



TAFT COLLEGE

Strategic Plan: 2011-2016



June 2011

Taft College Strategic Plan: 2011-2016

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Cover photo of Taft College 2011 Graduates by Professor Brian Jean. Cover design by Research Technician Jason Zsiba.

Taft College Mission Statement











Our Vision

At Taft College all learners achieve their learning goals.








Our Mission

Taft College is committed to student learning in transfer and career and technical education programs supported by pre-collegiate basic skills and a wide range of student services. All programs and services are focused on the educational needs of a community of learners.

Our Values


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-  Students and evidence of their success.
 -  A learning community with teaching excellence.
 -  An environment conducive to learning, fairness, and continuous improvement.
 -  A communicative, collaborative, collegial, and respectful culture.
 -  A partnership of students, faculty, and support services.
 -  Innovation, diversity, creativity, and critical thinking.
 -  A mutually beneficial relationship with the community we serve.
 -  Academic, financial, personal and professional integrity.
 -  A transparent, accessible governance structure that includes institution-wide dialogue.

Our Goals

-  Taft College will continuously improve student learning outcomes, success, and achievement through a variety of programs and services and effective learning support processes.
-  Taft College will ensure employee success for the long term health of the institution.
-  Taft College will ensure institutional effectiveness by measuring and documenting all aspects of institutional performance against its mission, goals, and strategic plan.
-  Taft College will continue to engage the community at all levels in order to support its long term educational, social and economic development.
-  Taft College will maximize both its short-term and long-term enrollment opportunities.
-  Taft College will maximize resources to sustain future growth and development while linking planning to budget.
-  Taft College will provide the necessary technology for institutional success.

Taft College Strategic Plan: 2011-2016

Strategic Focus Area/Goal 1: Student Success

 Taft College will continuously improve student learning outcomes, success, and achievement through a variety of programs and services and effective learning support processes.

Objective 1.1

Taft College will ensure consistent feedback to students and institutional stakeholders based on the Institutional and Program Level Student Learning Outcomes, course success rates, and student persistence and retention.

- 1.1.1 Student learning as demonstrated on student learning outcomes (eLumen Reports)
- 1.1.2 Student satisfaction regarding feedback (CCSSE, course evaluations)
- 1.1.3 Institutional stakeholder satisfaction regarding feedback (Community Survey)

Objective 1.2

Taft College will partner with students as they assume responsibility for their own learning and growth.

- 1.2.1 Student awareness of support programs, instructional programs, and services (CCSSE)
- 1.2.2 Student awareness of college rules (CCSSE Supplementary Survey)
- 1.2.3 Student satisfaction with infrastructure (CCSSE)
- 1.2.4 Utilization of and satisfaction with student support services (SARS, Tutoring Databases, Registration, CCSSE, Etc.)

Objective 1.3

Taft College will foster a holistic learning environment that celebrates student accomplishment.

- 1.3.1 Number of student recognition events (ceremonies, publications, awards, scholarships) (Student Services Report)

Objective 1.4

Taft College will offer appropriate instructional programs and courses.

- 1.4.1 Student satisfaction with instructional programs and courses (CCSSE, course evaluations)
- 1.4.2 Count of obsolete courses and programs eliminated (Taft College Addendum to the Catalog)
- 1.4.3 Count of new courses and programs created (Taft College Addendum to the Catalog)

Objective 1.5

Taft College will offer appropriate resources to students to achieve their educational goals.

- 1.5.1 Student satisfaction with instructional resources (CCSSE)
- 1.5.2 Faculty satisfaction with instructional resources (CCSSE Faculty Survey)
- 1.5.3 Course scheduling meets student needs (CCSSE, course evaluations)
- 1.5.4 Textbooks are current and relevant (course evaluations)
- 1.5.5 Counseling and guidance is adequate (CCSSE)
- 1.5.6 Student satisfaction w/ job placement & internship processes (student satisfaction surveys)

Objective 1.6

Taft College will facilitate student health, safety, and security.


- 1.6.1 Number of safety incident reports (Student Right-to-Know)
- 1.6.2 Student satisfaction with campus safety (CCSSE)
- 1.6.3 Student awareness of health and safety events (CCSSE Supplementary Survey)
- 1.6.4 Student satisfaction with campus security (CCSSE)

Objective 1.7

Taft College will improve or at least not decline on traditional measures of student success.

- 1.7.1 Course success rates (Program Review)
- 1.7.2 Retention rates (Program Review)
- 1.7.3 Persistence rates (Program Review, ARCC Report)
- 1.7.4 Basic skills math, English, and ESL improvement rates (program review data, ARCC Report)
- 1.7.5 Graduation and program completion rates (Program Review, ARCC Report)
- 1.7.6 Transfer rates (program review data)
- 1.7.7 Employer or customer satisfaction w/ student & program performance (employer and customer satisfaction surveys)

Strategic Focus Area/Goal 2: Employee Success

 Taft College will ensure employee success for the long term health of the institution.

Objective 2.1

Taft College will provide opportunities for their employees to achieve their professional goal and opportunities for growth with a high degree of satisfaction.

2.1.1 Adequate professional development opportunities (Employee Survey)

2.1.2 Satisfaction with professional development opportunities (Employee Survey)

Objective 2.2

Taft College will foster and maintain a welcoming community that respects diversity of opinion, collegiality and civility toward students, employees, and community members.

2.2.1 CCSSE Supplementary Survey

2.2.2 Community Survey


Objective 2.3

Taft College will ensure the safety of staff and faculty.

2.3.1 Number of reported incidents (Annual Crime Statistics Report)

2.3.2 Employee satisfaction with safety measures (CCSSE Supplementary Survey)

Strategic Focus Area/Goal 3: Institutional Effectiveness

 Taft College will ensure institutional effectiveness by measuring and documenting all aspects of institutional performance against its mission, goals, and strategic plan.

Objective 3.1

Taft College will optimize on the efficiency of its operational processes & plans.

- 3.1.1 Student satisfaction with processes & plans (CCSSE)
- 3.1.2 Faculty satisfaction with processes & plans (CCSSE Faculty Survey, Program Review)
- 3.1.3 Employee satisfaction with processes & plans (Employee Survey, Program Review)
- 3.1.4 Taft College will have sufficient personnel to meet student needs & fulfill legal obligations (Program Review)

Objective 3.2

Taft College will have a useful and sustainable strategic planning process.

- 3.2.1 Number of suggestions to change the process during evaluation (Program Review Evaluation Report)
- 3.2.2 Number of recommendations received during accreditation site visits specific to strategic planning (Accreditation Evaluation Report)

Objective 3.3

Taft College will have useful and sustainable program review process built on a foundation of student learning outcomes.

- 3.3.1 Percentage of all courses and programs with ongoing SLO assessments (eLumen Report)
- 3.3.2 Percentage of Annual Program Review Reports and Annual Program Plans submitted on time (IAR&P Report)
- 3.3.3 Number of suggestions to change the process during evaluation (Program Review Evaluation Report)

Objective 3.4

Taft College will have effective facilities planning.

- 3.4.1 Develops facilities projects that support the Educational Master Plan (Facilities Committee Report)
- 3.4.2 Communicates information regarding facilities projects effectively to the campus community (President's Report)
- 3.4.3 Ensures facilities projects are well planned and improve the campus (President's Report)

Objective 3.5

Taft College will provide and maintain physical infrastructure to support student learning and goals.

- 3.5.1 Student and staff satisfaction with maintenance and cleaning (CCSSE Supplementary Survey, Program Review)
- 3.5.2 Satisfaction with response time (Program Review)
- 3.5.3 Satisfaction with vehicle maintenance and availability (Program Review)

Objective 3.6

Taft College will ensure effective Human Resources processes.


- 3.6.1 Enforces union contracts (Program Review)
- 3.6.2 Enforces employee related District policies and regulations (Program Review)
- 3.6.3 Coordinates staff development and inservice activities (Program Review)
- 3.6.4 Provides information and assistance to faculty and staff regarding Human Resources and payroll functions and procedures (Program Review)
- 3.6.5 Maintains employee paid leave records and enforces leave policies and procedures (Program Review)
- 3.6.6 Provides information and assistance to callers through the switchboard (Program Review)
- 3.6.7 Administers worker's compensation program (Program Review)
- 3.6.8 Coordinates recruitment and EEO activities and enforces corresponding policies and regulations (Program Review)
- 3.6.9 Coordinates District employee evaluation programs (Program Review)
- 3.6.10 Administers District health benefit and supplemental insurance plans (Program Review)

Objective 3.7

Data reports will be relevant, accessible, timely, and accurate.

- 3.7.1 Data reports are relevant, accurate (Program Review)
- 3.7.2 Ad-hoc reports are produced and distributed in a timely manner (Program Review)
- 3.7.3 Institutional Research website is up to date (Program Review)
- 3.7.4 Institutional Research website is easy to navigate (Program Review)

Strategic Focus Area/Goal 4: Community Success

 Taft College will continue to engage the community at all levels in order to support its long term educational, social and economic development.

Objective 4.1

Taft College will strengthen and form partnerships with community groups.

- 4.1.1 Number of partnerships and participants (Foundation Report)
- 4.1.2 Community's perception of the college's involvement in the community (Community Survey)
- 4.1.3 Number of new partnerships developed (Foundation Report)

Objective 4.2

Taft College will assist in the economic revitalization of the community.


- 4.2.1 Number of graduates working in the community (alumni database)
- 4.2.2 Number of internships established (Career Technical Education Report)
- 4.2.3 Number of Taft College employees involved in community efforts (CCSSE Supplementary Survey)
- 4.2.4 Number of workforce training projects (Career Technical Education Report)

Objective 4.3

Taft College will promote innovative educational programs that develop and meet the socio-educational and economic needs of the community.

- 4.3.1 Number of ESL students transitioning into business courses (Program Review)
- 4.3.2 Taft College courses meet the business needs of the community (Community Survey)

Strategic Focus Area/Goal 5: Enrollment

 Taft College will maximize both its short-term and long-term enrollment opportunities.

Objective 5.1

Taft College will effectively market its programs and outreach to diverse and changing populations through a variety of media sources.

- 5.1.1 Marketing budget reaches target population (Student Application)
- 5.1.2 Increased diversity of enrollment (Student Applications and Institutional Research demographics reports)
- 5.1.3 Number of media sources (Vice President of Student Services Report)

Objective 5.2

Taft College will effectively retain students.


- 5.2.1 Retention rates (Program Review and Institutional Research success, persistence, and retention reports)
- 5.2.2 Maintain optimal enrollment in programs (Program Review)

Objective 5.3

Taft College will develop and maintain a diverse curriculum providing certificate, degree and enrichment programs to attract students.

- 5.3.1 Number of certificate, degree, and enrichment programs (Program Review, Taft College Catalog, Class Schedule)
- 5.3.2 Types of certificate, degree, and enrichment programs (Program Review, Taft College Catalog, Class Schedule)

Strategic Focus Area/Goal 6: Sustainable Resources

 Taft College will be able to maximize resources to sustain future growth and development while linking planning to budget.

Objective 6.1

Taft College will aggressively pursue grants that will fund niche and regular programs.

- 6.1.1 Count or percentage of new grants (Business Services Report)
- 6.1.2 Annual dollar amount of grant funds (Business Services Report)

Objective 6.2

Taft College will aggressively pursue potential sources of endowments.

- 6.2.1 Number of sources identified (Foundation Report)
- 6.2.2 Number of sources contacted (Foundation Report)
- 6.2.3 Annual dollar amount of endowments (Foundation Report)

Objective 6.3

Taft College will pursue other potential sources of revenue.

- 6.3.1 Annual dollar amount of other sources of revenue (Business Services Report)

Objective 6.4

Taft College will develop campus and community contract education (fee based classes both in the community and on-line).

- 6.4.1 Number of classes developed (Career Technical Education Report)

Objective 6.5

Taft College will obtain operational efficiency through cost reductions.

- 6.5.1 Comparison of annual expenses with previous year (Business Services Report)

Objective 6.6

Taft College will operate in a fiscally responsible manner.

- 6.6.1 Reserve remains above state minimum (Business Services Report)

Strategic Focus Area/Goal 7: Technology



Taft College will provide the necessary technology for institutional success.

Objective 7.1

Taft College will maximize the use of technological resources in support of student learning.

- 7.1.1 Percentage of classrooms with computers (Office of Instruction Report or Facilities List)
- 7.1.2 Number of hours students use computers in the Library (Library Usage Report)
- 7.1.3 Number of courses using Etudes, Moodle, or other course support software (Office of Instruction List from syllabi)

Objective 7.2

Taft College will effectively utilize current digital technologies to meet student's needs and preferences.

- 7.2.1 Student satisfaction with the college's digital communication systems (CCSSE or CCSSE Supplementary Survey)
- 7.2.2 Student satisfaction with instructional technology support systems (CCSSE or CCSSE Supplementary Survey)
- 7.2.3 Faculty satisfaction with the college's digital communication systems (CCSSE Supplementary Faculty Survey)
- 7.2.4 Faculty satisfaction with instructional technology support systems (CCSSE Supplementary Faculty Survey)

Objective 7.3

Taft College will provide appropriate support and opportunities for professional development in technologies.

- 7.3.1 Number of faculty and staff participation in technology workshops (Human Resources Report)
- 7.3.2 Number of faculty and staff who participate in off-site training (Travel and Conference Log for the Board of Trustees)
- 7.3.3 Faculty satisfaction with support and opportunities for professional development in technologies (CCSSE Supplementary Faculty Survey)

Objective 7.4

Taft College will use technology to improve institutional processes.

- 7.4.1 Information from Banner and other databases is readily accessible (Administration Programs Outcomes Data)
- 7.4.2 Number of requests for technological support (IT Help Desk Log)