Team: IPC with Basic Skills Committee, Salumeh Eslamieh and Michael Hoffman

PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson

Activity	Timeline	Responsible Individual(s)	Assessment
1. Identify the effective practices that would work best at the college.	Fall 2012	<ul style="list-style-type: none"> Coordinator, Basic Skills 	Practices identified
2. Develop plan to implement the practices.	Fall 2012	<ul style="list-style-type: none"> Basic Skills Committee 	Plan Developed

Completion Objective 2.8: Improve progress by creating opportunities for faculty-student and student-student (peer) mentorships.

Responsible Party: Dean of ALL

Implementation Team: IPC and SSPC with Tricia Guevarra, Yolanda Valenzuela, Chris Woo, Carol Rhodes, and Cathy Lipe

PBC IIA and IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop a plan for peer and faculty-student mentoring programs	Fall 2011 On-going	<ul style="list-style-type: none"> Director, Student Support Services and TRIO 	Plan developed
2. Conduct activities in the mentoring programs.	On-going	<ul style="list-style-type: none"> Director, Student Support Services and TRIO 	Number of students mentored Success rate of students

Completion Objective 2.9: Improve completion by streamlining and removing bureaucratic barriers to receiving degrees and certificates.

Responsible Party: Dean of Counseling

Working Groups: SSPC with VPSS and A&R

PBC IIB: Loretta Davis, Ruth Miller, Karen Olesen

Activity	Timeline	Responsible Individual(s)	Assessment
1. Using DegreeWorks, have student educational plans and degree audit fully on-line for students.	Fall 2011 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Counseling Department Chair 	Use of the DegreeWorks program
2. Explore opportunity to have students automatically receive degrees and certificates (rather than through the formal petition process)	Spring 2012 On-going	<ul style="list-style-type: none"> Dean, Enrollment Services Registrar 	Report on automatic awarding of degrees

Completion Objective 2.10: Improve completion by expanding the career center and having it closely linked with instructional programs.

Responsible Party: Dean of Counseling

Implementation: *SSPC with Career Center Director and Student Representative(s)*

PBC IIB: *Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop plan for: making connections with community, businesses, faculty and staff to create internships/work experience opportunities; promoting resources to students; and linking with instructional programs.	Spring 2012 On-going	<ul style="list-style-type: none"> Career Center Director Director, Workforce Development 	Plan developed

Completion Objective 2.11: Improve completion by enhancing the transfer center outreach, activities, and articulation.

Responsible Party: Dean of Counseling

Working Groups: *SSPC with Transfer Center Director*

PBC IIB: *Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Increase student awareness of the transfer process and through class presentations.	Fall 2011 On-going	<ul style="list-style-type: none"> Transfer Center Director 	Classes visited
2. Increase number of TAGs.	On-going	<ul style="list-style-type: none"> Transfer Center Director 	TAGs
3. Develop and implement effective ways to encourage students to use the transfer center and attend workshops	On-going	<ul style="list-style-type: none"> Transfer Center Director 	Number of students

Completion Objective 2.12: Monitor the student success and completion data on a regular basis to assess progress.

Responsible Party: PRIE

Working Groups: *Research Advisory Group, Planning & Research Analyst, IPC, SSPC, and PBC PBC IIA and IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Publish "dashboard data" on success rates of students, including analysis of demographics.	Fall 2011 On-going	<ul style="list-style-type: none"> • Director of Research & Planning 	Dashboard data published
2. Develop and implement a plan for the use of the dashboard data throughout the college.	On-going	<ul style="list-style-type: none"> • VPI • VPSS 	Meeting minutes Action plans Program development

Community Connections

Community Connections Objective 3.1: Establish a campus community outreach advisory Group to address communication and collaboration with the community.

Responsible Party: VPSS

Working Groups: *APC with Dean of Counseling, Public Information Officer*

PBC I: *Doug Hirzel, Debbie Joy, Chialin Hsieh, Robert Hood*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Identify individuals on campus who are interested in becoming involved in the advisory group.	Fall 2011 On-going	<ul style="list-style-type: none"> PIO Outreach Coordinator 	Community Outreach Advisory Group created
2. Work with the Advisory Group to help with community connections.	On-going	<ul style="list-style-type: none"> PIO Outreach Coordinator 	Advisory Committee minutes
3. Create an annual marketing campaign to further the Cañada College "brand" in the community; look at vacant "windows", buses; banners in various cities	On-going	<ul style="list-style-type: none"> PIO Outreach Coordinator 	Marketing campaign implemented

Community Connections Objective 3.2: Connect Cañada college to the community by creating a community-based advisory board to the President and enhancing relationships with the SMCCCF.

Responsible Party: President

Implementation Team: *APC with Public Information Officer and Community members*

PBC I: *Doug Hirzel, Debbie Joy, Chialin Hsieh, Robert Hood*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Identify key individuals in the community who should be involved in the advisory board.	Fall 2011 On-going	<ul style="list-style-type: none"> President PIO 	Membership identified
2. Work with the Foundation to connect with community members to increase support for college scholarships and programs.	Fall 2011	<ul style="list-style-type: none"> President PIO 	Contacts made
3. Conduct regular meetings and activities.	On-going	<ul style="list-style-type: none"> President 	Activities conducted

Community Connections Objective 3.3: Integrate service learning and Internship opportunities for students into academic and student life.

Responsible Party: Dean of ALL, Dean of Counseling

Working Groups: SSPC and IPC with Career Center Director, Misha Maggi and/or Student Representative

PBC IIA, IIB: Lezlee Ware, David Johnson, Gregory Anderson, Loretta Davis, Ruth Miller, Karen Olesen

Activity	Timeline	Responsible Individual(s)	Assessment
1. Develop and implement initiative for service learning to include: professional development for faculty and staff on how to set up service learning opportunities and creation of an advisory board and a service-learning coordinator position.	Fall 2011 On-going	<ul style="list-style-type: none"> • Director, TRIO and Student Support Services • Deans • CIETL Coordinators 	Training provided Initiative developed
2. Provide service learning opportunities for students	On-going	<ul style="list-style-type: none"> • Director, Student Support Services • Deans 	Number of Service Learning opportunities

Community Connections Objective 3.4: Enhance off-site learning opportunities through contract education in the bayside/coastside locations.

Responsible Party: VPI, Dean of Business, Design, and Workforce

Working Groups: IPC and Deans

PBC IIA: Lezlee Ware, David Johnson, Gregory Anderson

Activity	Timeline	Responsible Individual(s)	Assessment
1. Create plan for offering community-based learning opportunities at different locations (Neighborhood College).	Fall 2011 On-going	<ul style="list-style-type: none"> • Coordinator, Neighborhood College 	Plan developed
2. Conduct outreach learning opportunities	On-going	<ul style="list-style-type: none"> • Coordinator, Neighborhood College 	Activities conducted

Global and Sustainable

Global and Sustainable Objective 4.1: Create sustainability and social justice interest groups to focus on issues and increase awareness on campus.

Responsible Party: *Dean of Humanities*

Implementation Team: *IPC with Sustainability Committee*

PBC IIA: *Lezlee Ware, David Johnson, Gregory Anderson*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Identify individuals who are passionate about social justice & sustainability & create advisory groups.	Fall 2011 On-going	<ul style="list-style-type: none"> Director, Student Support Services and TRIO Director, Workforce 	Interest Groups created
2. Create a plan which includes such items as speakers and events on sustainability & social justice issues.	Fall 2011 On-going	<ul style="list-style-type: none"> Director, Student Support Services and TRIO Director, Workforce 	Plan created
3. Conduct activities to implement plan and assess progress.	On-going	<ul style="list-style-type: none"> Director, Student Support Services and TRIO Director, Workforce 	Activities conducted

Global and Sustainable Objective 4.2: Through the Center for International and University Studies (CIUS), expand the international program.

Responsible Party: *Dean of Counseling, VPSS*

Working Groups: *IPC with Project Director of International Student Services*

PBC I and IIA: *Doug Hirzel, Debbie Joy, Chialin Hsieh, Robert Hood, Lezlee Ware, David Johnson, Gregory Anderson*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Increase the number of international students to 5% of the total student body	Fall 2011 On-going	<ul style="list-style-type: none"> Director, CIUS Project Director, International Students 	Number of international students
2. Create a comprehensive program of services to assure international students are successful.	Fall 2011 On-going	<ul style="list-style-type: none"> Project Director, International Students 	Plan created Services provided
3. Create expanded opportunities for faculty and students to study abroad.	On-going	<ul style="list-style-type: none"> Director, CIUS 	Number of opportunities
4. Develop a plan to increase the globalization of the campus.	Spring 2011	<ul style="list-style-type: none"> VPI 	Plan created

Global and Sustainable Objective 4.3: Work collaboratively with the academic senate and the curriculum committee to integrate sustainability into the curriculum by developing new courses and increasing the number of courses with a sustainability component.

Responsible Party: VPI

Working Groups: *IPC with Deans, Academic Senate, Curriculum Chair, Sustainability Committee*

PBC IIA: *Lezlee Ware, David Johnson, Gregory Anderson*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Implement the strategy developed by the faculty to integrate sustainability	Spring 2012	<ul style="list-style-type: none"> • Academic Senate President • Curriculum Chair • VPI 	Strategy developed
2. Work to infuse sustainability into general education	Spring 2012	<ul style="list-style-type: none"> • Academic Senate President • Curriculum Chair • VPI 	Minutes of meetings to review GE
3. Develop a certificate and/or degree program and work to align it with a CSU or UC	Fall 2012	<ul style="list-style-type: none"> • Academic Senate President • Curriculum Chair • VPI 	Certificate or degree program developed

Global and Sustainable Objective 4.4: Improve sustainability awareness on campus.

Responsible Party: VPAS

Working Groups: *Sustainability Committee, Susan Mahoney, John Hashizume, Public Information Office*

PBC IIIB: *Mike Tyler, Lizette Bricker*

Activity	Timeline	Responsible Individual(s)	Assessment
1. Create a web site featuring sustainability programs : curricular and co-curricular activities.	Spring 2012	<ul style="list-style-type: none"> • VPI • PIO 	Website developed
2. Improve recycling efforts on campus.	Spring 2012	<ul style="list-style-type: none"> • Campus Facility Manager • President 	Recycling increased