

TAFT COLLEGE
STRATEGIC
ACTION PLAN (SAP)

2021-2022 to 2023-2024
(2022-2023 Update)

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VISION, MISSION, AND VALUES

VISION

Taft College instills a passion for learning, leading to success for all.

MISSION

Taft College is committed to creating a community of learners by enriching the lives of all students we serve through career technical education, transfer programs, foundational programs, baccalaureate programs, and student support services. Taft College provides an equitable learning environment defined by applied knowledge leading to students' achievement of their educational goals.

VALUES

1. Students and their success
2. A learning community with teaching excellence
3. An environment conducive to learning, fairness, dialogue, and continuous improvement
4. A communicative, collaborative, collegial, and respectful culture
5. A partnership of students, faculty, support services, and community
6. Innovation, diversity, creativity, and critical thinking
7. Academic, financial, personal, and professional integrity
8. Employees and their professional development
9. A transparent, accessible, participative governance structure



LETTER FROM THE PRESIDENT



Dear Taft College Family,

I am pleased to present you with 2021 -2022 updates of our 2021 -2022 to 2023 - 2024 Taft College Strategic Action Plan.

This Strategic Action Plan will demonstrate our longstanding commitment to position Taft College as an institution of higher learning dedicated to the success of every student, as well as a strategic partner in building a resilient economy for the Community of Taft.

I want to thank every member of the Strategic Planning Committee for their great efforts and valuable time to develop this roadmap for continuous delivery of superior service to our students.

Ensuring our students' success will drive each of us to accomplish the goals and objectives detailed in this important planning tool. I look forward to working closely with each of you.

Sincerely,

Brock McMurray

Brock McMurray
Interim Superintendent/President



OVERVIEW

THE PURPOSE OF THE 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.

1. Actualize and show how Taft College is working toward meeting the goals in the Educational Master Plan and to track our progress.
2. To monitor the progress of achieving the College goals.
3. Demonstrates what we are currently doing to reflect our current Mission, Vision, and Values.
4. Monitor the status of the goals we wish to achieve.
5. Help us stay aligned with the Chancellor's Office Vision for Success goals.

PROCESS FOR DEVELOPING THE STRATEGIC ACTION PLAN

The Strategic Action Plan (SAP) was created by the Strategic Planning Committee (SPC) of the Governance Council. The SPC started the process in September 2020 by overviewing the current SAP and discussing and approving the timeline and process for the new SAP development. The Institutional Research & Planning (IR&P) office called a SPC special meeting in March 2021. During the special meeting, the office created a draft of the SAP. The SPC reviewed the SAP draft in April 2021 and directed the IR&P office to make various modifications to the layout and metrics. In May 2021, the IR&P office held several meetings with different departments on campus reviewing the current SAP and setting up new goals related to their departments based on their recommendations and area expertise. In August 2021, the IR&P office completed the modifications and finalized the new SAP. The SAP was presented to and approved by the SPC. In September 2021, the SAP was presented to Governance Council and Academic Senate. In October 2021, based upon the recommendations of the Governance Council and Academic Senate, the SAP will be presented by the Superintendent/President and the Board of Trustees.



INTEGRATED PLANNING MODEL

The SAP is an essential component of the College's integrated planning model (see Diagram 1). The goals of the SAP flow directly from the Educational Master Plan (EMP), which is based on the Vision, Mission, and Values of the College. Through the Annual and Comprehensive Program Review (PR) process, departments create goals that are directly mapped to the SAP goals. The collective efforts of programs to achieve PR goals each year will result in the college achieving the goals of the SAP. For example, if individual programs increase their course success rates, then the overall college-wide course success rate will also increase.

LEADING AND LAGGING INDICATORS

The goals of the plan are divided into leading and lagging indicators. Lagging indicators are those that are vital to the mission, but require years of effort to increase (e.g. number of associate's degree completions). Leading indicators are measures that the college can make immediate progress on (e.g. course success rates), which eventually lead to an increase in the lagging indicators. For example, a student success initiative can increase course success rates in just a semester, which eventually leads to an increase in the number of associate's degree completions in subsequent years.

HOW GOALS WILL BE TRACKED (DASHBOARD)

The SAP goals will be tracked on a dashboard. Each year, the IR&P office will provide updated data for each metric, and the SPC will assign each goal a status of green (on schedule to meet goal), yellow (somewhat behind on meeting goal), or red (significantly behind on meeting goal). If a goal is assigned a status of yellow or red, the college may allocate more resources towards that goal through the annual resource allocation process by ranking related APR resource requests higher in the process. For example, if the SAP goal related to course success rates is assigned a red status, all APR goal resource requests directly related to improving course success rates could be prioritized higher in the ranking process (e.g. request for student worker tutors to increase success rates). If the college allocates more resources towards SAP goals that are yellow and red, that should increase the likelihood that those goals will eventually be assigned a green status. For illustrative purposes, the SAP lagging and leading indicators are presented in the dashboard format.



Diagram 1: The Integrated Planning Model

Integrated Planning Model Process (2021 -22 to 2023 -24)	2021 -22 YEAR 1	2022 -23 YEAR 2	2023 -24 YEAR 3	2024-25 YEAR 4	2025-26 YEAR 5	2026-27 YEAR 6
Educational Master Plan & Strategic Action Plan	Collect & Monitor Outcome Data; Update SAP Dashboard	Collect & Monitor Outcome Data; Update SAP Dashboard; Create new EMP;	Collect & Monitor Outcome Data; Update SAP Dashboard; Create new SAP	Collect & Monitor Outcome Data; Update SAP Dashboard	Collect & Monitor Outcome Data; Update SAP Dashboard	Collect & Monitor Outcome Data; Update SAP Dashboard; Create new SAP
Program Review	Annual Update	Annual Update	Comprehensive Program Review	Annual Update	Annual Update	Annual Update
Course SLO & Program SLO Assessment	Annual Assessment	Annual Assessment	Annual Assessment	Annual Assessment	Annual Assessment	Annual Assessment
Institutional SLO Assessment	Phase I: Critical Thinking	Phase I: Global Awareness	Phase I: Communication	Phase I: Computation	Phase I: Global Awareness	Phase I: Communication
Resource Prioritization & Allocation	<u>Resource Prioritization & Allocation</u>	<u>Resource Prioritization & Allocation</u>	<u>Resource Prioritization & Allocation</u>	<u>Resource Prioritization & Allocation</u>	<u>Resource Prioritization & Allocation</u>	<u>Resource Prioritization & Allocation</u>
Curriculum Review	5 Year Update	5 Year Update	5 Year Update	5 Year Update	5 Year Update	5 Year Update
Accreditation	Site Visit	Follow Up	Follow Up	Midterm Report	Follow Up	Follow Up



















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 degrees awarded from 468 in 2020-2021 to 501 in 2023 -2024 (3.1% annual increase)	Decreased from last year 556 to 539. Goal achieved.	↓	● 539	2021 - 2022: ●
				2022 - 2023: ●
				2023 - 2024:
2. Certificate awarded— increasing number of certificates awarded from 30 in 2020-2021 to 33 in 2023 -2024 (3.33% annual increase)	Increased from last year 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 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 77 to 74. The 3-year 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 76.8% to 67.2, goal has been achieved		67.2% 	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 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:	















LEADING INDICATORS DASHBOARD

GOAL	HOW GOAL SUPPORTS MISSION	STATUS UPDATE	2023 - 2024 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	Same as last year. 68.9% for this year		69.8% 	2021 - 2022:	
					2022 - 2023:	
					2023 - 2024:	
2. Fall to spring persistence rate— increase from 68% in 2018-2019 to 71% in 2023 -2024	Students must persist to complete their studies	Same as last year. 74% for this year. Goal has been achieved		74% 	2021 - 2022:	
					2022 - 2023:	
					2023 - 2024:	
3. New students successfully completing transfer level math and English in first year— increase from 4.0% in 2018-2019 to 7.0% in 2023 - 2024	New students successfully completing transfer level math and English in first year— increase from 4.0% in 2018-2019 to 7.0% in 2023 -2024	Increased from last year 10% to 13% (CCCCO data is not available. Internal data excluded WESTEC)		13% 	2021 - 2022:	
					2022 - 2023:	
					2023 - 2024:	












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 14.4% to 16.1%			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.		79.9% 	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 7.02% to 6.2%		6.2% 	2021 - 2022:	
					2022 - 2023:	
					2023 - 2024:	












GOAL	HOW GOAL SUPPORTS MISSION	STATUS UPDATE	2023 - 2024 WATCH	CURRENT STATUS INDICATOR	STATUS HISTORY
7. Students Engaged in Student Life/Co-curricular Activities. Increase student acquiring job or work related knowledge and skill mean scores from 2.52 to 2.61 (CCSSE Student Engagement Survey)	Students engaged in campus life are more likely to graduate.	No new data is available. The 2023-24 CCSSE will be completed in spring 2024			2021 - 2022: 
					2022 - 2023: 
					2023 - 2024:
8. Satisfaction—Ensure 1.50 satisfaction mean scores for each student-facing department by 2023 -2024	Satisfied students are more likely to graduate	The 2023-24 CCSSE will be completed in spring 2024 Based on the Access Committee’s student survey, most students had positive feedback.			2021 - 2022: 
					2022 - 2023: 
					2023 - 2024:
9. FTES—meet annual targets: increase from 2445 in 2020- 21 to 2750 in 2023 - 2024	The College must enroll enough students to stay financially viable	Decreased from 1914 to 1820.15		1820.15 	2021 - 2022: 
					2022 - 2023: 
					2023 - 2024:



GOAL	HOW GOAL SUPPORTS MISSION	2023 - 2024 STATUS UPDATE	CURRENT STATUS INDICATOR	STATUS HISTORY	
10. Accreditation Standards—meet other accrediting body standards	Non-compliance could result in or the institution.	Continued implementing the new Comprehensive Program Review process		2021 - 2022:	
				2022 - 2023:	
				2023 - 2024:	
11. Human Resources- Implement innovative hiring and outreach practices focused on diversity	Supports reduction of equity gaps, increases representation among traditionally	Positions have been cross posted to ensure we reach a broad candidate pool. Interview questions have been revised to ensure there is a focus on diversity and inclusion.		2021 - 2022:	
				2022 - 2023:	
				2023 - 2024:	
12. Foundation donors re-establish relationships with 100% of donors who have given over \$1,000 by 2023 - 2024	Donations enable us to offer more programs and services	Social media alumni campaign reaching out.		2021 - 2022:	
		Gained addresses and personal information.		2022 - 2023:	
		Hosted Events		2023 - 2024:	



GOAL	HOW GOAL SUPPORTS MISSION	2023 - 2024 STATUS UPDATE	CURRENT STATUS INDICATOR	STATUS HISTORY	
13. Facilities Master Plan—ensure 100% of goals are on target for completion by 2023 2024	New facilities and repairs enable us to serve more students	Federal funding has been approved for demolition of the old student center to make way for a new Vocational Center. Options for land acquisition have been explored.		2021 - 2022:	
				2022 - 2023:	
				2023 - 2024:	
14. Maintenance, custodial, and grounds quality— increase to APPA standard level 2 by 2023 -2024	Clean and safe facilities reduce student stress so they can focus on learning	Custodial and Maintenance trainings Athletics grounds improvements A variety of projects		2021 - 2022:	
				2022 - 2023:	
				2023 - 2024:	
15. Federal, state, grant, and BOT policy compliance—ensure 100% compliance with requirements	Non-compliance could result in closure of programs or the institution	The auditing firm, CWDL, performed a full external audit for fiscal year 2022-23 financial. Based on their report, They found full compliance of all compliance factors with no exceptions. No late reports.		2021 - 2022:	
				2022 - 2023:	
				2023 - 2024:	



GOAL	HOW GOAL SUPPORTS MISSION	2023 - 2024 STATUS UPDATE	CURRENT STATUS INDICATOR	STATUS HISTORY	
16. Fund Balance—meet annual targets	The College must maintain a fund balance to stay financially viable	The District has added to the fund balance stability by adding to fund balance and strengthening our reserves.	●	2021 - 2022:	●
				2022 - 2023:	●
				2023 - 2024:	
17. Technology Master Plan—ensure 100% of goals are on target for completion by 2023 - 2024	Technology enables us to be more efficient and provide faculty teaching tools	AV system replacement Phase II: total 26 AV systems have been completed, including classrooms and conformance rooms.	●	2021 - 2022:	●
		Moving forward with promoting Cybersecurity awareness practice		2022 - 2023:	●
				2023 - 2024:	



SUPPORTING ACTIVITY SUMMARY

Below is a list of specific activities implemented/or planned in support of reaching indicator goals. Activity summaries are updated on an annual basis. Current summary is for 2022-2023.

Lagging Indicators

Lagging Indicators are driven by the Leading Indicators therefore adopting those activities.

- | | |
|--|---|
| 1. Degrees Awarded | Goal 468 – awarded 539, down from 556. Currently in “watch” status. |
| 2. Certificates awarded | Goal 30 – awarded 125. Certificates are now automatically awarded. |
| 3. Transfers | Goal 258 – awarded 268. Strong push to have all students complete an Educational Plan. |
| 4. Average number of units accumulated | Goal - decrease by 3.0% from 80.51 to 74.
<u>Activities:</u> Utilization of Degree Works and implementation of Ed Plans. |
| 5. Job placement rate | Goal - increase from 73.6% to 75%, currently at 67.2%, “significantly behind status”.
<u>Activities:</u> Creation of new programs and hiring of Dean of Instruction and CTE. |
| 6. Institutional Student Learning Outcomes Proficiency rate | Goal - increase to 84.5% - decreased to 74.4%, “significantly behind status.”
<u>Activities:</u> Conducted audit of all course and program SLOs to align/map to ISLOs. |
| 7. Equity Gaps | Goal – decrease by 10% for each measure. In “watch” status.
<u>Activities:</u> Continue to implement activities outlined in the Equity Plan. |

Leading Indicators

- | | |
|---|---|
| 1. Transferable Course Success Rates | Goal – Increase from 68.1% to 75.8%, no increase from last year 68.9%. Currently in “watch” status.
<u>Activities:</u> Continue to offer and encourage students to participate in tutoring and Supplemental Instruction. |
| 2. Fall to spring persistence rate | Goal – Increase to 71%, currently at 74%
<u>Activities:</u> Fall 2023 intrusive counseling to non-returning students via emails, zoom – We worked with IT to find out who the non-returning students are, and the front desk calls each student and offers a counseling meeting. We did this in Spring, Summer and are currently calling students who did not persist from Fall 2022 to Spring 2023. Fall intrusive counseling to ensure students register on time, phone call and email reminders. In Fall 2023, 1,700 students were reminded to register on time via email, website, and emails from counseling. The categorical programs also reached out to their students to ensure they were enrolling in courses. The Athletics |



Counselor met with each TC athlete to register them for TC courses. Registration workshops were hosted in December and January and over 100 students were registered. Cougar Express was hosted in January and 87 students were registered. Held a Counseling Education Plan Campaign to encourage students in long term education goal planning. The campaign is robust. Ninety-five percent of the fall students received an Educational Plan, and they were recognized for reaching this milestone with a “I got a Plan” t-shirt and planner. In December, Student Services hosted a “Celebrate the Student Campaign” so that students felt valued as well to support persistence. In June and December 2023 Outreach hosted an Open House for the Taft Community. Two-hundred and seventy attended in June and 249 in December.

3. New students successfully completing transfer level math and English in first year

Goal – Increase to 7.0% - Currently at 13%

Activities: Long-Term Educational Plans are offered to all students. All year-round students have access to counseling. IT provides counselors a roster of students who received an Ed Plan and those who still need one. Counseling classes assist students with reaching their education goal. In discussion and planning for summer. Degree Works assists with educational planning. Every Educational Plan is in degree works and students have remote access to degree works. Degree works assists student with registration.

4. Students enrolling in 15+ credits per semester

Goal – Increase to 15.61% - Currently at 16.1%

5. Financial Aid recipients

Goal – Keep 84% - Currently at 79.9% in “watch” status.

Activities: 1) Continue to provide information on the benefits of using BankMobile via Financial Aid webpage, social media, and personal interaction with students.
2) Increase follow-up efforts with incomplete applicants to ensure file completion for award processing.
3) Advertise the CampusLogic platform for submitting required documents to students via Cougar Tracks Self Service, Financial Aid webpage, social media, and personal interaction with students.
4) Continue to participate in local Cash4College events, conduct FAFSA/CDAA workshops and provide individual assistance for students.
5) Engage in conversations with faculty counselors and administration regarding the need for a Financial Aid Counselor position.

6. CTE students who earned 9 or more CTE units in a single year

Goal – Increase to 10.4% - Currently at 6.2% “significantly behind” status.

Activities: 1) Use Strong Workforce and Perkins funding to offset student costs for being in the course (i.e., study guides, books, and other tools used by the student).
2) Set-up counseling sessions for students to create a graduation or work plan and assess the need of wrap-around services.



- 3) Have faculty guide current students on next course.
 4) Offer student worker opportunities to CTE students.
7. Students engaged in Student Life/Co-curricular activities
 Goal – Increase CCSSE mean score to 2.61. New data soon available.
Activities: 1) More classroom outreach at the beginning of each term could help gain student interest in both areas.
 2) Early recruitment of new/prospective students upon registering.
 3) Work with counselors to share information about these resources and support programs.
8. Satisfaction
 Goal – 1.5 satisfaction mean score for each student facing department. New data available soon.
9. FTES
 Goal – Increase to 2750. Currently at 1820.15. “Significantly behind” status.
Activities: Hired two Ed Advisors to conduct outreach and retention workshops. Hybrid Counseling- students have the option to see a counselor via zoom, live or face to face. Outreach/Matriculation Workshops- Presentation, TC Application, and orientation in one day: Liberty H.S., North H.S., West H.S., Shafter H.S., Wasco H.S., Ridgeview H.S., Independent H.S., Buena Vista, Maricopa, Taft.
- Hosted Cougar Days
 - Traditional high school outreach-visit, registration, campus tours, college fairs-TC has attended over fifty outreach events.
 - Student Services is in the process of hiring an Outreach Director. The goal is to have them on board by the end of February.
 - ASO will be training two of their members to be outreach ambassadors.
 - Student Services has two outreach ambassadors.
 - Taft High School has a TC rep every Friday to assist seniors with TC applications.
- 10. Accreditation**
 Goal – Meet Standards.
Activities: Posted the new Standards on the IR website. Continued implementing the new Comprehensive Program Review process as Program review: the ACCJC has listed program review as possible evidence in 10 standards. Presented the Strategic Action Plan data updates to the Academic Senate, Governance Council, and the Board of Trustees.
- 11. Human Resources**
 Goal: Implement innovative hiring and outreach focused on diversity.
 Activity: Implemented UKG HR modules
- 12. Foundation**
 Goal: Re-establish 100% of relationships with donors.
Activities: 1) We have several activities planned that will help us community with more of our donors, which are the Triple Play dinner in January of 2024 and the TIL Casino night on June 1, 2024. In May of 2024 we plan for another appeal letter that will cover any of the newly added donors.
- 13. Facilities Master Plan**
 Goal: Meet 100% of plan goals
 Activity: The District submitted an updated Five-Year Capital Outlay Plan, Initial Project Proposal, and Final



Project Proposal to the CCCCCO; which were due August 1, 2023. HRSA grant requirements to be met before authorization to proceed with demolition of the old student center. A new Facilities Master Plan will be completed next year upon completion of the new Educational Master Plan. The Facilities Master Plan is derived from and supports the Educational Master Plan.

14. Maintenance

Goal: Increase APPA standard level 2

Activity: Ability to hire more student workers. Funding and authorization to hire more personnel. Identification of site improvements that need to be addressed and obtain APPA Service Level 2.

15. Federal, state, grant, and BOT

Goal: Ensure 100% compliance

Activities: The auditing firm, CWDL, performed a full external audit for fiscal year 2022-23 financial. Based on their report, they found full compliance of all compliance factors with no exceptions. No late reports.

16. Fund Balance

Goal: Meet annual targets.

Continue to push Fiscal Conservancy and project to strengthen fund balance.

17. Technology Master Plan

Goal: Meet 100% of plan goals

Activities: 1) AV system replacement Phase II: total 26 AV systems have been completed, including classrooms and conformance rooms

2) Moving forward with promoting Cybersecurity awareness practice: training has been identified and so far, total 41 employees have completed the training.



INTEGRATING OPERATIONAL PLANS WITH STRATEGIC GOALS

The Strategic Planning Committee (SPC) created the below matrix to help guide the College in meeting its Strategic Action Plan goals. The actions specified in each operational plan are by no means exhaustive, and departments will likely identify many other actions. Nevertheless, the SPC encourages departments to consider the below operational plans when setting their annual goals during the annual program review process.

		EDUCATIONAL MASTER PLAN AND OPERATIONAL PLANS					
		STUDENT EQUITY PLAN	FACILITIES MASTER PLAN/ LAND ACQUISITION PLAN	TECHNOLOGY MASTER PLAN	STRATEGIC ENROLLMENT MANAGEMENT PLAN	DISTANCE EDUCATION PLAN	EDUCATIONAL MASTER PLAN AREA
STRATEGIC ACTION PLAN	1. COURSE SUCCESS RATES	✓				✓	EMP1
	2. FALL TO SPRING PERSISTENCE RATE	✓					EMP1
	3. NEW STUDENTS SUCCESSFULLY COMPLETING TRANSFER LEVEL MATH AND ENGLISH IN FIRST YEAR	✓					EMP1
	4. STUDENTS ENROLLING IN 15+ CREDITS PER SEMESTER	✓					EMP1
	5. FINANCIAL AID RECIPIENTS	✓					EMP1
	6. CTE- ENROLLING in 9+UNITS IN A SINGLE YEAR	✓					EMP2
	7. STUDENTS ENGAGED IN STUDENT LIFE/CO-CURRICULAR ACTIVITIES				✓		EMP 1
	8. SATISFACTION	✓					EMP 1
	9. FTES						EMP 1
	10. ACCREDITATION STANDARDS				✓		EMP 5
	11. HUMAN RESOURCES – EQUITY	✓					EMP 5
	12. FOUNDATION DONORS						EMP 3
	13. FACILITIES MASTER PLAN		✓				EMP 4
	14. MAINTENANCE, CUSTODIAL, AND GROUNDS QUALITY		✓				EMP 4
	15. FEDERAL, STATE, GRANT, AND BOT POLICY COMPLIANCE				✓		EMP 3
	16. FUND BALANCE						EMP 3
	17. TECHNOLOGY MASTER PLAN			✓			EMP 3

- EMP 1 (Educational Master Plan Recommendation 1 on p. 66: Student Learning/success
- EMP 2 (Educational Master Plan Recommendation 2 on p. 67): Access
- EMP 3 (Educational Master Plan Recommendation 2 on p. 67): Business/Industry/Community
- EMP 4 (Educational Master Plan Recommendation 2 on p. 67): Facilities and Infrastructure
- EMP 5 (Educational Master Plan Recommendation 2 on p. 67): Institutional Planning/Effectiveness



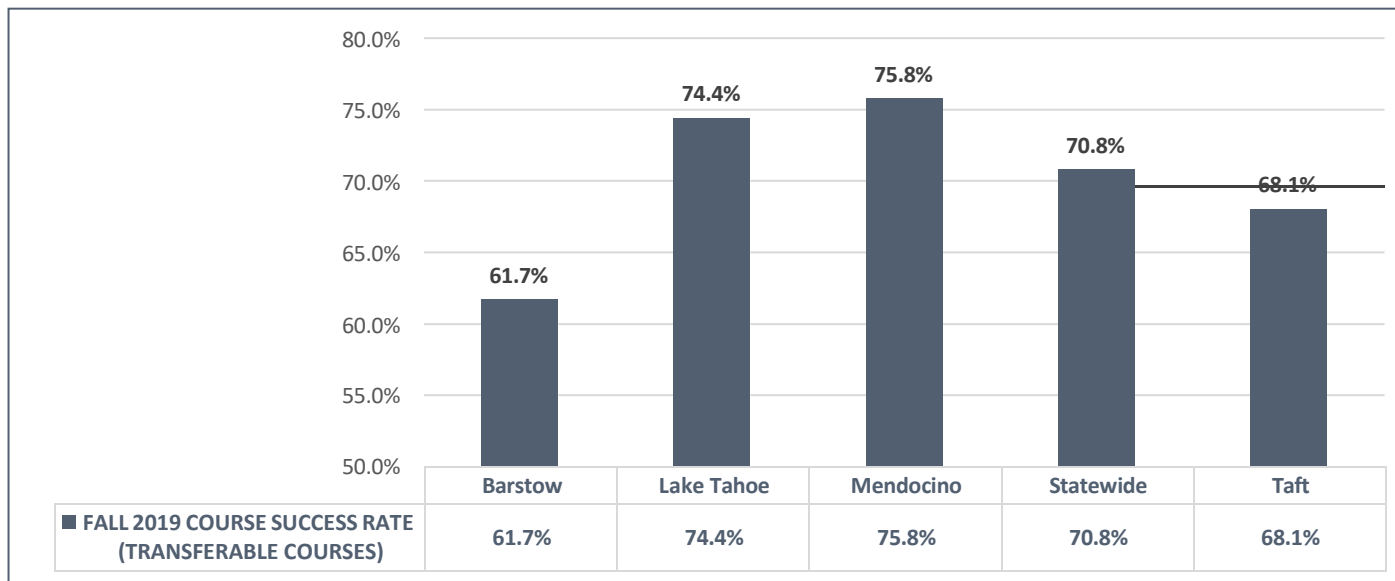
APPENDIX A: HOW GOAL WAS SET

LEADING INDICATORS

1. TRANSFERABLE COURSE SUCCESS RATES

INCREASE FROM 68.1% IN FALL 2019 TO 75.8% IN FALL 2023

Course success rate is a vital metric for the College, students must pass their courses to persist and complete their educational goals. Compared to our peers (single-college districts of similar size) and Statewide, Taft College has the second lowest course success rate. That said, there is a 7.7 percentage point gap between Taft and the highest performing college in the peer group (Mendocino). Therefore, Taft has set a goal of increasing its transferable course success rate by 7.7 percentage points (or 11.0%) from 68.1% to 75.8%.



Source: CCCC Data Mart

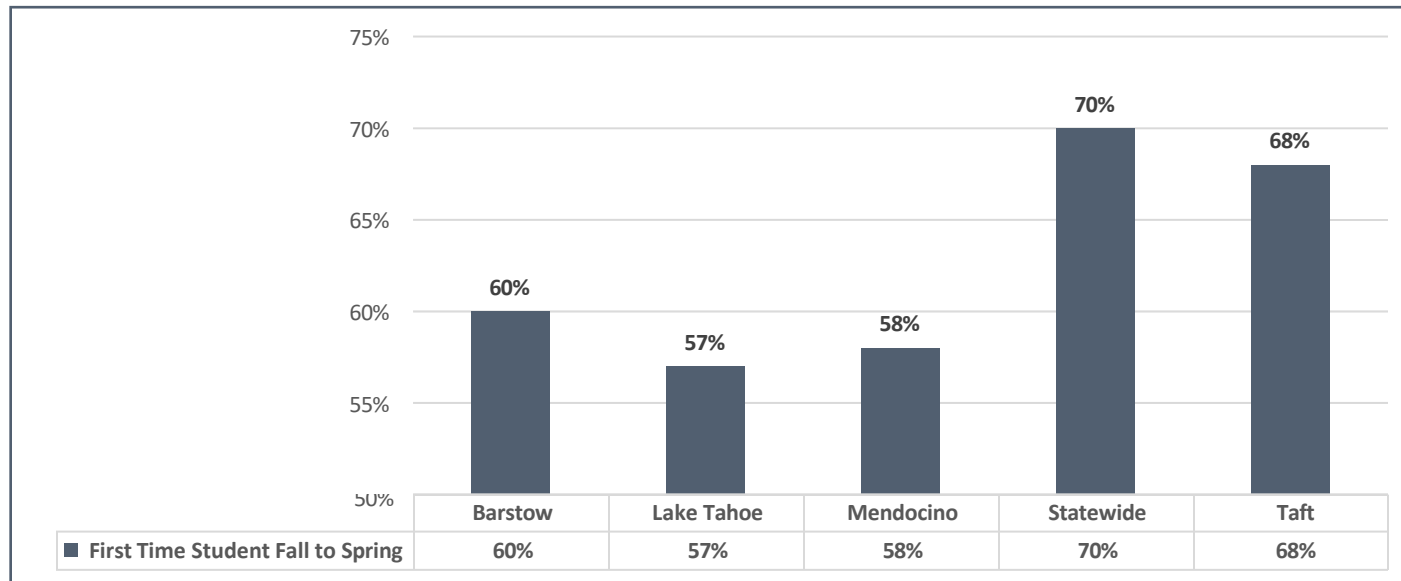


2. FALL TO SPRING PERSISTENCE RATE (Excluding WESTEC)

INCREASE FROM 68% IN 2018-2019 TO 71% IN 2023 -2024

For students to complete their educational goals, they must persist through multiple semesters. According to the CCCCO, Taft outperforms all of the colleges in our peer group but has a slightly lower persistence rate than the Statewide overall. According to the U. S. Department of Education’s NCES (National Center for Education Statistic)’s data, Taft College has the second highest performance in the peer group, with a 2 percent point gap between Taft and the highest performing (Statewide overall by CCCCO data or Mendocino College by NCES data. Therefore, Taft has set a goal of increasing its first-time full-time student persistence rate (excluding WESTEC) by 3 percentage points (or 7.0%) from 68% to 71%. Using internal data, this would require increasing our fall to spring persistence rate of first-time (excluding WESTEC) students from 68% to 71%.

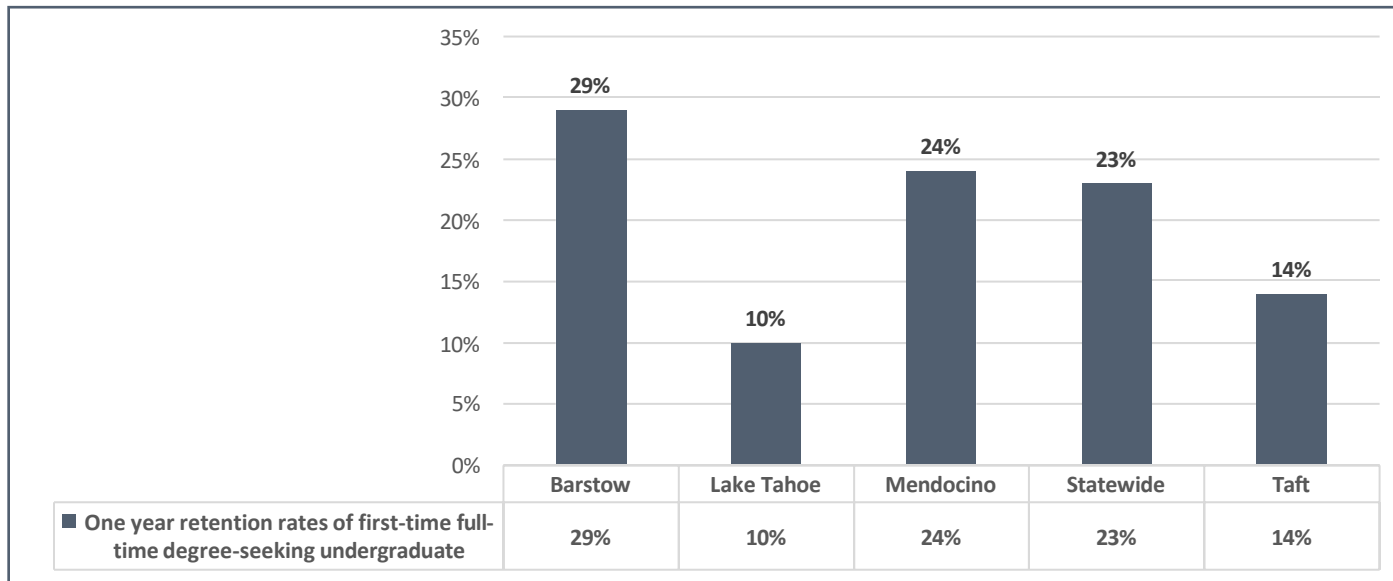
CCCCO SCORECARD METRIC SUMMARY REPORT OVERALL PERSISTENCE



Source: http://datamart.cccco.edu/Outcomes/Student_Success_Scorecard.aspx



FIRST-TIME FULL-TIME STUDENTS WHO RETURN AFTER THEIR FIRST YEAR



Source: IPEDS Data

FALL 2019 FIRST-TIME STUDENTS PERSISTING TO SPRING 2020 - EXCLUDING WESTEC

Fall 2019 Cohort	Persisted to Spring 2020	%
658	448	68%

Source: DSS data pulled 8/14/2021



3. NEW STUDENTS SUCCESSFULLY COMPLETING TRANSFER LEVEL MATH AND ENGLISH IN FIRST YEAR
INCREASE FROM 4.0% IN 2019-2020 TO 7.0% IN 2023 -2024

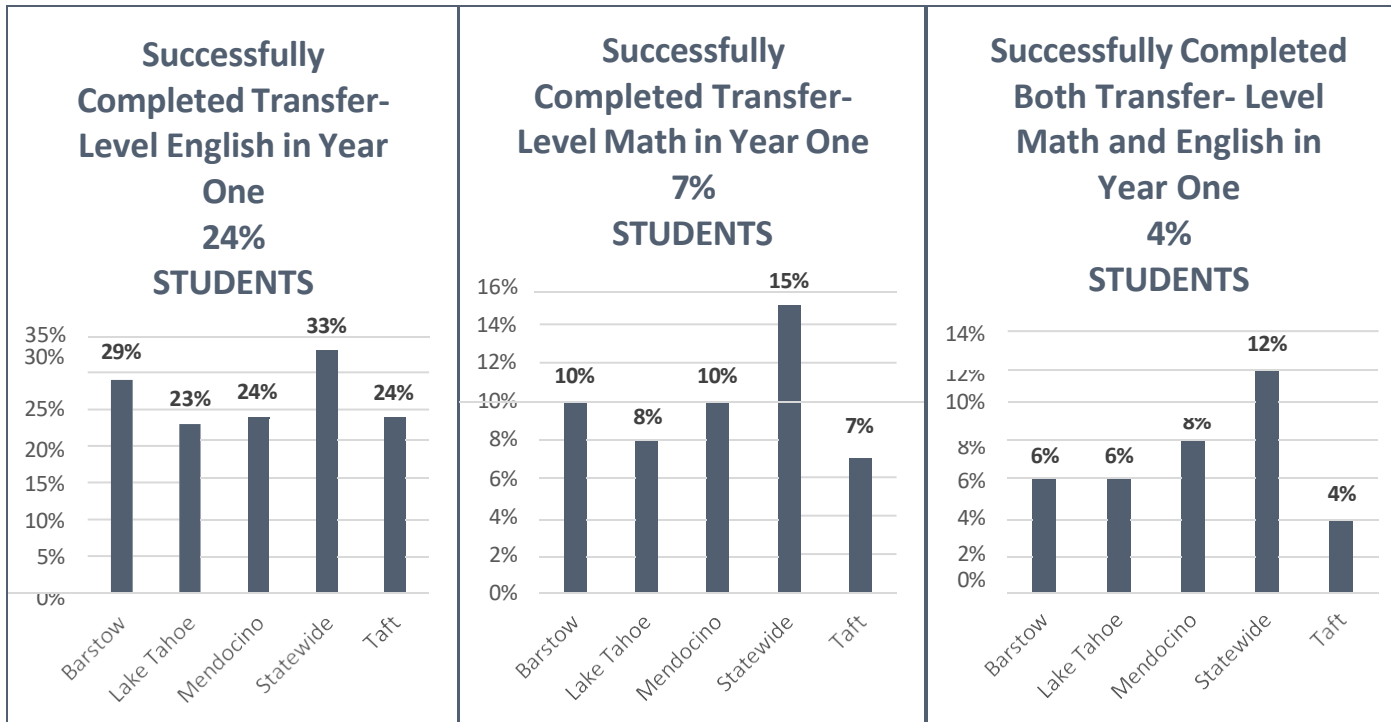
Completion of transfer level math and English are key milestones on a student’s path to graduation. Unfortunately, few students reach this milestone in their first year. According to the CCCC Launch Board, only 16% of Taft College students complete transfer level English and only 7% complete transfer level math. As stated in the CCCC Vision for Success, “...even this rate is overstated: CCC students earning less than 6 units or students who did not attempt a math or English course...are not counted in this calculation”. An alternative method posted on the Cal-PASS Plus Guided Pathways tab expands the cohort to include all first-time ever in college students. This method shows that only 24% of Taft College students complete transfer level English, only 7% complete transfer level math in their first year, and only 4% complete both math and English in their first year. Data from our peers suggest that we have the second lowest performance rate among our peers. For example, using the CCCC Cal-PASS Plus student success metrics method, Lake Tahoe’s both English and math rates are lower than ours. However, the rest of the peer colleges’ rates are higher than ours, and Statewide English rate is 30% which is 14 points higher. Using the Cal-PASS Plus methodology, looking at only first-time students, we have the lowest rates in both English and Math. Given the importance of this key milestone, Taft College has chosen to set this goal using the highest performing peer. This would require increasing the rate that new students successfully complete transfer level math and English in their first year by 7%. Using internal data, the 7% goal translates to increasing the current internally calculated rate by three percentage points from 4.0% to 7.0%.

	% of All Students Completing Transfer-level in 1st Year (ENGLISH)	% of All Students Completing Transfer-level in 1st Year (MATH)
Barstow	31%	22%
Lake Tahoe	9%	4%
Mendocino	25%	14%
Statewide	30%	18%
Taft	16%	7%

Source: <https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx>



TRANSFERRABLE MATH AND ENGLISH COMPLETION



Cohort: Includes students who enrolled in a community college for the first time in fall 2018, excluding current and past concurrent enrollment students and other students with prior community college credit.

Source: <https://www.calpassplus.org/LaunchBoard/GuidedPathways.aspx#>

Fall 2018 Cohort	Transfer Level Math and English Completion in 2018-2019	%
982	40	4.0%

Cohort: Fall 2019 First-Time Non-Exempt Students Completing Transfer Level Math & English-Excluding WESTEC.

Source: Banner ODS pulled by 03/14/2021



4. STUDENTS ENROLLING IN 15+ UNITS PER SEMESTER

INCREASE FROM 12.6% IN FALL 2020 TO 15.6% IN FALL 2023

In order to complete a 60-unit associate’s degree in two years, a student needs to enroll in at least 15 units per semester, or 30 units per year. However, most community college students are also balancing work and life, which hampers their ability to enroll full-time. As a result, only 12.6% of Taft College students are enrolled in 15 or more units. This rate is higher than most of our peer colleges and Statewide, with Taft having the second highest rate out of four colleges and Statewide. As stated in the CCCCO Vision for Success, “colleges can and should encourage more students to attend full time than currently do.” While it can be difficult to convince someone working full-time and taking care of dependents to increase their unit load from 6 credits to 15 credits, it should be feasible for a student enrolled in 12 units to enroll in three additional units. As of fall 2020, these students (12-14.9 units) represent 22.9% of our student body. Based on our highest performing peer, as well as the availability of students taking 12-14.9 units, the college has set a goal to increase the percentage of students enrolled in 15+ units by three percentage points. Using CCCCO’s Data Mart data, this would require increasing the rate from 12.6% to 15.6%.

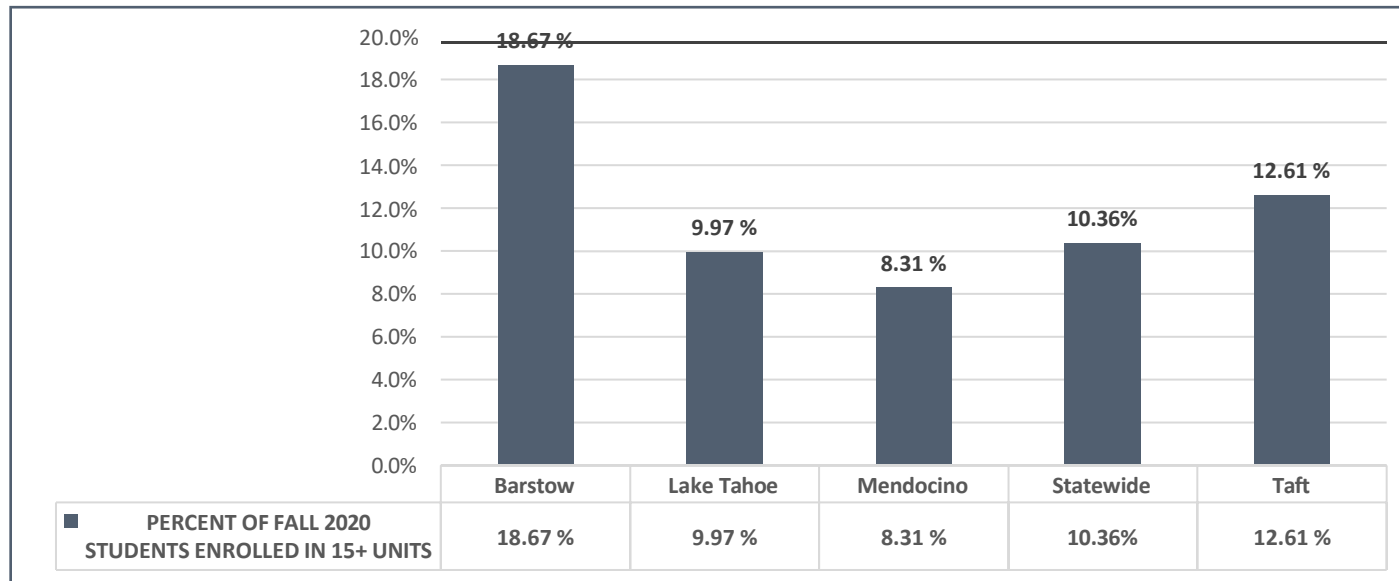
Unit Load	Fall 2020 Students	Fall 2020 Students (%)
3.0 - 5.9	569	17.1 %
6.0 - 8.9	459	13.8 %
9.0 - 11.9	452	13.6 %
12.0 -14.9	762	22.9 %
15 +	419	12.6 %

Note: Excludes students taking less than 3.0 units as a proxy for filtering out WESTEC

Source: http://datamart.cccco.edu/Students/Unit_Load_Status.aspx



PERCENT OF FALL 2020 STUDENTS ENROLLED IN 15+ UNITS



Source: http://datamart.cccco.edu/Students/Unit_Load_Status.aspx

Fall 2020 Headcount	Fall 2020 students enrolled in 15+ units	%
3324	419	12.61%

Source: CCCCO's Data Mart



CCCO Vision for Success: “Colleges should also monitor and aim to grow full-time enrollment (15 units per semester) and continuous enrollment. Of course, not all students can attend full-time and continuously, such as working adults who need to learn and work at the same time. Still, colleges can and should encourage more students to attend full time than currently do, especially those who are young and not financially supporting others.”

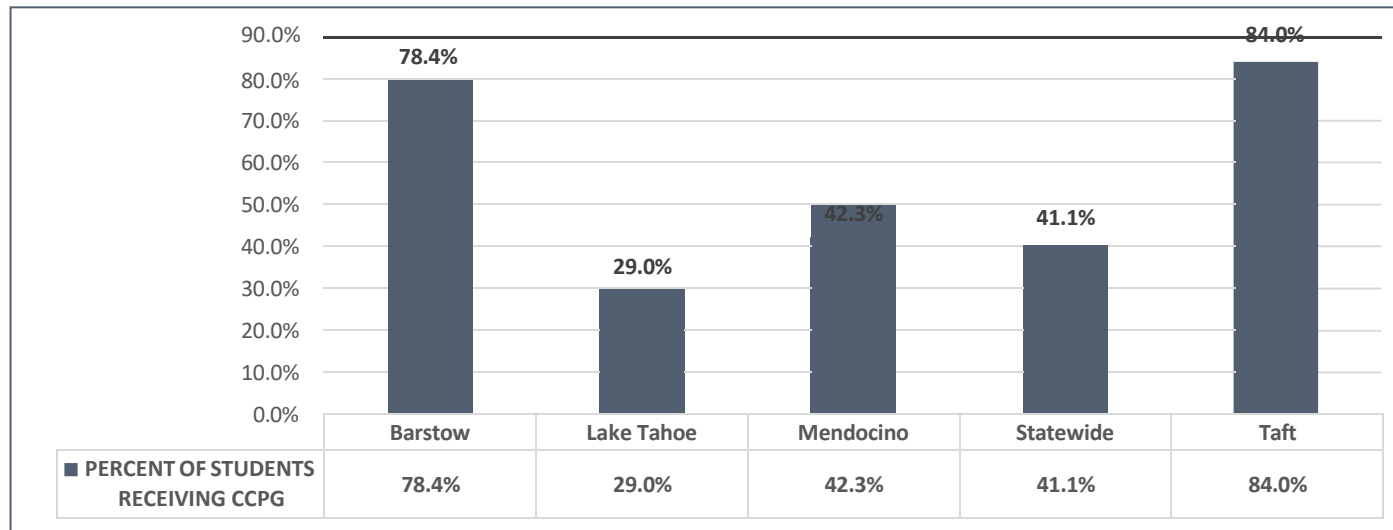
Source: <http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/vision-for-success.pdf>

5. FINANCIAL AID RECIPIENTS

INCREASE FROM 84% OF ALL STUDENTS IN 2019-2020 TO 86% OF ALL STUDENTS IN 2023 -2024

The College is effective in ensuring that the majority of our students receive financial aid, as measured by the percentage of students who received a CCPG (California College Promise Grant) Waiver. Excluding WESTEC, Taft has the highest rate out of the peer group. That said, Taft College is committed to continuously improving this rate. Survey data suggest that there may be additional students who could qualify for a CCPG, with 73.6% of students stating that a lack of finances could cause them to withdraw from their courses. Therefore, the College has set a goal to increase the percentage of students who receive a CCPG waiver from 84% to 86%.

PERCENT OF STUDENTS RECEIVING CCPG – AY 2019-20



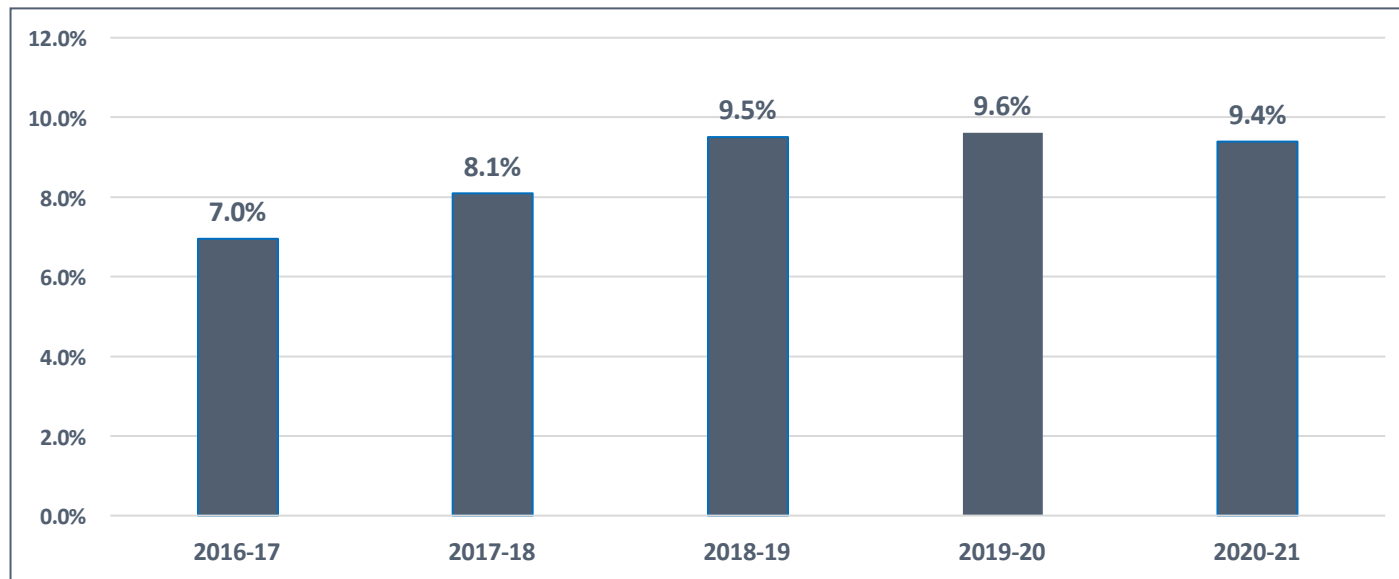
Sources: http://datamart.cccco.edu/Students/Student_Term_Annual_Count.aspx
http://datamart.cccco.edu/Services/FinAid_Summary.aspx

6. STUDENTS WHO EARNED 9 OR MORE CTE UNITS

INCREASE PERCENTAGE OF STUDENTS EARNED 9 OR MORE CTE UNITS FROM 9.4% IN 2020-2021 TO 10.4% IN 2023 -2024

Ensuring CTE graduates get relevant jobs after graduation can be difficult since economic conditions can change dramatically. As a result, job placement rates are a lagging indicator. Rather than focus on job placement rates, the metric for this goal is to increase the percentage of students who earned CTE units 9 or more. Over the long-term, earning more CTE units will increase the likelihood that students earn CTE certificates or degrees. Based on the historical data, the percentage of students who earned 9 or more CTE units increased from 7.0% in 2016-17 to around 9.5% in 2018-19 to 2020-21. Due to the COVID impact on student enrollment and learning outcomes, the CTE department proposes to increase the percentage of students who earn 9 or more CTE units to a moderate increase from 9.4% to 10.4%.

PERCENTAGE OF STUDENTS ENROLLED CTE IN 9 AND MORE UNITS



7. STUDENTS ENGAGED IN STUDENT LIFE/CO-CURRICULAR ACTIVITIES

INCREASE MEAN SCORE FROM 2.52 IN 2020-2021 TO 2.6 IN 2023 -2024

The College is committed to engaging more students and has set a goal to increase the students’ College experience that contributes to their knowledge, and personal development in acquiring job or work-related knowledge and skills. As indicated in the CCSSE survey, Taft College students had the highest mean scores for student satisfaction with student organization’s services, but the lowest mean scores to student experience that contribute to the knowledge, and personal development in acquiring job or work-related knowledge and skills. Due to COVID, the survey participation rate was very low compared to a normal survey year and only offered limited College related virtual activities. However, this survey result still shows the gap between the level of student satisfaction and job or work-related knowledge and skills they have learned. The College will track the number of students participating in activities through a sign-in sheet collected for each activity and set a goal to increase student acquiring job or work-related knowledge and skills mean score from 2.52 to 2.61 which is the same as the 2021 cohort nationwide.

		Taft College	Small Colleges	2021 Cohort
Item 10: About how many hours do you spend in a typical 7-day week doing each of the following? *				
10c. Participating in college- sponsored activities (organizations, campus publications, student government, intercollegiate or intramural sports, etc. *	Part-time	0.15	0.23	0.21
	Full-time	0.51	0.53	0.42
	All Students	0.38	0.45	0.34
Item 12.2: How satisfied are you with the services? **				
12.2. Student organization	Part-time	1.52	1.31	1.33
	Full-time	1.61	1.37	1.37
	All Students	1.58	1.36	1.36
Item 11: How much has your experience at this college contributed to your knowledge, skills, and personal development in the following areas? ***				
11a. Acquiring job- or work-related knowledge and skills	Part-time	2.56	2.65	2.52
	Full-time	2.50	2.81	2.65
	All Students	2.52	2.76	2.61

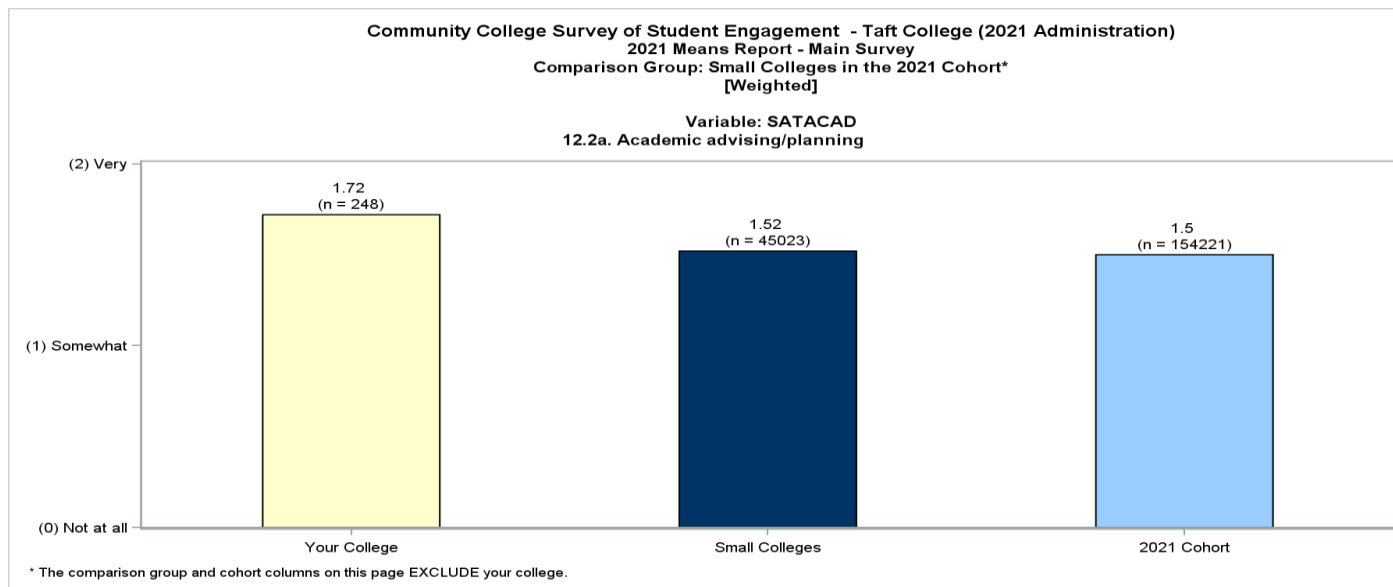
Source: 2021 Community College Survey of Student Engagement. Notes: Value: Mean scores. *: 0= None, 1 = 1–5, 2 = 6–10, 3 = 11–20, 4 = 21–30, 5 = More than 30; **: 0 = Not at all, 1 = Somewhat, 2 = Very; ***1 = Very little, 2 = Some, 3 = Quite a bit , 4 = Very much



8. SATISFACTION

ENSURE 1.5 SATISFACTION MEAN SCORE FOR EACH STUDENT-FACING DEPARTMENT BY 2023 -2024

Survey data suggest that most students are satisfied with the overall service they have received from Taft College. The mean scores of student satisfaction were all higher than national averages and small college averages. However, when students are asked about individual departments, satisfaction mean scores vary from 1.72 for academic advising/planning to 1.11 for childcare. To address these discrepancies, the College has set a goal of ensuring a 1.5 satisfaction mean score for each student-facing department. The current approach to measure department level satisfaction is through the Community College Survey of Student Engagement (CCSSE). Unfortunately, the survey is administered once every three years, which means the data are lagging. To increase the usefulness of department level satisfaction data, the IR office will work with departments to design instruments to measure satisfaction that are more timely and actionable. These instruments could include point-of-service satisfaction surveys administered to each student shortly after the service experience, as well as utilizing mystery shoppers.



Source: Taft College Student Evaluation of Student Services (2020-2021)



	Taft College	Small Colleges	2015 Cohort
Item 12.2: How satisfied are you with the following services at this college?			
12.2a. Academic advising/planning	1.72	1.52	1.50
12.2b. Career counseling	1.64	1.37	1.38
12.2c. Job placement assistance	1.44	1.14	1.13
12.2d. Peer or other tutoring	1.60	1.41	1.45
12.2e. Skill labs (writing, math, etc.)	1.67	1.45	1.46
12.2f. Childcare	1.11	1.02	1.02
12.2g. Financial aid advising	1.67	1.50	1.48
12.2h. Computer lab	1.59	1.57	1.58
12.2i. Student organizations	1.55	1.33	1.34
12.2j. Transfer advising/planning	1.63	1.38	1.40
12.2k. Library resources and services	1.73	1.62	1.64

Source: 2021 Community College Survey of Student Engagement

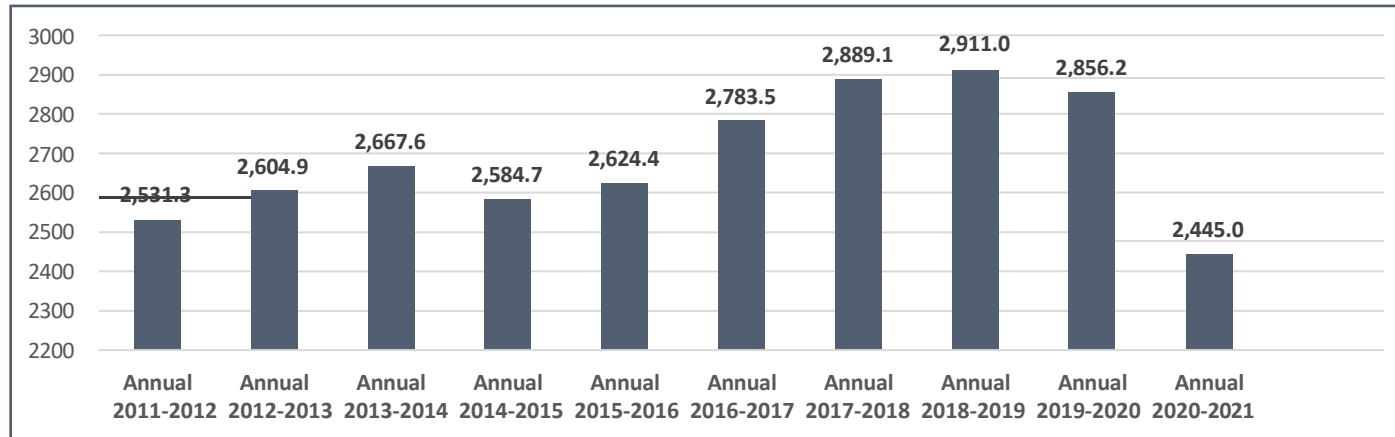


9. FTES (FULL-TIME EQUIVALENT STUDENTS)

MEET ANNUAL TARGETS

State budget allocation fluctuations make it difficult to project an FTES target more than one year into the future. Over the past ten years, the College's FTES increased from 2531.3 in 2011-2012 to 2911 in 2018-2019. However, due to the impact of COVID, the FTES started to decrease from 2911 in 2018-19 to 2445 in 2020-21. Compared to Statewide and peers using CCCC's Data Mart data, the College's FTES was the second-highest percentage decrease from 2019-20 to 2020-21. A target percentage has traditionally been set at 1 to 2% above the funded level of FTES + any annual growth offered by the Chancellors office. This practice has allowed TC to 'capture' growth funding increases each time growth has been offered over the last 20-years. However, under current situation, the College proposes to increase the FTES to the recent 3 years average FTES + 0.5%, which is 2750 FTES.

FTES (2016-17 TO 2020-2021)



Sources: CCCC Data Mart

COMPARISON OF PERCENTAGE OF ONE YEAR FTES CHANGE

	2016-17 to 2017-18	2017-18 to 2018-19	2018-19 to 2019-20	2019-20 to 2020-21
Barstow	-2.7%	-0.3%	3.2%	-16.5%
Lake Tahoe	14.8%	22.0%	-50.2%	24.3%
Mendocino	-6.4%	1.2%	0.0%	-6.4%
Taft	3.8%	0.8%	-1.9%	-14.4%



Statewide	0.5%	-1.0%	-2.4%	-7.9%
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10. ACCREDITATION STANDARDS

MEET 100% OF ACCJC AND OTHER ACCREDITING BODY STANDARDS

The College must stay in compliance with all accreditation standards. Non-compliance may result in various punitive actions, including but not limited to program or institutional closure. Therefore, the target metric was set at 100%.

11. IMPLEMENT INNOVATIVE HIRING AND OUTREACH PRACTICES FOCUSED ON DIVERSITY

SUPPORT REDUCTION OF EQUITY GAPS, INCREASE REPRESENTATION AMONG TRADITIONALLY UNDERREPRESENTED GROUPS.

Per the CCCC Vision for Success, the College must support and implement innovative hiring and outreach practices focused on diversity, such as advertising faculty openings on websites, publications, professional associations in specific disciplines, and other groups targeted towards underrepresented academic communities.

12. FOUNDATION DONORS

RE-ESTABLISH RELATIONSHIPS WITH 100% OF DONORS WHO HAVE GIVEN OVER \$1,000 BY 2023 -2024

Measuring the success of a foundation can be difficult, as it can take years of relationship building before donors make large contributions. As a result, donations could be considered a lagging indicator. Rather than focus on donations, the metric for this goal is to re-establish 100% of relationships with prior donors who have given over \$1,000. Over the long-term, these relationships will lead to an increase in donations.

13. FACILITIES MASTER PLAN

ENSURE 100% OF GOALS ARE ON TARGET FOR COMPLETION BY 2023 -2024

See the Facilities Master Plan for details of how each goal was set: <http://ct-prod-wp.taftcollege.edu/iarp/planning/>

14. MAINTENANCE, CUSTODIAL, AND GROUNDS QUALITY

INCREASE TO APPA STANDARD LEVEL 2 BY 2023 -2024

The Association of Physical Plant Administrators (APPA) provides guidelines on maintenance, custodial, and grounds quality. The guidelines establish service levels that a college can set, depending on its available resources. An abbreviated description of the five service levels is provided below:



APPA* CUSTODIAL MATRIX					
*The Association of Higher Education Facilities Officers					
LEVEL	1	2	3	4	5
DESCRIPTION	ORDERLY SPOTLESSNESS	ORDERLY TIDINESS	CASUAL INATTENTION	MODERATE DINGINESS	UNKEMPT NEGLECT
FLOORS	Bright/Shiny	Minimal Dust	Few Stains	Dull/Dingy Stained	Dull/Dingy Scarred
SURFACES	Freshly Cleaned	Clean w/ Few Marks	Obvious Dust, Dirt, Smudges	Conspicuous Dirt, Dust	Major Dust, Dirt
RESTROOMS	Freshly Cleaned	Clean w/ All Supplies	Obvious Dust, Dirt, Stains	Conspicuous Dirt, Stains	Major Dirt, Mold
TRASHCANS	Daily Waste, Odor Free	Daily Waste, Odor Free	Daily Waste, Odor Free	Old Waste, Malodorous	Overflowing, Malodorous
LIGHT FIXTURES	Freshly Cleaned	Clean	Clean	Dirty	Dirty Flies, Dust Balls

APPA* GROUNDS MATRIX					
*The Association of Higher Education Facilities Officers					
LEVEL	1	2	3	4	5
DESCRIPTION	STATE-OF-THE-ART	HIGH LEVEL	MODERATE LEVEL	MODERATELY LOW LEVEL	MINIMUM LEVEL
TURF CARE	Mowing < 5 Days, <1% Weeds	Mowing @ 5 Days, <5% Weeds	Mowing <10 Days, <15% Weeds	Low Freq. Mowing, Weed Control Limited	Very low Freq. Mowing, Min. Weed Control
FLORAL PLANTINGS	Extensive w/ Multiple Rotations	Many w/ 2 or more Rotations	Few w/ Only Perennials	None w/ Few Perennials	None w/ Few Perennials
SURFACES	Great Repair	Good Repair	Repaired as Budget Allows	Repaired as Safety vs. Budget	Repaired Only as Safety Requirement
SNOW REMOVAL	Same Day <0.5 inches	By Noon Following Day	Day After	Local Code Requirements	Local Code Requirements
LITTER CONTROL	1 x Day 7 Days/Week	1 x Day 5 Days/Week	2 – 3 Times Per Week	Once per Week	On Demand

APPA* MAINTENANCE MATRIX					
*The Association of Higher Education Facilities Officers					
LEVEL	1	2	3	4	5
DESCRIPTION	SHOWPIECE FACILITY	COMPREHENSIVE STEWARDSHIP	MANAGED CARE	REACTIVE MANAGEMENT	CRISIS RESPONSE
PM VS. RM	100% PM	75 – 99% PM	50 – 75% PM	25 – 50% PM	0 – 25% PM
SERVICE EFFICIENCY	Highly Organized	Organized w/ Direction	Somewhat Organized	Somewhat Chaotic	Chaotic w/ No Direction



BLDG SYSTEM RELIABILITY	Great Repair	Good Repair	Repaired as Budget Allows	Repaired as Safety vs. Budget	Many Not Functioning
BUDGET % OF CRV	> 4.0%	3.5 – 4.0%	3.0 – 3.5%	2.5 – 3.0%	<2.5%
CAMPUS AVG. FCI	<0.05	0.05 – 0.15	0.15 – 0.29	0.30 – 0.49	>0.50

Source:

<http://www.ucdenver.edu/about/departments/FacilitiesManagement/APPA%20Award%20For%20Excellence/APPA%20Levels%20Matrix%20-%20Exhibit%20YY.pdf>

Based on the in-depth guidelines provided by APPA, and the College’s available resources, the Maintenance and Operations department set a target of standard level 2 for maintenance, custodial, and grounds quality.

The full guidelines are available only in physical copy, which can be provided by the M&O department or purchased here: https://online.appa.org/appassa/ecssashop.show_product_detail?p_session_serno=&p_mode=detail&p_product_serno=489&p_cus t_id=

15. FEDERAL, STATE, GRANT, AND BOT POLICY COMPLIANCE

ENSURE 100% COMPLIANCE WITH REQUIREMENTS

The College must stay in compliance with all laws and policies. Non-compliance may result in various punitive actions, including but not limited to program or institutional closure. Therefore, the target metric was set at 100%.

16. FUND BALANCE

MEET ANNUAL TARGETS

Similar to FTES, state budget allocations make it difficult to project a target fund balance more than one year into the future. As a result, the goal is to meet annual fund balance targets.

17. TECHNOLOGY MASTER PLAN

ENSURE 100% OF GOALS ARE ON TARGET FOR COMPLETION BY 2023 -2024

See the Technology Master Plan for details of how each goal was set: <http://ct-prod-wp.taftcollege.edu/iarp/planning/>



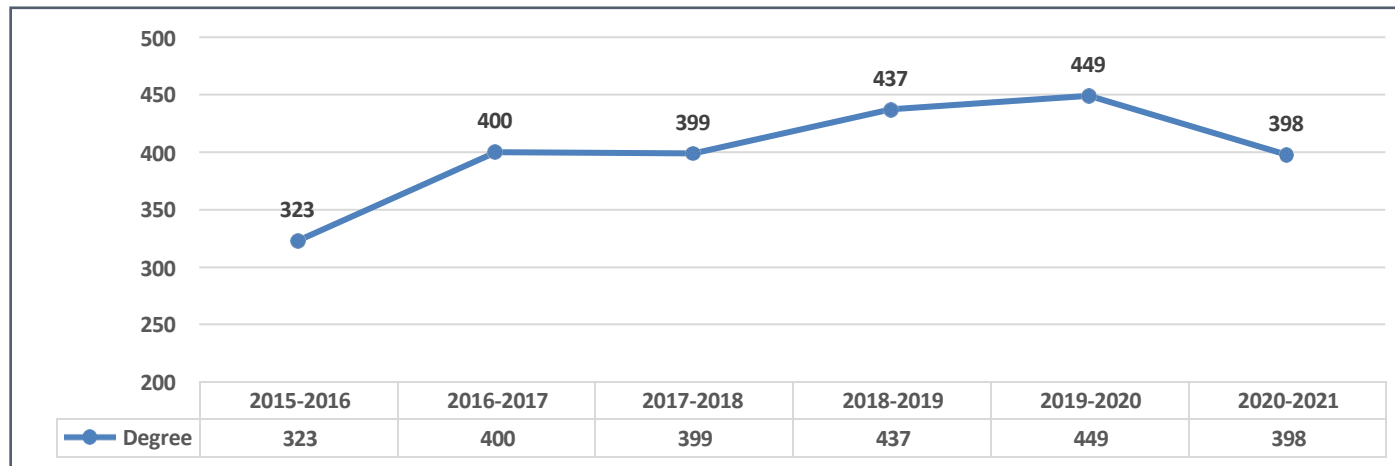
LAGGING INDICATORS

1. DEGREES AWARDED

INCREASE NUMBER OF STUDENTS FROM 468 IN 2020-2021 TO 512 IN 2023 -2024

Ensuring that students complete degrees is an essential component of our mission. Over the past six years, the College has substantially increased the number of degrees it awarded (unduplicated awards), from 323 in 2015-2016 to 437 in 2019-2020. However, due to COVID, the awards for 2020-2021 decreased. Compared to Statewide and peers using CCCCCO's Data Mart data, Taft College and Barstow College have a higher rate of degree production per 100 FTES. The Statewide percent is only 89% as high as Taft's (17.1 vs 19.3 degree per 100 FTES). The CCCCCO has set a goal by 2022 to "increase by at least 20 percent the number of CCC students annually who acquire associate's degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job." Given Taft's increases over the last five years on this metric, and its performance relative to its peers, we've already met the CCCCCO goal. However, in the spirit of continuous improvement and due to the COVID impact, we have set a more modest goal of increasing degrees awarded by 9.4% from 2020-2021. This goal mirrors the 6% or 7.5 percentage point increase goal. This would require increasing the number of students who complete a degree from 468 to 512.

DEGREES (2015-2016 – 2020-2021)



Source: Internal Banner ODS data pulled 08/15/2021. Students who received multiple awards are counted only once.

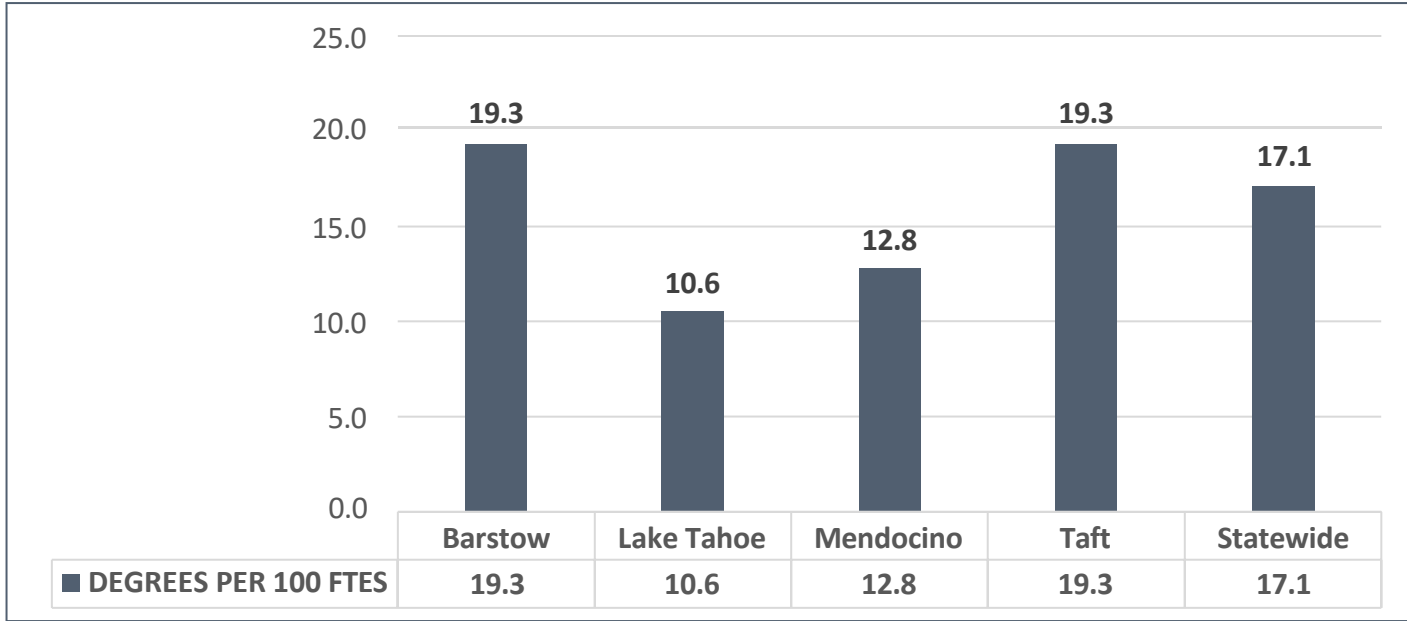


Taft College	2015-2016	2016-2017	2017-2018	2018-2019	2019-20	2020-21
Degrees	364	471	470	521	552	468*
FTEs	2,624	2,783	2,889	2,911	2,856	2,445
Degrees per 100 FTEs	13.9	16.9	16.3	17.9	19.3	19.1

Source: Chancellor's office Data Mart. Students who received multiple awards are counted multiples.

* Banner ODS data due to Chancellor's office Data Mart data is not available.

DEGREES PER 100 FTEs (2019-2020)



2019-2020	Barstow	Lake Tahoe	Mendocino	Statewide	Taft
Degrees*	502	202	375	196,596	552
FTES	2,596	1,913	2,929	1,149,077	2,856
DEGREES PER 100 FTES	19.3	10.6	12.8	17.1	19.3
as % of Taft	100%	55%	66%	89%	100%

*Chancellor's office approved degrees

Sources: Chancellor's office Data Mart

2020-2021 Students Awarded a Degree or Certificate (CCCCO Approved)
398

Source: Internal Banner ODS data pulled 08/15/2021. Students who received multiple awards are counted only once.



CCCCO Vision for Success Goal One: “Increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job. This increase is needed to meet future workforce demand in California, as analyzed by the Centers of Excellence for Labor Market Research. This goal is consistent with the recommendations of the California Strategic Workforce Development Plan. Equally important to the number of students served will be the type of education they receive: programs, awards, and course sequences need to match the needs of regional economies and employers.”

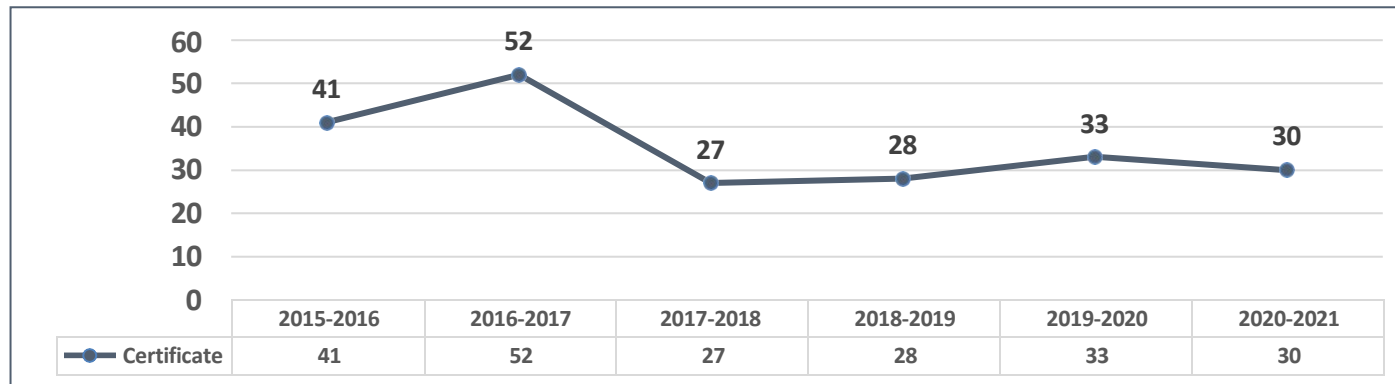
Source: https://foundationccc.org/Portals/0/Documents/Vision/VisionForSuccess_Exec_Summary_web_2019.pdf

2. CERTIFICATES AWARDED

INCREASE NUMBER OF STUDENTS FROM 30 IN 2020-2021 TO 33 IN 2023 -2024

For students completing credit courses in prescribed pathways, a certificate of achievement may be awarded for Chancellor’s Office approved programs of study of 16 or more units. The CCCCO has set a goal by 2022 to “increase by at least 20 percent the number of CCC students annually who acquire associate’s degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.” Due to the changes made for units earned from 18 or more units to 16 or more units, historical data are not available on the Chancellor's Office Data Mart website. Due to the COVID impact, we have set a more modest goal of increasing certificates awarded by 10% from 2020-2021. This goal mirrors the 6% or 7.5 percentage point increase goal. This would require increasing the number of students who complete a certificate from 30 to 33.

CERTIFICATES (2015-2016 – 2020-2021)



Source: Internal Banner ODS data pulled 08/15/2021. Students who received multiple awards are counted multiples.



CCCO Vision for Success Goal One: “Increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job. This increase is needed to meet future workforce demand in California, as analyzed by the Centers of Excellence for Labor Market Research. This goal is consistent with the recommendations of the California Strategic Workforce Development Plan. Equally important to the number of students served will be the type of education they receive: programs, awards, and course sequences need to match the needs of regional economies and employers.”

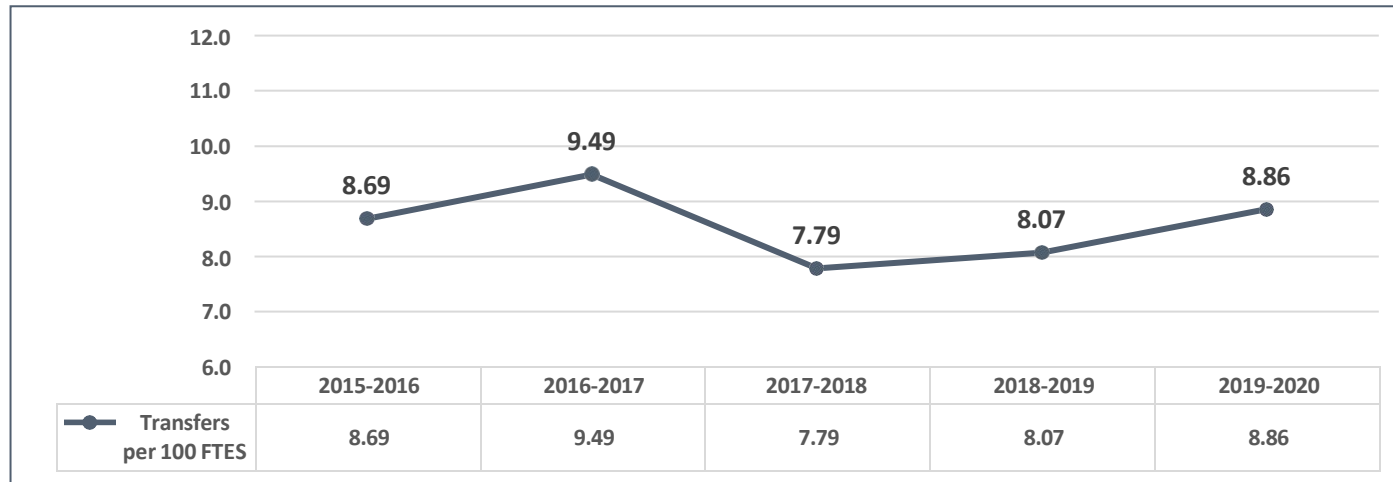
Source: https://foundationccc.org/Portals/0/Documents/Vision/VisionForSuccess_Exec_Summary_web_2019.pdf

3. TRANSFERS

INCREASE FROM 253 IN 2019-2020 TO 276 IN 2023 -2024

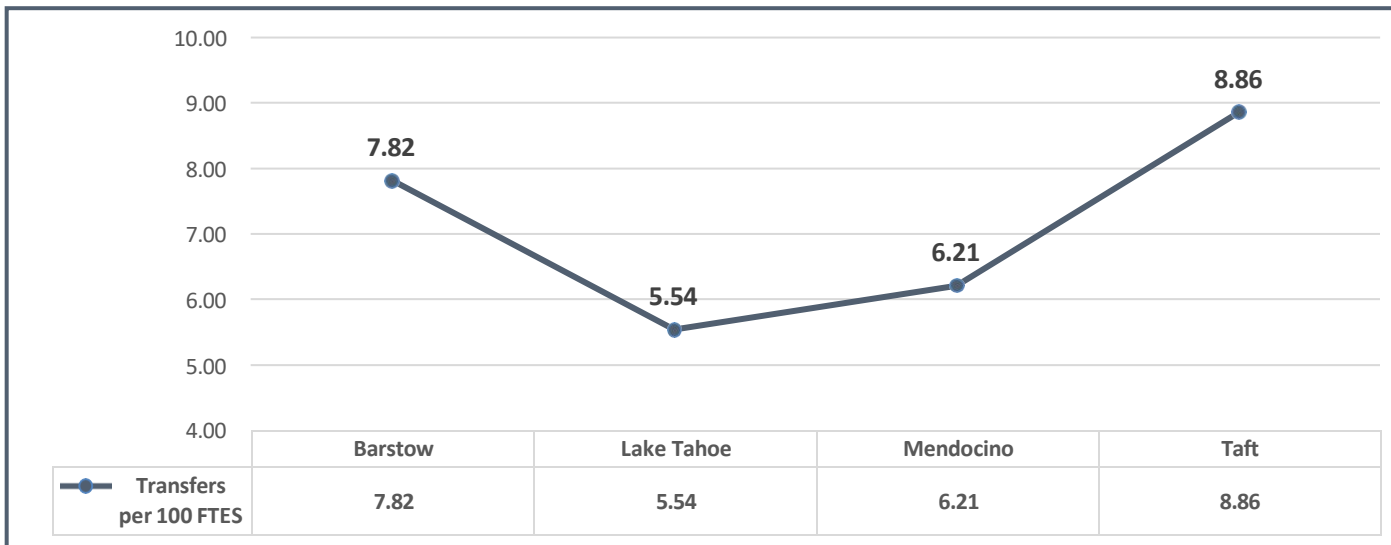
As with degrees and certificates above, ensuring that students transfer to a university is an essential component of our mission. Overall, the College has increased the number of transfers from 228 in 2015-2016 to 253 in 2019- 2020, although it has been up and down over the past five years. Taft College also has a substantially higher rate of transfers per 100 FTES compared to our peers. By contrast, the second highest rate from Barstow is only 88% as high as Taft’s (7.82 vs 8.86 transfers per 100 FTES). The CCCCO has set a goal by 2022 to “Increase by 35 percent the number of CCC students system wide transferring annually to a UC or CSU.” Given Taft’s performance relative to its peers, we’ve already met the CCCCO goal. However, in the spirit of continuous improvement, we have set a more modest goal of increasing transfers by 9.4%. This goal mirrors the 9.4% or 7.5 percentage point increase goal and would require increasing the number of students who transfer from 253 to 276.

TRANSFERS PER 100 FTES (2015-2016 – 2019-2020)



	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
CSU	150	179	155	173	178
UC	4	7	10	4	12
In-state Private	15	23	24	17	14
Out-of-State	43	44	47	52	58
Total	228	264	225	235	253
Taft FTES	2,624	2,783	2,889	2,911	2,856
Transfers per 100 FTES	8.69	9.49	7.79	8.07	8.86

TRANSFERS PER 100 FTES (2019-2020)



2019-2020	Barstow	Lake Tahoe	Mendocino	Taft
CSU	71	45	87	178
UC	12	22	15	12
In-state Private	24	5	19	8
Out-of-State	96	34	61	55
Total	203	106	182	253
FTES	2,596	1,913	2,929	2,856
Transfers per 100 FTES	7.82	5.54	6.21	8.86
As % of Taft	88%	63%	70%	100%

Source: UC Transfer <https://www.universityofcalifornia.edu/infocenter/california-community-college-enrollments-uc>
 CSU Transfer <https://www2.calstate.edu/data-center/institutional-research-analyses/Pages/reports-and-analytics.aspx>
 In and Out of State Transfer CCCCO's Data Mart



CCCO Vision for Success Goal Two: “Increase by 35 percent the number of CCC students system wide transferring annually to a CSU or UC. This is the increase needed to meet California’s future workforce demand for bachelor’s degrees, as projected by the Public Policy Institute of California. (In California, occupations requiring bachelor’s degrees are growing even faster than jobs requiring associate’s degrees or less college.) Meeting this aggressive goal will require the full engagement and partnership of CSU and UC. While ambitious, the pace of improvement envisioned in this goal is not unprecedented: between 2012-13 and 2015-16 (a three-year period), CCC to CSU transfers increased by 32 percent and between Fall 1999 and Fall 2005 (a six-year period), CCC to UC transfers increased by 40percent.”

Source: <http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/vision-for-success.pdf>

4. AVERAGE NUMBER OF UNITS ACCUMULATED FOR ASSOCIATE’S DEGREE COMPLETERS

DECREASE FROM 83 IN 2018-2019 COHORT TO 80 IN 2021 -2022 COHORT

While most associate degrees should take 60 units to complete, the average Taft College student accumulates 83 units before completing their degree. Per the CCCCO Vision for Success, “reducing the average number of units-to-degree will help more students reach their educational goals sooner, and at less cost to them. It will also free up taxpayer dollars that can be put toward serving more students.” Unfortunately, peer data are not available. Therefore, the College set its target to decrease the average number of units completed by associate degree completers to 81 (average among the quintile of colleges showing the strongest performance on this measure), which mirrors the CCCCO goal.

2018-2019
2018-19 Average #Units Accumulated for Associate’s Degree Completers
83

Source: DSS data pulled 08/16/2021



CCCO Vision for Success Goal Three: “Decrease the average number of units accumulated by CCC students earning associate’s degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure. (Associate’s degrees typically require 60 units.) Reducing the average number of units-to-degree will help more students reach their educational goals sooner, and at less cost to them. It will also free up taxpayer dollars that can be put toward serving more students.”

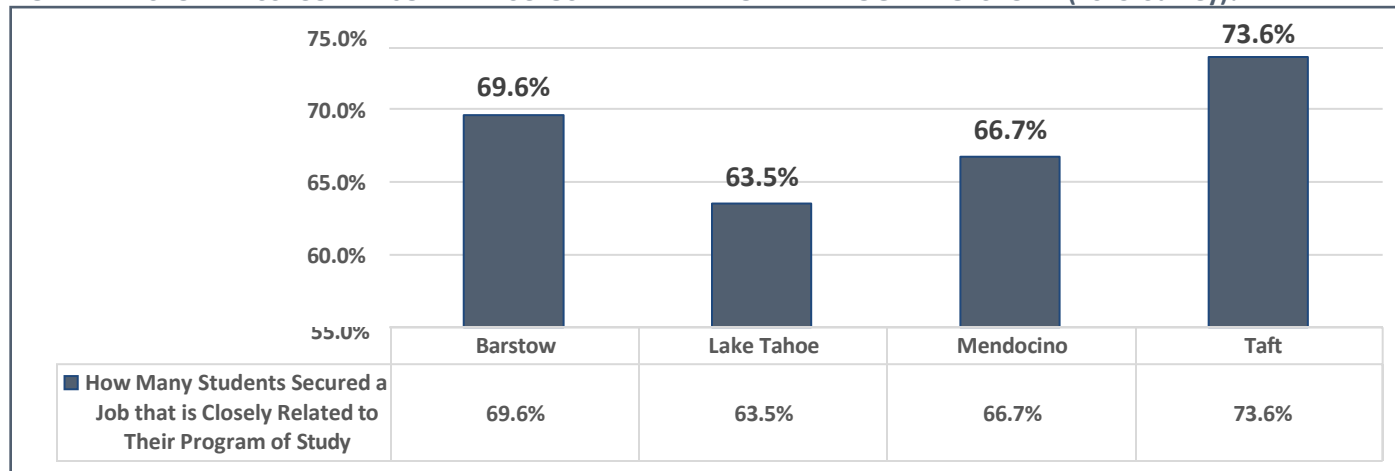
Source: <http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/vision-for-success.pdf>

5. JOB PLACEMENT RATE (EXITING CTE STUDENTS WHO REPORT BEING EMPLOYED IN THEIR FIELD OF STUDY)

INCREASE FROM 73.6% IN 2017 TO 75% IN 2023

It is difficult to ensure that all graduates can obtain a job in their field. Industries can change at a rapid pace, both in terms of required skill sets as well as hiring projections. Compared to our peers, Taft College has the highest job placement rate. The three colleges in the peer group have placement rates below 70%. Due to the impact of COVID, the College set a more realistic target to increase the job placement rate to 75%, which mirrors the CCCCO goal (the average among the quintile of colleges showing the strongest performance on this measure).

HOW MANY STUDENTS SECURED A JOB THAT IS CLOSELY RELATED TO THEIR PROGRAM OF STUDY (2019 Survey)?



Source: <https://cteos.santarosa.edu/job-search-after-training>



CCCCO Vision for Success Goal Four: “Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent—the average among the quintile of colleges showing the strongest performance on this measure in the most recent administration of the CTE Outcomes Survey. Improvements on this measure would indicate that colleges are providing career education programs that prepare students for available jobs and offering supports that help students find jobs.”

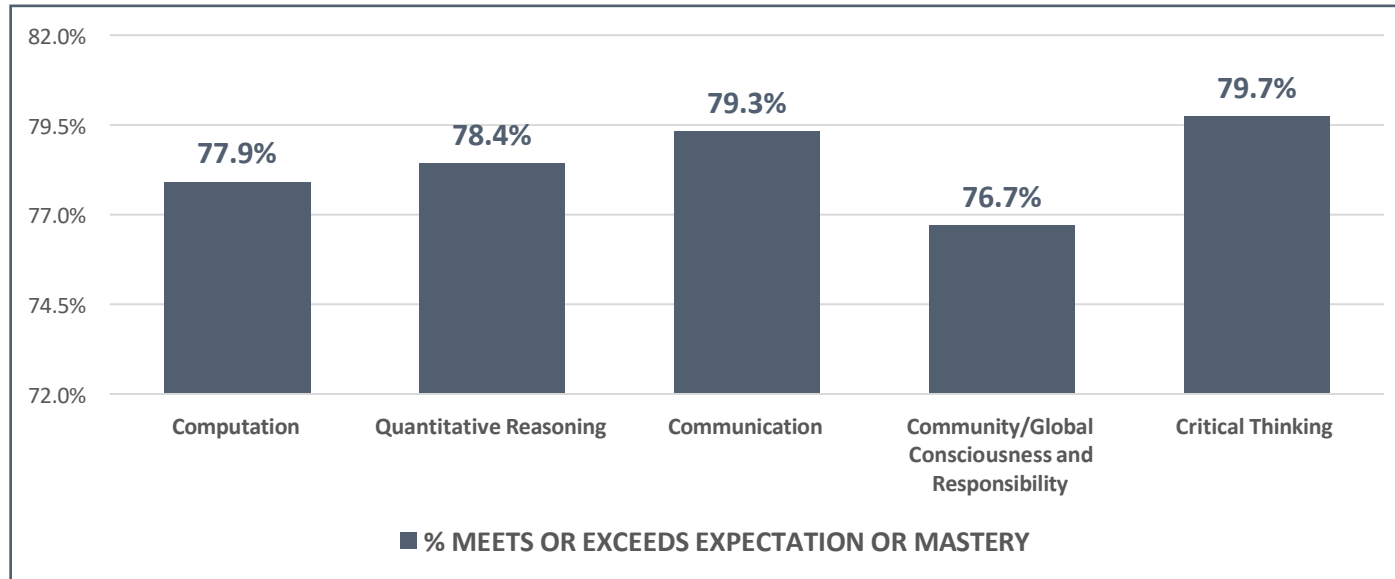
Source: <http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/vision-for-success.pdf>

6. INSTITUTIONAL STUDENT LEARNING OUTCOMES PROFICIENCY RATE

INCREASE ALL ISLO'S TO 84.5% IN 2023 -2024

In addition to ensuring that more students complete their programs of study, Taft College must ensure that students are learning. As stated on page 31 of the CCCC Vision for Success, “ensuring that students are learning is at the core of the community college mission, the accreditation process, and one of the pillars of the Guided Pathways framework.” Unfortunately, peer data are not available for ISLOs. However, the College can strive to close the performance gaps between ISLOs. For example, there is a 3.0 percentage point difference between the Community/Global Consciousness and Responsibility ISLO and Critical Thinking ISLO. Furthermore, while peer data are not available, SLO rates are closely correlated to course success rates. Since course success rates do have peer data available, we can tie the ISLO goal to the course success rate goal (see leading indicator one above). Therefore, the College has set a goal of increasing the highest performing ISLO by 3.6 percentage points (mirroring the success rate goal) and closing the gaps between the highest performing ISLO and all other ISLOs. This would require increasing each ISLO proficiency rate to 84.5%.

% MEETS OR EXCEEDS EXPECTATION OR MASTERY



Source: eLumen data pulled 03/14/2021



7. EQUITY GAPS FOR UNDERREPRESENTED GROUPS FOR THE ABOVE MEASURES

DECREASE BY 10% FOR EACH MEASURE BY 2023 -2024

Part of Taft College’s mission is to provide “an equitable learning environment.” To meet our mission, Taft College is committed to closing equity gaps for the above metrics. While there are various groups that we serve, we decided that we could have maximum societal impact by limiting our focus in this Strategic Action Plan to closing equity gaps for underrepresented ethnic groups. This focus is in alignment with the CCCC Vision for Success, which solely focuses on ethnicity when discussing closing achievement gaps (see related pages of the goals of CCCC Vision for Success).

In alignment with the CCCC Vision for Success, Taft College is committed to fully closing the achievement gap within 10 years. However, the above metrics are lagging indicators, and this Strategic Action Plan has a shorter time frame. Therefore, Taft College has set a more realistic goal of closing the achievement gaps of underrepresented minorities by 10% for each of the above measures, and eventually fully closing the achievement gap within 10 years. The current achievement gap and target rates for each metric are provided below.



CCCCO Vision for Success Goal Five: *“Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps within 10 years”*

Source: <http://californiacommunitycolleges.cccco.edu/Portals/0/Reports/vision-for-success.pdf>

APPENDIX B: DATA DEFINITION AND DATA SOURCE

- **Degree:**
 - **Definition:** Number of associate degrees awarded by the College in an academic year (duplicated). If a student earns more than one associate degree in an academic year, all degrees are included for this indicator.
 - **Data Source:** CCCC's Office Data Mart

- **Certificate:**
 - **Definition:** Number of certificates awarded by the College in an academic year (duplicated). If a student earns more than one associate degree in an academic year, all degrees are included for this indicator.
 - **Data Source:** CCCC's Office Data Mart

- **Course Success**
 - **Definition:** Success count is number of enrollments with grade of A,B,C,P,IA,IB,IC,IPP divided by total number of enrollment including EW grade
 - **Data Source:** CCCC's Office Data Mart

- **First Time Credit Students Fall to Spring Persistence Rate**
 - **Definition:** Retained Fall to Spring at the Same College. Among first-time students who enrolled in at least one credit course in the fall of the selected year who did not transfer or who did not earn an award in the selected year, the percentage who enrolled in at least one credit course in any TOP code in a subsequent primary term at the selected school.
 - **Data Source:** CCCC's LaunchBoard – Guided Pathway



- **Full-time Equivalent Students (FTES)**

- **Definition:** The FTES figure includes both credit and noncredit students (including enhanced noncredit funding for Career Development and College Preparation) and comes from the 320 Report produced by CCCC Fiscal Services.

FTES is determined by hours of attendance and 525 hours of attendance is considered one FTES. The 525-hour value is based on the assumptions that a full-time student attends 15 hours of classes in a week, there are 17.5 weeks in a semester, and there are 2 semesters in an academic year so $15 \times 17.5 \times 2 = 525$ hours = 1 FTES.

- **Data Source: CCCC Datamart**





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