# STRATEGIC ACTION PLAN 2022-23 UPDATES

**TAFT COLLEGE**

**S**TRATEGIC
**A**CTION **P**LAN (**SAP**)

# STRATEGIC ACTION PLAN

The Strategic Action Plan (SAP) is a guide to success. It helps prioritize goals, maximize resources, and make data-driven decisions. The SAP is directly related to the College's Educational Master Plan (EMP) and ensures that the College is moving forward and keeping it in one consolidated vessel. The SAP

1. Actualizes and shows how Taft College is working toward meeting the goals in the EMP and to track our progress.

2. Demonstrates what we are currently doing to reflect our current Mission, Vision and Values.

3. Monitors the status of the goals we wish to achieve.

4. Helps us stay aligned with the Chancellor's Office Vision for Success goals.
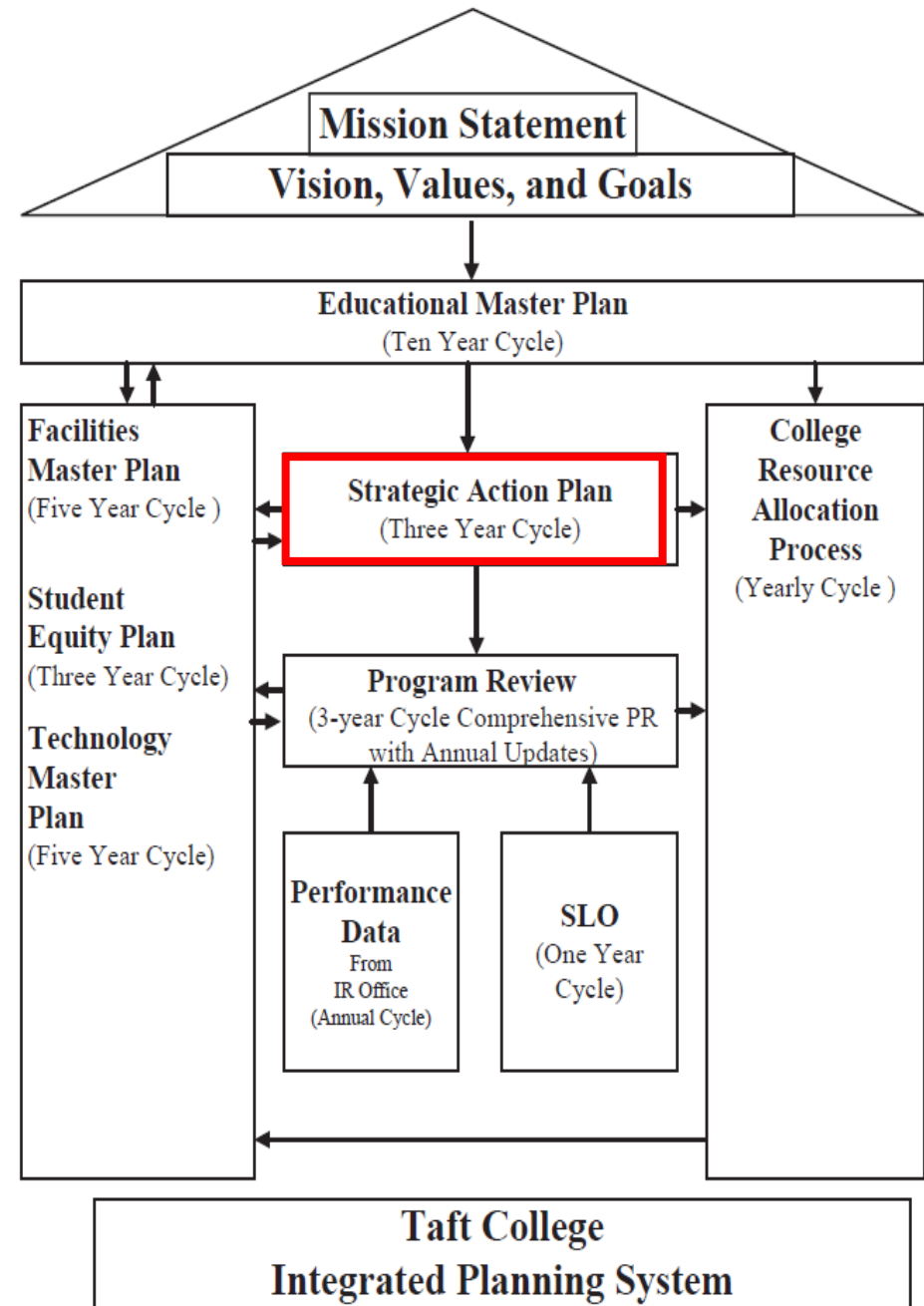
# STRATEGIC ACTION PLAN UPDATES

- Dashboard
  - Added Support Activities Summary Section
  - Removed Activities Column
  - Updated 2022-23 Status
  - Internal Data are used if CCCCO data are not available

## LAGGING INDICATORS DASHBOARD

| GOAL | ACTIVITIES | 2022-2022 WATCH | CURRENT STATUS INDICATOR | STATUS HISTORY | |
|---|---|---|---|---|---|
| 1. Degrees awarded— increasing number of degrees awarded from 468 in 2020-2021 to 501 in 2023-2024 (3.1% annual increase) | Additional Document Available. Sample Activities: Long Term Educational Plans are offered to all students. All students have access to counseling. | ↑ | 556 | 2021 - 2022: | 🟢 |
| | | | | 2022 - 2023: | 🟢 |
| | | | | 2023- 2024: | |

## Contents

## LEADING INDICATORS DASHBOARD

| GOAL | HOW GOAL SUPPORTS MISSION | ACTIVITIES | 2022-2023 WATCH | CURRENT STATUS INDICATOR | STATUS HISTORY | |
|---|---|---|---|---|---|---|
| 1. Transferable Course Success Rates— increase from 68.1% in fall 2019 to 75.8% in fall 2023. | Students must succeed in courses to complete their studies. | Additional document available. | ⇨ | 68.9% | 2021-2022: | 🟡 |
| | | | | | 2022-2023: | 🟡 |
| | | | | | 2022 | |

# DASHBOARD REVIEW

- Lagging and Leading Indicators

  – Lagging indicator – Vital to the mission, but requires years of effort

  – Leading indicator – college can make immediate progress on, which eventually leads to an increase in the lagging indicators

- Lagging Indicators: 7

- Leading indicators: 17

## STATUS KEYS AND SIGN OF WATCH

| KEY | | Watch |
|---|---|---|
| On schedule to meet goal | 🟢 | ⬆️ ⬇️ |
| Somewhat behind on meeting goal | 🟡 | ⬆️ ⬇️ |
| Significantly behind on meeting goal | 🔴 | ⬆️ ⬇️ |

- Watch – Yellow

  – A goal has been met for this year, but performance was weaker than last year

  – 2020-21 Goal not met, in progress

  – No baseline data, a goal has not been met but in progress.

# UPDATES: LAGGING INDICATORS

- Seven Lagging Indicator Status **4** in Green, **1** in **Yellow**, and **2** in **Red.**

  **Green:** Degree and Cert Awarded; Transfer Average; # of units accumulated for AS degree completers; Job placement rate, and Institutional SLO Proficiency Rate

  **Yellow:** Equity gaps for underrepresented groups

  **Red:** Increase Transfers

| KEY | | Watch | |
|---|---|---|---|
| On schedule to meet goal | 🟢 | ⬆ | ⬇ |
| Somewhat behind on meeting goal | 🟡 | ⬆ | ⬇ |
| Significantly behind on meeting goal | 🔴 | ⬆ | ⬇ |

### LAGGING INDICATORS DASHBOARD

| GOAL | STATUS UPDATE | 2023 - 2024 WATCH | CURRENT STATUS INDICATOR | STATUS HISTORY | |
|---|---|---|---|---|---|
| 1. Degrees awarded— increasing number of degree awarded from 468 in 2020-2021 to 501 in 2023 -2024 (3.1% annual increase) | Decreased from Last year's 556 to 539, but still has achieved our goal | ⬇ | 🟢 539 | 2021 - 2022: | 🟢 |
| | | | | 2022 - 2023: | 🟢 |
| | | | | 2023 - 2024: | |
| 2. Certificate awarded— increasing number of certificate awarded from 30 in 2020-2021 to 33 in 2023 -2024 (3.33% annual increase) | Increased from last year's 33 to 125 | ⬆ | 🟢 | 2021 - 2022: | 🟢 |
| | | | | 2022 -2023: | 🟢 |
| | | | | 2023 - 2024: | |
| 3. Transfers—increase from 258 in 2019 2020 to 267 in 2022 -2023 (3.34% annual increase) | Increased from last year's 205 to 268 for this year | ⬆ | 268 🟢 | 2021 - 2022: | 🔴 |
| | | | | 2022 - 2023: | 🟢 |
| | | | | 2023 - 2024: | |

| GOAL | STATUS UPDATE | 2023 - 2024 WATCH | CURRENT STATUS INDICATOR | STATUS HISTORY | |
|---|---|---|---|---|---|
| 4. Average number of units accumulated for associate's degree completers— decrease from 83 in 2018-2019 cohort to 80.51 in 2021 -2022 cohort (3.0% annual decrease) | Same as Last year's 77 to 74. The 3year goal has been achieved. | ⬇ | 74 🟢 | 2021 -2022: | 🟢 |
| | | | | 2022 -2023: | 🟢 |
| | | | | 2023 - 2024: | |
| 5. Job placement rate (exiting CTE students who report being employed in their field of study)—increase from 73.6% in 2019 to 75% in 2023 | Decreased from Last year's 76.8% to 71.3, and goal has been achieved | ⬇ | 71.3% 🔴 | 2021 - 2022: | 🟢 |
| | | | | 2022 - 2023: | 🔴 |
| | | | | 2023 - 2024: | |
| 6. Institutional Student Learning Outcomes Proficiency Rate—increase all ISLO's to 84.5% in 2023 -2024 | Decreased from Last year's 76.3% to 74.7% | ⬇ | 74.7% 🔴 | 2021 - 2022: | 🟢 |
| | | | | 2022 - 2023: | 🔴 |
| | | | | 2023 - 2024: | |
| 7. Equity gaps for underrepresented group— decrease by 10% for each measure by 2023 -2024 | Outcomes are various depending on categories | ➡ | 🟡 | 2021 - 2022: | 🟡 |
| | | | | 2022 - 2023: | 🟡 |
| | | | | 2023 - 2024: | |

# NATIONAL TREND - LSO

Seven Lagging Indicator Status **4** in Green, 1 in **Yellow**, and 2 in **Red.**

    **_Green:_** Degree and Cert Awarded; Transfer Average; # of units accumulated for AS degree completers; Job placement rate, and Institutional SLO Proficiency Rate

    **_Yellow:_** Equity gaps for underrepresented groups

    Red: Increase Transfers

# UPDATES: LEADING INDICATORS

- 17 Leading Indicators' Status: **15** in Green and **2** in **Red**

  _Green:_ Fall to Spring persistence rate, etc.

  _Red:_ Students enrolling in 15+ credits/term and FTE

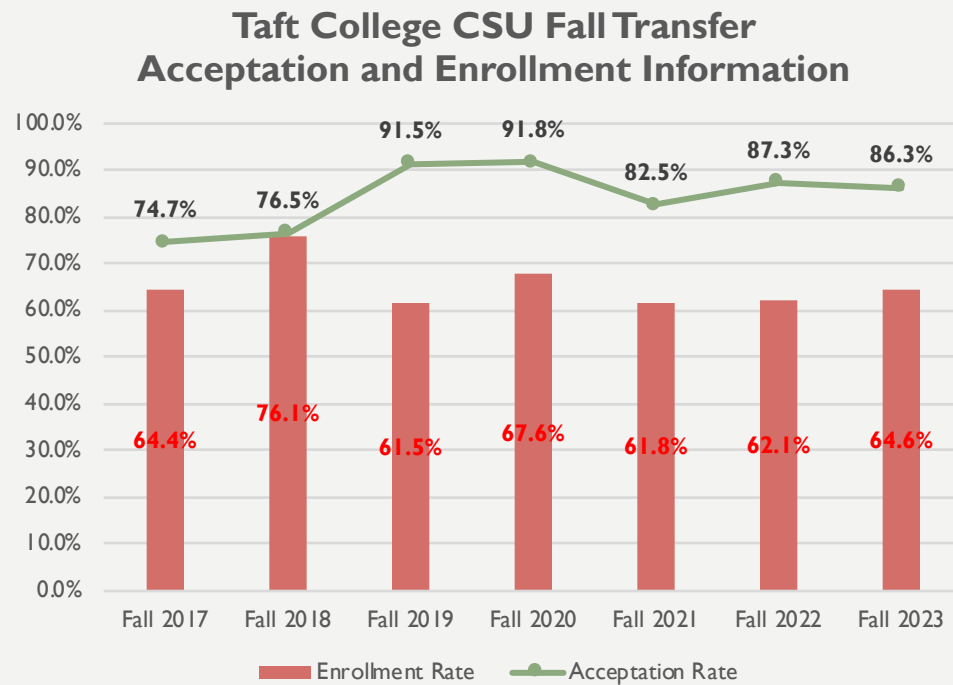| GOAL | HOW GOAL SUPPORTS MISSION | STATUS UPDATE | 2023 - 2024 WATCH | CURRENT STATUS INDICATOR | STATUS HISTORY | |
|---|---|---|---|---|---|---|
| 4. Students enrolling in 15+ credits per semester—increase from 12.61% in fall 2019 to 15.61% in fall 2020 (3.0% annual increase) | Students who enroll in 15+ units per semester are more likely to graduate in two years | Increased from last year's 14.4% to 16.1% | ⬆️ (green) | 🟢 (green) | 2021 - 2022: | 🔴 |
| | | | | | 2022 - 2023: | 🟢 |
| | | | | | 2023 - 2024: | |
| 5. Financial aid recipients—Keep 84% of all students in 2019- 2020 to the same of all students in 2023 - 2024 | Students need to pay for courses, books, and living expenses to graduate | Increased from 77% to 79.9%. Goal has not been achieved. | ⬆️ (yellow) | 79.9% 🟢 (green) | 2021 - 2022: | 🔴 |
| | | | | | 2022 - 2023: | 🟢 |
| | | | | | 2023 - 2024: | |
| 6. CTE — students who earned 9 or more Career Education Units in the District in a single year: increase from 9.4% in 2020-21 to 10.4% in 2023 -2024 | Students who enroll in 9+ units per semester are more likely to graduate in CTE majors | Decreased from Last year's 7.02% to 6.2% | ⬇️ (red) | 6.2% 🔴 (red) | 2021 - 2022: | 🔴 |
| | | | | | 2022 - 2023: | 🔴 |
| | | | | | 2023 - 2024: | |

# INDICATOR ANALYSIS

## Doing Better: Transfers

**Taft College CSU Fall Transfer Acceptation and Enrollment Information**



Enrollment Rate values: Fall 2017: 64.4%, Fall 2018: 76.1%, Fall 2019: 61.5%, Fall 2020: 67.6%, Fall 2021: 61.8%, Fall 2022: 62.1%, Fall 2023: 64.6%

Acceptation Rate values: Fall 2017: 74.7%, Fall 2018: 76.5%, Fall 2019: 91.5%, Fall 2020: 91.8%, Fall 2021: 82.5%, Fall 2022: 87.3%, Fall 2023: 86.3%

## Male Transfer Increased

**Taft College CSU Fall Transfer % of Transfer to the CSU by Gender**



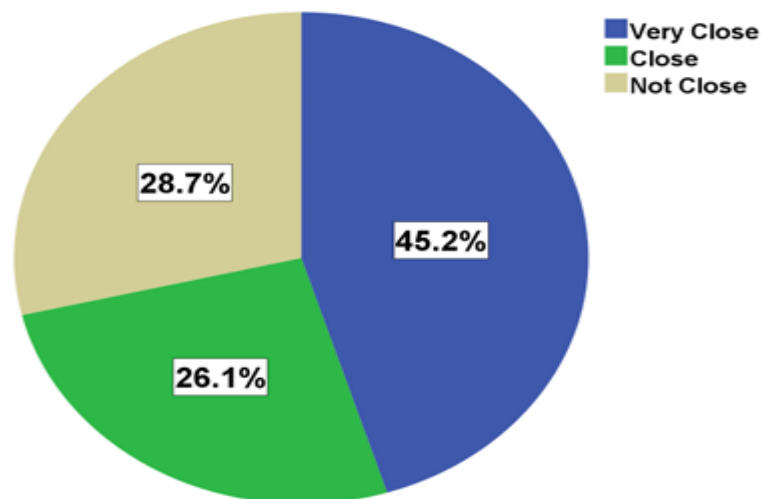|  | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|---|---|---|---|---|---|---|---|---|---|
| Female | 60% | 65% | 58% | 60% | 59% | 60% | 70% | 71% | 66% |
| Male | 40% | 35% | 42% | 40% | 41% | 40% | 30% | 29% | 34% |
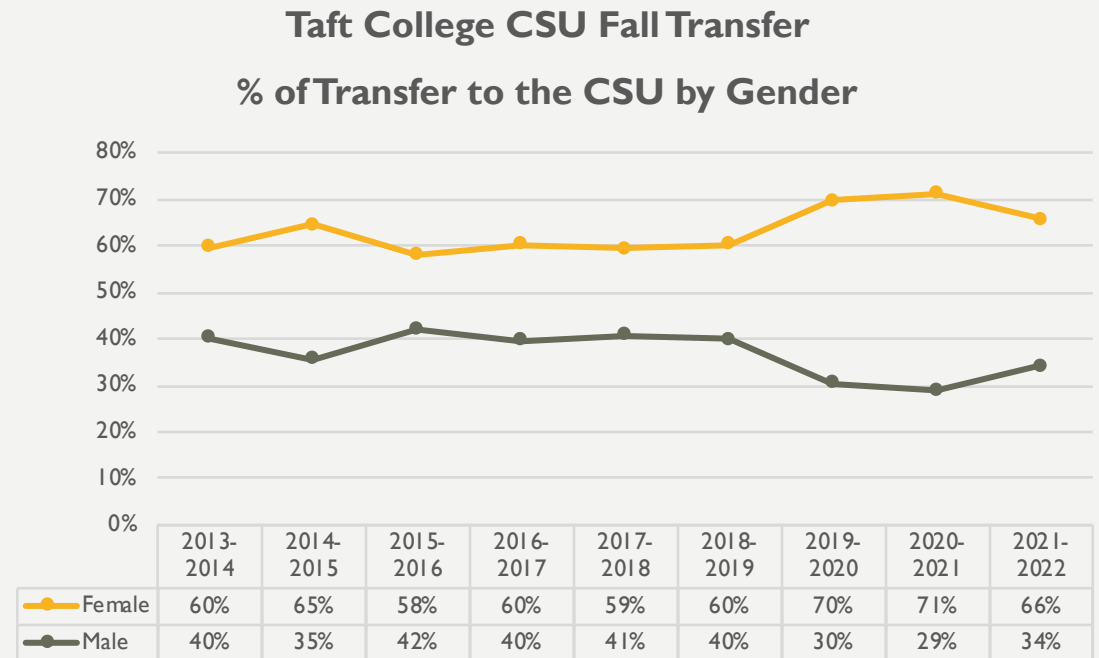
# INDICATOR ANALYSIS
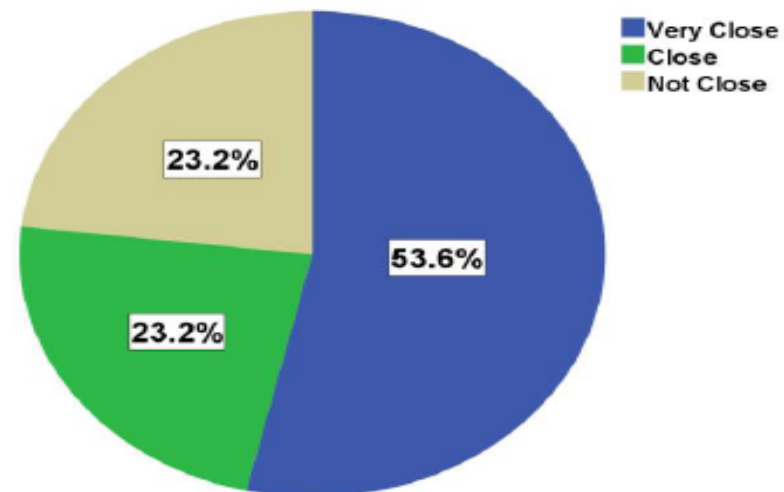
## CTE Job Rate Comparison: 2023 vs 2022

Survey Background:

➢ 2023: A total of 390 students were surveyed and 95 (24%) students responded: 43% by email, 42% by phone, 4% by SMS Link, and 11% by 2-way SMS.

➢ 2022: A total of 448 students were surveyed and 91 (20%) students responded: 22% by email, 43% by phone, 19% by SMS Link, and 16% by 2-way SMS.



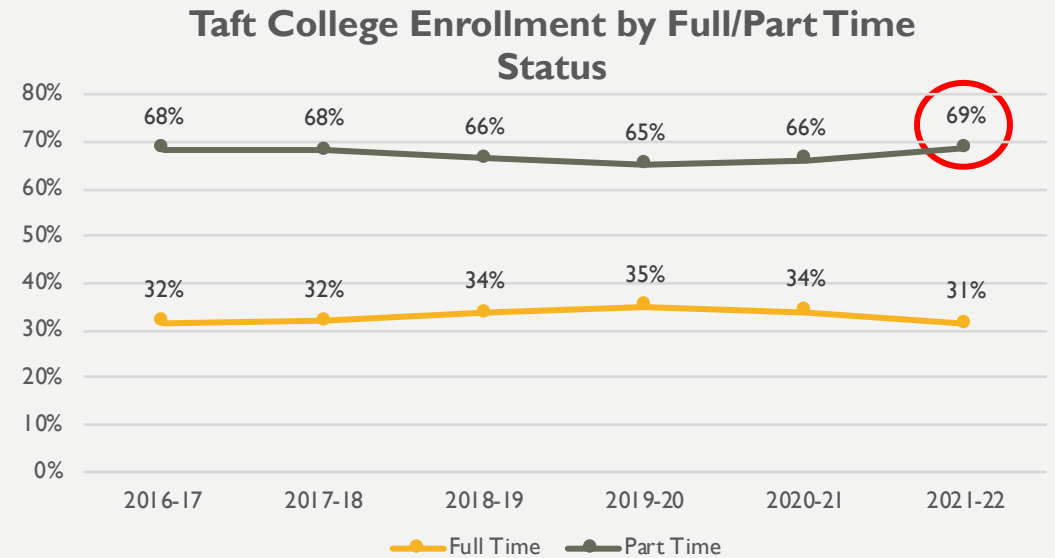How many students secured a job that is closely related to their program of study?

- Very Close
- Close
- Not Close

45.2%
26.1%
28.7%



How many students secured a job that is closely related to their program of study?

- Very Close
- Close
- Not Close

53.6%
23.2%
23.2%

# INDICATOR ANALYSIS

Enrollment and FTE



**Taft College Enrollment and FTE Information**

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 est |
|---|---|---|---|---|---|---|---|
| Enrollment | 5029 | 5189 | 5202 | 4889 | 4291 | 3456 | 3299 |
| FTE | 2,783.49 | 2,889.06 | 2,911.01 | 2,856.23 | 2,445.16 | 1,914.27 | 1800 |

**Taft College Enrollment by Full/Part Time Status**

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|---|---|---|---|---|---|
| Part Time | 68% | 68% | 66% | 65% | 66% | 69% |
| Full Time | 32% | 32% | 34% | 35% | 34% | 31% |
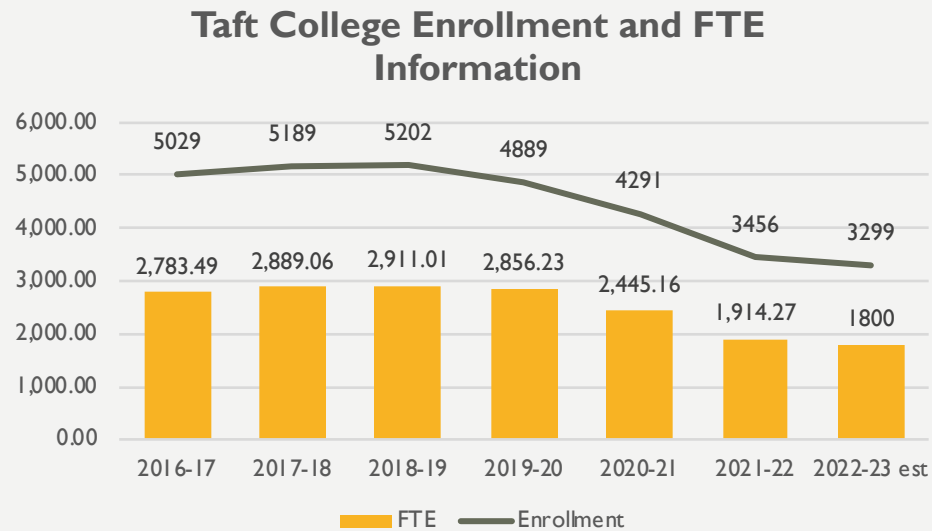
# SAMPLE SUPPORTING ACTIVITIES

- **Outreach**
  - Taft High School has a TC rep every Friday to assist seniors with TC applications.
  - Traditional high school outreach-visit, registration, campus tours, college fairs-TC has attended over fifty outreach events.
  - • Hired two Ed Advisors to conduct outreach and retention workshops.
- **Persistent**
  - Intrusive counseling to non-returning students via emails, zoom – We worked with IR to find out who the non-returning students are, and the front desk calls each student and offers a counseling meeting in Spring, Summer and currently calling students who did not persist from Fall to Spring
- **Completion:**
  - Long-Term Educational Plans are offered to all students.
  - • Counseling Classes assist students with reaching their education goal. In discussion and planning for summer.

# FOLLOW UP AND RECOMMENDATIONS

- **The SAP 2022-23 Updates**
  - Have been presented to Strategic Enrollment Management Committee (SEMCOM) (formerly Access and Student Success Committees )
  - Will present to Governance Council (GC). and the Board
  - Committees, GC, and AS had discussions on how to make improvement
  - The SAP 2022-23 updates will be posted on the IR website
- **Recommendations**
  - Enrollment: Especially for Students who enrolled with 9 or More CTE Unit in a single year.
  - Job Placement rate: post graduation follow up
  - Further Student Learning Outcome Analysis and Take Actions on Improving Institutional SLO Proficiency Rate

# TAFTCOLLEGE
## WEST KERN COMMUNITY COLLEGE DISTRICT

• THANK YOU! •