## District-wide Strategic Directions (2021–2026)

<table>
<thead>
<tr>
<th>Strategic Directions</th>
<th>Potential Indicators/Measurement Tools</th>
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| **Educational Excellence**  
Increase CLPCCD’s reputation as an educational leader known for offering an outstanding student experience; excellence in teaching and learning; affordable, inclusive, and culturally relevant programs and pathways leading to academic achievement; and preparing students to compete and succeed in a sustainable global environment. | • Student feedback (Climate Survey)  
• Employer hiring metrics  
• Enrollment rates  
• Completion metrics  
• Transfer rates  
• Graduate feedback |
| **Community Partnerships**  
Build strategic collaborations with community partners to meet the current and emerging workforce development needs of local residents, businesses, labor, and industry; deepen partnerships with cities and communities to advance climate justice; connect students to essential resources that support their education (food, housing, health services, technology, work-based internships); align educational pathways with in-demand skills; strengthen transfer pathways through effective intersegmental practices; increase the number of diverse skilled and degreed adults in the region. | • Student feedback (Climate Survey)  
• Amount of met demand through community resource referral network  
• Work-based student internship placements  
• Employer hiring metrics  
• Completion metrics  
• Transfer rates  
• Increased intersegmental effectiveness  
• Graduate feedback |
| **Sustained Prioritized Resources**  
Invest in strategic partnerships and resource development to sustain prioritized goals, such as: providing tailored support services to increase enrollment and success among populations historically underrepresented in higher education; recruiting, hiring, and supporting diverse staff that reflect the demographics of the students served; implement robust and dependable technology resources; sustain effective professional development; develop and maintain facilities and climate-sustainable campuses to meet the needs of students, faculty, and staff; provide communication resources for faculty and staff to elevate student voices and present student and alumni success; provide an inclusive people-oriented culture aimed at creating a productive learning environment for students and a supportive working environment for all personnel. | • Student feedback (Climate Survey)  
• Classified Professional, Faculty, Administrator feedback  
• Participation rates and feedback re: professional development and training  
• Completion metrics  
• Transfer rates  
• Graduate feedback  
• Community partner input and feedback  
• Progress toward climate action plan goals  
• User-friendly college promotional tools  
• Availability of student/alumnae success stories |
| **Institutional Effectiveness**  
Create and refine equitable systems and strategies to achieve greater outreach to key groups of prospective students and community stakeholders; make meaningful connections between academic programs, local economic needs and opportunities, and complex social and environmental problems; improve access and success at all stages of a student’s educational journey, from application and enrollment to poverty assistance to educational pathway selection, and two-year and four-year degree completion. | • Student feedback (Climate Survey)  
• Community feedback  
• Educational and partner metrics  
• Financial Aid recipient metrics  
• Completion of SEA core indicators, such as Student Ed Plan and orientation metrics  
• Completion metrics  
• Transfer rates  
• Graduate feedback |
| **Call to Action to Address Anti-Blackness, Racism, and Barriers to Equity**  
Address anti-black racism and other forms of racism and discrimination across all institutional policies, practices, programs, and services; create a welcoming, inclusive, and safe campus community to benefit all; recruit and retain a diverse staff that reflects student demographics; ensure each student and employee receives the support, guidance, and education or training needed to achieve their goals and thrive in the District environment. | • Student feedback (Climate Survey, campus forums)  
• Classified Professional, Faculty, Administrator feedback  
• Completion metrics  
• Transfer rates  
• Graduate feedback |