Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: Update the campus Veterans Resource Center	
Requestor [Name]	Date [Date]
Kim Thompson	5/28/14

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

[Please List]
Veteran Resource Center update was completed on 5/16/14

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☒	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]
Date of project completion	Postponed from Fall 2013 until end of-May 2014

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☒ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]
Evaluation still needs to be completed-see below

WERE ALL ALLOCATED FUNDS SPENT?

☒ Yes   ☐ No

IF NO, PLEASE EXPLAIN

[Explanation]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

 One of the goals of the VRC upgrade was to support an increased number of veteran students in the space/; the capacity for seating has increased by 65% which can be augmented with additional chairs for events or meetings in the space.   Since the project was delayed, we will hold focus groups and compare persistence rates from Fall13- Winter 14 to Fall 2014-Winter 2015 and will report back on these results in Spring 2015.
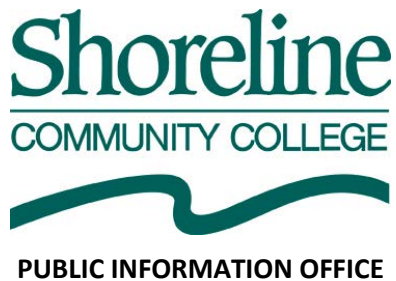
In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: Hire OSS Program Assistant

Requestor [Name]	Date [Date]
Kim Thompson/ Karen Ehnat reporting back	5/30/14

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

[Please List]

Yes

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☒ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]

WERE ALL ALLOCATED FUNDS SPENT?

☒ Yes   ☐ No

IF NO, PLEASE EXPLAIN

[Explanation]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

All evaluation metrics are based on a random sampling of disability files and all '{+++++++++++ metrics show improvement. 1) Increase number of completed SSD student files by 20% the first year: This goal was surpassed: 84% of the files had all the required documents, dates and signatures vs. 58% previously for an overall percentage rate of 26%. 2) Reduce the number of scheduling errors for proctored disability accommodated exams by 2%: the number of scheduling errors has been reduced to less than 1%.   Proctoring exam errors has reduced from 5% to 3.1% and we continue to work towards reducing this rate significantly more. 3) Reduce the number of days students wait to hear of their approval for accommodations within guidelines of Policy 5114. This is now 100% compared to 40% previously.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Shoreline
COMMUNITY COLLEGE

PUBLIC INFORMATION OFFICE

TO: STRATEGIC PLANNING & BUDGET COMMITTEE

FROM: HILLS, JIM

SUBJECT: PIO STRATEGIC ACTION PLAN 2013-14 YEAR-END REPORT

DATE: MAY 27, 2014

CC: DARYL CAMPBELL

INTRODUCTION

In July, 2013, the Public Information Office received conditional approval for a 2013-14 Strategic Action Plan (SAP) totaling $135,000. The original SAP request was for $179,000, which was revised by the Senior Executive Team. While the aggregate value of all items in this document exceeds the SAP amount of $135,000, the SAP was supplemental to the ongoing PIO budget.

While the college buys advertising from a variety of sources, the expenditures reviewed here are for the primary online advertising vendor, Hearst Media Services. Hearst is the only vendor in the Puget Sound region that has local sales representation and can provide a full range of advertising products and services, including social media and international placement. Still, the college looks to other vendors to maintain competitive pricing and services.

REVISED PIO SAP FOR 2013-14

Initiative: The expenditures covered by this SAP were focused on gaining exposure for target populations as identified in the Strategic Plan 2013 goals:

- 1– Increase Enrollment, Retention and Completion
    - o 1.3a - International students
    - o 1.3b – Online students
    - o 1.3c – Veteran students

- 2- Leverage Community Engagement
    - 2.3 Increase resources/revenue

SAP Goals

Exposure
Following conversation with the interim president and the SPBC chair, the primary goal for this SAP was that the college receives 100 percent of the purchased advertising exposure.

Efficiency
In addition, some of the exposure was to be tracked to better understand how it related to student enrollment in an attempt to show a return on that investment (ROI). These efforts are the first by the college in this area.

Strategic Objectives/Action Plans

1) Strategic Objective: Maintain 2012-13 online advertising exposure levels as obtained by contract with Hearst Media Services, $124,000

    Action Plan/Target Dates
    a. Banner Ads: Total Number Contracted Impressions:
        i. Local/online Campaign - $44,000
            1. SeattlePI.com/Yahoo Behavior Targeting
                a. July 2013 – September 25, 2013 = $4,000 budget – 593,965 impressions
                    i. Actual – 891,305 impressions
                b. November 1, 2013 – January 7, 2014 = $4,000 budget - 593,965 impressions
                    i. Actual - 1,150,947 views
                c. February 1, 2014 – April 2, 2014 = $4,000 budget - 593,965 impressions
                    i. Actual – 987,045 views
                d. May 1, 2014 – June 20, 2014 = $4,000 budget - 593,965 impressions
                    i. Ongoing
            2. Youtube
                a. July 2013 – September 25, 2013 = $2,000 budget – estimated 5,000 views
                    i. Actual – 4,663 views
                b. November 1, 2013 – January 7, 2014 = $2,000 budget – estimated 5,000 views

> > > > i. Actual – 8,338 views
> > > c. February 1, 2014 – April 2, 2014 = $2,000 budget – estimated 5,000 views
> > > > i. Actual – 69,580 views (Note: new ad ran)
> > > d. May 1, 2014 – June 20, 2014 = $2,000 budget – estimated 5,000 views
> > > > i. Ongoing

> b. Search Marketing (SEM – Google, Yahoo, Bing): 4 - 2 month campaigns - $4000/month budget x 8 = $32,000
> > i. July 2013 – September 25, 2013 = $8,000 budget
> > > 1. Actual – No impressions, budget redirected to Period 2
> > ii. November 1, 2013 – January 7, 2014 = $8,000 budget
> > > 1. Actual – 379,385 impressions over 12 programs
> > iii. February 1, 2014 – April 2, 2014 = $8,000 budget
> > > 1. Actual - 89,892 Impressions
> > iv. May 1, 2014 – June 20, 2014 = $8,000 budget
> > > 1. Ongoing

> > *Note: SEM impressions fluctuate, impacted by the cost of targeted keywords which are determined by the programs the college chooses to promote.*

> c. Facebook – $42,000 total campaign budget
> > i. Local and Online Education Campaign - $12,000
> > > 1. July 2013 – September 25, 2013 = $3,000 budget
> > > > a. Actual – 3,980,980 impressions over nine campaigns
> > > 2. November 1, 2013 – January 7, 2014 = $3,000 budget
> > > > a. Actual - 14,192,810 Impressions over 12 campaigns. See note below
> > > 3. February 1, 2014 – April 2, 2014 = $3,000 budget
> > > > a. Actual – 10,840,863
> > > 4. May 1, 2014 – June 20, 2014 = $3,000 budget
> > > > a. Ongoing
> > ii. International Campaign - $36,000
> > > 1. July 22, 2013 – June 30, 2014 = $3,000/month budget
> > > *Note: At the request of the IE Executive Director and with concurrence from the Interim President, half of this budget is redirected to the local and online Facebook campaigns starting Nov.1 and until further notice*
> > > > a. Period 1
> > > > > i. Actual – 78,807,477 impressions

        b. Period 2
           i. Actual – 46,631,447 impressions
        c. Period 3
           i. Actual – 73,215,208 impressions (Note: even though the expenditure remained reduced, views grew, significantly in some areas, such as Vietnam and Indonesia)
        d. Period 4
           i. Ongoing

2) Strategic Objective: Establish data to help understand the effectiveness (ROI) of online exposure as it relates to student enrollment by using Hubspot to create landing pages tied to online advertising and follow-up e-mail campaigns to nurture those advertising-generated leads.

Action Plan/Target Dates
    a. Continue bi-annual contract with Hubspot, $5,100/6 months
        i. July 1, 2013
           1. Achieved (Note: based on results, it was determined to continue the Hubspot contract for a second six-month period

Action Plan/Target Dates
    a. Hire a marketing assistant hourly position to optimize Hubspot landing pages and e-mail follow-ups, $14,000
        i. Sept. 13, 2013
           i. Achieved. Note: Emily Blair left after four months and a replacement was not hired. This position will be re-evaluated for the 2014-15 budget)

Action Plan/Target Dates
    a. Establish and track a landing page/e-mail companion campaign for online advertising campaigns and monitor results. No Cost
        i. Sept . 1-current
           i. We developed more than 20 landing pages for at least 15 programs/targets including: Criminal Justice, HIIM, Veterans, IE, Purchasing and Supply Chain Management, Adaptive Learning, Business, Music Tech, CNC Machining, Medical Lab Tech, Phlebotomy, Automotive, Alumni, Visual Communications Technology and Biotechnology.
           ii. Varying degrees of success
               1. The fall CJ campaign resulted in five tracked enrollments
               2. Purchasing winter campaign brought four tracked enrollments
               3. A HIIM Facebook campaign in six non-Puget Sound region Washington cities received good exposure and views but zero

submissions.

3) Strategic Objective: Apply search engine optimization (SEO) techniques to the Virtual College website, including site analysis and SEO strategy development to include keyword development, source coding, structure and usability.

   Action Plan/Target Dates
   a. Establish an annual SEO services contract for Virtual College website $12,000
      Delayed – Effectively implementing SEO is time-consuming and requires a focused and ongoing effort that is not possible with current staff levels and expertise

4) Strategic Objective: Apply retargeting service to appropriate advertising and marketing campaigns

   Action Plan/Target Dates
   a. Establish a retargeting services contract $6,000
      i. Actual
         1. HIIM spring campaign:
            a. 512,764 impressions/215 click-throughs
         2. Criminal Justice northeastern states campaign:
            a. 1,076,903 impressions/522 click-throughs

5) Strategic Objective: Support diversification of International Education student markets

   Action Plan/Target Dates
   a. Use Facebook advertising campaigns in 2-3 emerging markets to be identified through discussions with IE Executive Director and the Interim President. $12,000
      i. Actual – Delayed following discussion with IE, although existing budget was redirected to Saudi Arabia with good results

SUMMARY

Goal 1: Exposure

The SAP met the first goal of receiving the exposure paid for by the funds. In most cases, the actual impressions served by the vendor exceeded the purchased level.

Goal 2: Efficiency

The SAP met the second goal of better understanding direct return on investment. Some campaigns clearly achieved exposure, response and enrollment. Other campaigns achieved exposure, but fell short on response enrollment.

NEXT STEPS AND ADJUSTMENTS

- Maintain the current level of spending as outlined in the 2014-15 aSAP that is now under review.
- Continue, for now, to use Hubspot for landing pages and engagement tracking.
- Investigate using a combination of OU Campus (current website software) the salesforce.com CRM as potentially less expensive option.
- Fund the sales-assistant position and consider combining with the ongoing web-assistant position for increased stability.

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than 5/28/14.

TITLE OF PROJECT/REQUEST: Virtual College

Requestor : Ann Garnsey-Harter   Date 5/28/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

Please see below.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes-X   Yes, Minor changes   No changes

☐   ☐   ☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

A different funding stream was used to finance the requested items in the SAP.	Changes to the eLearning course fees were made about a year ago; revenue exceeded our predictions due to larger increases in hybrid classes this year so were we able to use that funding stream to finance the SAP items instead of using monies from the college's operating budget. We worked with the Budget Office to confirm the appropriateness of the student fee funding stream for the SAP items.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☐ No: All components are completed

---

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☐ No

IF NO, PLEASE EXPLAIN

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

In what ways, if any, could your experience with the strategic action plan process have been improved?

Strategic Action Plan Status Report

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TITLE OF PROJECT/REQUEST: Communication Styles for Employees Workshop

Requestor Gary Kalbfleisch   Date 5/14/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

One workshop was completed in April, the second workshop is scheduled for September

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

The second workshop is schedule for September

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

The second workshop is scheduled for September

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

An evaluation was completed by the workshop participants for the April session. Participants were asked to rate the workshop (1 = poor to 5 = excellent) in terms of quality, relevance to their job, and whether they felt the training would empower them to work more effectively with others. The aSAP called for an 85% satisfaction rating. The survey reflected a greater than 95% excellent rating for all categories. No one rated any category less than "Better than average" for any category. Most rated every category as "Excellent". Comments include: "MORE!", "Best training I've attended", "The training was very engaging & fun", "Have it for everyone on campus", "Good information that can be applied", "Wish we had an extra day", "Totally an eye opening experience", "Everyone on campus would benefit from this training", "Wish we could have spent more time two days were not enough".

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Participant	Quality	Relevance	Empowerment
1	5	5	5
2	5	5	4
3	5	5	5
4	5	5	5
5	5	5	5
6	5	5	5
7	5	5	5
8	5	5	5
9	5	5	5
10	4	4	4
11	5	5	4
12	5	5	4
13	5	5	5
14	5	4	4
15	5	5	5
16	5	5	5
17	5	5	5
18	5	5	5
19	5	5	5
20	5	5	5
21	5	5	5
22	5	5	5
23	5	4	4
24	5	5	5
25	5	5	5
26	5	5	5
27	5	5	5
Average	4.96	4.89	4.78
% Excellent	99.26%	97.78%	95.56%

TRAINING EVALUATION

FEEDBACK

Name of Training _____

Date of Training _____

Please respond to the following questions. (Please write on back if additional room is needed.)

1. On a scale of 1-5 (5 being the best), how would you rate the following:
    a. Quality of this training:
        1   2   3   4   5
        1 = No quality in this training.
        2 = Not much quality in this training.
        3 =Neutral/Acceptable.
        4 =Better than average quality in this training.
        5 =Excellent quality in this training.

    b. Relevance of this training to my job:
        1   2   3   4   5
        1 = Not relevant to my job.
        2 = Not much relevance to my job.
        3 = Neutral/Acceptable.
        4 = Better than average relevance to my job.
        5 = Very relevant to my job.

    c. This training empowers me to work more effectively with others:
        1   2   3   4   5
        1 = Not empowering to me to work more effectively with others at all.
        2 = Not much help.
        3 =Neutral/Acceptable.
        4 =Better than average training to help empower me to work more effectively with others.
        5 =Excellent training to help empower me to work more effectively with others.
2. Any additional comments about this training?
3. What did you appreciate (find useful) in the training and what could have made this training better or more useful?
4. What did you dislike or what did not work/apply to you at the training?
5. What suggestions do you have for future trainings?

Strategic Action Plan Status Report

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TITLE OF PROJECT/REQUEST: Technology Training

Requestor Gary Kalbfleisch   Date 5/28/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

A subscription to lynda.com was purchased and launched on April 14, 2014. The availability of this subscription was announced at an OPCOM meeting, on the FACULTY, CSTAFF, and OPCOM listserves, and on Day at a Glance. The internal reporting system of lynda.com show that 85 faculty and staff have logged into the system since it was launched and 64 hours of video has been streamed.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☒	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

The launch was delayed	It took time to determine which system to purchase and to make if function with single sign-on credentials. The subscription is annual and has now been budgeted to be renewed every year.
Subscription will be upgraded to include students at renewal	The VCT program has a separate subscription to lynda.com for their students. For the cost of the two subscriptions we can purchase it for the entire campus including students. This will be done when the VCT subscription comes up for renewal in the fall.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

Promotional material have been purchased but have not yet been distributed. They will be mailed out to the division secretaries today. I need to reengage the Classified Staff Professional Development Committee and COPE Committee to promote the availability more. We will work with Lynda.com to develop and distribute a survey of participants next year.

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

$15,000 was allocated. The actual cost was $13,140. There may be a slight variance when the subscription is renewed.

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

The word of mouth response has been positive and the number of users taking advantage of the subscription continues to rise. A survey will be sent out to participants to measure quality, relevancy, and satisfaction next year.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

Short timeline, long wait.

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: Financial Aid Process Reduction Time

Requestor Ted Haase (status report prepared by Stuart Trippel)   Date July 2013

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

- Upgrade existing Program Coordinator-Student Loans to Program Specialist 2
- Upgrade existing Customer Service Specialist 1 to 2, to independently resolve inquiries & complaints, manage Parature, review forms and verify required information submitted for students to receive aid. Note: this upgrade will help promote employee retention for office stability and continuity of working knowledge.
- Slightly increase hourly budget from 1,300 to $3,150, to train reliable hourly for peak periods

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☒	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

The action item to "Recruit, hire and train an additional staff member, Program Specialist 2" was changed to correct the funding of an existing Program Specialist 2 and to increase funding for hourly employees.	An existing Program Specialist 2 position was being paid entirely by funding from Workforce Education, although the position performs general financial aid support as well. This resulted in an inappropriate application of workforce funds to support general financial aid activities and should have been corrected earlier. Funding one-half of the position from the Financial Aid budget corrects the deficiency and allows workforce funds to be correctly directed to support workforce students. Additional hourly funds in Financial Aid can be used to hire resources needed to reduce peak processing times.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

Fulfillment of the Strategic Objective "Reduce the amount of time required, from a range of about 8-12 weeks to 2-4 weeks, for office to process financial aid applications, student loan applications, award aid and review student appeals" is ongoing. The achievement of this goal will continue to be evaluated as vacant positions are staffed and processes are reviewed for efficiency.

WERE ALL ALLOCATED FUNDS SPENT?

☒ Yes   ☐ No

IF NO, PLEASE EXPLAIN

[Does not apply]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

Currently financial aid processing times are down substantially from a peak of 22 weeks in Fall 2013. Financial aid processing times vary significantly over the course of a year, and no single weeks-based metric is appropriate for all times. That said, although priority deadlines for students to receive aid were set later this year than in the past, the files for students who met the summer deadline are already processed four weeks before the start of the quarter, which is a record. In addition, processing changes have been made to decrease wait times.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

No suggestions for improvement at this time.

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: [Title]

Requestor Robin Blacksmith   Date 5/27/2014
Develop Campus Emergency Education, Response, and Training Programs for 2013-1014

Increase physical security to buildings where possible

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

1. Create a job description & salary for an Hourly, P/T EM Consultant; Hired new employee Allen Alston to assist in creating employee training programs.
2. Developed (classroom) Employee Training for on SCC's Emergency Plan and All-Hazards Emergency Response; Trainings began May 2014, with 3 completed thus far, with 9 additional trainings scheduled for June and July 2014.
3. Develop Building Monitor Job Descriptions – Short & Long Versions
4. Met with HR to address Building Monitor role & responsibilities
5. Engaged in Union Approval Process for Building Monitor Program
6. Developed a Building Monitor Training Program and have completed 3 sessions of training to date; Additional training planned for June 2014
7. Actively campaigned and completed Bldg. Monitor Recruitment, resulting in 35 employee volunteers to date
8. Bldg. Monitor Packs (36+) researched, products purchased, and bags assembled
9. Reassembled Amateur Radio Group, including purchasing equipment at this time
10. Four employees attended WA State Emergency Preparedness Conference in Tacoma – Mary Kelemen, Bob Roehl, Edwin Lucero, and Robin Blacksmith
11. Provided ICS100 HE 4 hour training to Leadership/Operations Committee Members

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DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☒	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

The purchase and installation of locking devices for interior doors	This Action Item was thoroughly researched and due to fire regulations/city code for the school and classroom environment, various locking devices considered do not meet fire code standards. We further met with lock experts and are in the process, currently, of getting advice and pricing for new, fire code appropriate locks. This is a major, very expensive project that did not fit into this SAP format or funding.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

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IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

Work in the area of Emergency Management and Preparedness for the College will be on-going. While we achieved a lot of good work this past year, we must provide additional and continuous trainings to various groups involved, including students, which will be provided in the coming year. This past year, the Security Sergeant and Director were not able to travel out of state for FEMA training, but plan to do this in the FY14-15 year. There is advanced trainings that Administrators are responsible for, and we must identify those who will fill roles in the Emergency Operation Center and in the field. We also want to complete the purchase of items and cabinetry required to develop an operational amateur radio group on campus.

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

Out of state travel funds were not spent; Fire Extinguisher Training must be done with Building Monitors at a later time; ICS Boards for Practice Drills; and Auxiliary locking devices not purchased as described above.

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

I would determine that the planning and identification of most action items and costs were fairly accurate in the budget portion of the SAP. The research, tasks, and action items planned to accomplish were ambitious, so I believe the number of items attempted and completed were high and would be considered successful. There was only 1 strategic Objective that we could not meet – installing locking devices on classroom doors and we are still actively working on this item.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

In my respectful opinion, once Dean Francis provided the classroom training on what the expectations were and how to do this (step by step) it became much easier to understand what was needed. It was somewhat difficult to put a price tag to items for future purchase in some cases, or attempt to determine if one is available for a future training date for the content of a SAP. Overall, my assessment/advice would be to create a SAP that is smaller in scope, rather than trying to do it all at once. This was our first full cycle though this process and I am amazed and proud of the amount of positive achievement that was accomplished. Lastly, we do need those reminder notices you provide for deadlines coming-up – it's much appreciated. We are all so busy doing the work that we forget when the SAP deadlines are required. Many Thanks to Dean Francis, the entire Committee, and the Exec Cabinet for your endless hours of work on this process!

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [05/28/2014)

TITLE OF PROJECT/REQUEST: Americorps – HEROES club

Requestor Kathie Hunt, Interim Dean of Humanities on behalf of Aura
Rios Erickson, Faculty Advisor   Date 5/22/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

- Hired new Peer Lead Mentor to oversee the HEROES club as club president.
- New club president collected data on retention of students' measured by re-enrollment data.
- New club president secured funds from Student Government to hire an additional Peer Lead Mentor for winter and spring quarters.
- New club president has actively recruited club member as well as recruited Service Learning Students to mentor ESL program students as well as engaged students in club activities.
- New club president engaged students in providing workshops to ESL program students at the ESL/ABE Technology Center.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☒ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

We expect to have a small balance of $670 by the middle of June.]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

We collected student attendance to all club meetings and checked their registration status in the next consecutive quarter. In fall quarter 2013 there was a total of seventy-seven students who attended club meetings and events. Seventy students who attended our club meetings that quarter registered for winter

quarter 2014. In winter quarter 2014, ninety students attended club meetings and events. A total of eighty-three students re-enrolled for spring quarter 2014. We do not have the final registration numbers for spring quarter 2014.]

In what ways, if any, could your experience with the strategic action plan process have been improved?.
[We need to have a better understanding of the process and the purpose of the strategic action plan.]

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: [Title]

Requestor [Name]   Date [Date]
                    Grace Rhodes   May 23, 2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

[Please List]

1) Create a staff schedule to cover the studio's baseline operations.

2) Coordinate with the Western eTutoring Consortium Executive Director to schedule SCC's eTutor and submit the eTutor's hours in the college's TLR system.

3) a. Provide minimal staff development opportunities for TWLS staff to increase their knowledge and develop their abilities to facilitate student success.

   b. Provide a nine-hour New Staff Orientation to prepare new employees to work and tutor in the studio. (fall, winter)

4) Research, collect, assemble, and create a variety of resources to help all students, including domestic and international, and to promote TWLS program resources to all students, faculty, and staff.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☆

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☆Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]

Action **#5-a** can't be completed until the end of spring quarter:

5-a: Track student usage and satisfaction of studio resources with "Student Satisfaction Survey" forms, Student Success Workshops feedback forms, and "Student Evaluation" forms. (This action has been completed for all quarters except spring '14. Data will continue to be gathered from students through the last day of spring quarter. Then the quarter's data must be entered into two separate Excel reports, which requires the work of the Humanities Division work/study student. I hope she will be able to do it by mid-June.

Action **#5-b** will begin on May 30, 2014:

5-b: Work with institutional researcher to identify possible correlation between students' use of studio resources, their course grades, and retention.

WERE ALL ALLOCATED FUNDS SPENT?

✩ Yes   ☐ No

IF NO, PLEASE EXPLAIN
[Explanation]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.
[Describe evaluation]
My SAP was only partially successful. It was successful in that funds were allocated and spent on the actions outlined for Strategic Objective One. Student feedback from the summer, fall, and winter quarters consistently shows a high rate of satisfaction with studio resources and a clear pattern of students asking for more staff to decrease their waiting time for assistance.

This SAP was not successful in that Strategic Objective Two was not realized. Apparently, this SAP did not make clear that Strategic Objective Two required funds in addition to those requested for Strategic Objective One. The additional funds were to support students' **increased** usage of studio resources, to decrease the amount of time they wait for assistance, and provide for more staff training and development, especially in the area of assisting non-native English speakers with their writing.

In what ways, if any, could your experience with the strategic action plan process have been improved?.
[Comments – Thank you for your feedback]

It could have been improved with MUCH BETTER COMMUNICATION to follow up SAP requests:

1. I was not made aware at the beginning of the process (last year) that my SAP, if approved, would be part of the studio's baseline for future years. In other words, I thought that I was creating a SAP to show my additional budget needs specifically for 2013-14. Therefore, because the student government had already funded the studio's summer '13 operations, I did not request SAP funds for summer '13. That means that my 2013-14 SAP that was approved gives the studio a 2014-15 budget meant for only THREE quarters.

2. I was never given anything in writing that said my SAP was approved. Therefore, I didn't know what amount was actually approved. My SAP had two strategic objectives, for which two budget amounts were requested. I was not informed in writing until April 28, 2014, that the budget for only ONE of my objectives had been approved. I asked for input about why the second objective was not approved, and no one has explained it to me.

Not getting this information is one of the reasons I did not turn in a SAP for 2014-15. I did not know what additional monies my SAP should include or how I should justify them because I hadn't been informed about the reasons my 2013-14 SAP strategic objective two hadn't been approved. This result was also a disappointment because my SAP had gone through at least three revisions, and I thought the SAP's two objectives were clear.

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than May 28, 2014

TITLE OF PROJECT/REQUEST: [Title]

Requestor: Chris Melton   Date: 5/16/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

Credentials Evaluator 2 has been hired to begin May 19, 2014.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☒	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

Change to timeline for implementation	There were two failed searches for the Credentials Evaluator 2 position, one in Oct 2013 and another in Nov 2013, possibly due to the number of Credentials Evaluator positions posted at other colleges in our area around the same time period.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

The Credentials Evaluator 2 is scheduled to begin work on May 19, 2014. Training on evaluation and entry of incoming credits and the Degree Audit software will begin immediately.

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

Credentials Evaluator 2 hired to begin on May 19, 2014. For this reason only approximately 15% of the funds allocated will be spent in this fiscal year. It's anticipated that all allocated funds will be used in 2014-2015 and beyond.

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

Evaluation of the success of this SAP will begin approximately 6 months after the CE 2 start date of May 19, 2014.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: [Title]

Requestor [Name]	Date [Date]
Leslie Potter-Henderson	21 May 2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

December 1 to present
Begin implementation of Shoreline C.C.'s instance of PRIMO.
SFX implementation – done
Release of Primo from ex Libris to Shoreline - done

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

---

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

We plan to

May 19 – May 31
1) Gather feedback from a beta group of users that consists of library staff and library student employees.
   A) Create a classroom in Canvas for learning, practice and feedback. (done)

June 1 – June 30
2) Work with ex Libris to fine tune feedback issues.
   a)Training for Library Faculty
   b)Creation of a best practice for teaching with Primo (will use Canvas classroom)

July 1 – September 5th
3) Open major beta testing to campus/work with ex Libris to clear new and old feedback issues

September 15th
4) Go live to campus

WERE ALL ALLOCATED FUNDS SPENT?

☒ Yes   ☐ No

IF NO, PLEASE EXPLAIN

[Explanation]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

We have not moved to evaluation of the SAP as yet. Evaluation begins in week 2 of the Canvas classroom experience with feedback from Library staff and faculty.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

I have no comments at this time.

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: **Acting Library Director and Library Director**

Requestor Claire Murata   Date 5/19/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

[Director search is in progress, with an expected start date of July 1, 2014]

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Interviews and presentations will take place on May 27-29, after which the Search Committee will make a recommendation to the VPASA]

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

[Acting director funded as a 50% position through July 1.]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

[Once the director is in place, we will be able to evaluate against the SAP.]

In what ways, if any, could your experience with the strategic action plan process have been improved?

[This process involves a shift in culture, and building evaluation/metrics into all of our projects involves some remembering, and retraining, and rebuilding of processes.]

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: Travel and Supplies for Government Relations

Requestor Ann Garnsey-Harter (original requester was McKinzie Strait)   Date 5/28/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

No actions were taken. My understanding, as McKinzie's supervisor, was that she received conditional approval but did not revise her aSAP to gain full approval. To my knowledge, none of the funds were expended.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

See above.

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

[Describe evaluation]

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

1.3 a. Increase enrollment, retention and completion of International Students

- We had a 16% increase in International student enrollment from 2012-13 to 2013-14. A*nnualized FTE in 2012-13 was 845; in 2013-14 (as of 05/20/2014) our annualized FTE is 983. We are close to reaching our 1000 FTE goal two years ahead of schedule.*
- 2013 Marketing, Outreach and Community Engagement Activities—attached data
- So far, in 2013-14, 158 international students have already transferred to universities. (This does not include many students who will transfer at the end of this quarter). Last year's final number was 207.
- 84 international students have graduated so far this year. (This number does not include Spring quarter graduates). Last year, 174 international students graduated, including Spring quarter.

1.2 Internationalize the Campus

- International Education has made substantial progress in this regard. (*See specific contributions below and attached reports*.)
- While the College made progress in fulfilling recommendations in the campus internationalization roadmap, there is still significant work to accomplish as outlined in the CILT report. With a transition in College leadership, we hope this work will remain a priority for the College and look forward to working with College leaders, faculty, staff and students to advance the initiative.

1.5 a. Improve access to and quality of academic advising for International Students

- There was a 71% increase in the number of students served by our advisors during walk-in advising compared to last year; *6050 students met with IE advisors during walk-in in Fall 2013 and Winter 2014 compared to 3542 last year during this same time period.*
- There was a 41% increase in the number of students seen by our advisors during appointments in Fall 2013 and Winter 2014 compared to last year; we had 713 student appointments compared to 507 last year.
- IE academic advisors offered 124 group advising sessions in 2013-14.
- 158 international students transferred to universities so far this year and 84 students have graduated. (Spring 2014 data not included.)

All actions in our SAP completed to fulfill 1.3 a. and 1.2 are listed below:

1. Attend events and engage with local, national, and international partners to include business and Industry, councils, chambers, government agencies, NGO's, trade organizations, U.S. State Department, education agencies, homestay agencies high schools, colleges, universities, and English language schools. (See attached Marketing, Outreach and Community Engagement activities.)

2. Hire and train Associate Director of Marketing/Outreach; develop targets/goals for outreach staff.
- Given the resignation of Director of Student Services and the unprecedented increase in enrollment, our department reorganized and decided to hire a Director of Marketing/Outreach instead of an Associate Director. (This change is reflected in our current Strategic Plan.)

- The Director of Marketing/Outreach position is currently open and will close May 27th. We anticipate it will be filled by the end of June 2014.
- Established target goals for outreach staff of 10%; we have far exceeded goals. (*See attached enrollment data*.)

3. Open 1-2 New Markets
   - We opened two new regions in the Middle East and Eurasia. (See attached marketing and outreach data.)
   - Completed new fact sheets in multiple languages, created new videos and expanded outreach through social media in the U.S. and in specific targeted countries.

4. Increase the number of productive agents
   - We increased our number of educational agents from 316 in 2012-12 to 362 in 2013-14, representing a 13% increase.

5. Maintain, access and analyze data to make informed marketing decisions
   - Updated and saved marketing and outreach data to department SHARE drive.
   - Analyzed data at annual marketing retreat to develop strategic plans.
   - Developed Marketing and Outreach business plan with regional strategies.

6. Hire student/alumni hourly
   - Hired 4 new student hourly staff (Indonesia, Korea/Thailand, Vietnam and China) to assist with Marketing/Outreach Activities. They have already produced a video and set up social media sites in different languages to promote the College to prospective students.

7. Partner with one new homestay agency
   - Partnered with new homestay agency: American Homestay Network
   - Placed 42 students with American Homestay Network
   - Placed 153 total students in homestays this year

8. Hire Program Specialist for Admission and Immigration
   - Hired Program Specialist in December, 2013
   - We had a 26% increase in the number of SEVIS/immigration processes completed this year; completed 4255 processes.
   - We had a 27% increase in applications received in Summer, Fall and Winter 2013-14, compared to last year; we received 945 applications vs. 743 applications last year.
   - We have had an almost 600% increase in number of sponsored students from the Saudi Arabian Cultural Mission in the past year; we are serving 62 Saudi sponsored students this year compared 9 students last year.
   - There has been a 47% increase in the number of inquiries we received (Summer, Fall, and Winter 2013-14) compared to last year; 6443 inquiries compared to 4392 last year.

9. Hire Program Assistant for Front Desk reception
   - Hired Program Assistant to manage IE front desk.

10. Hire 5 additional International Peer Mentors
    - Hired two additional Peer Mentors this year.
    - Offered 34 student engagement activities, with 10 new additional activities compared to last year.
    - Served 542 new student in orientation compared to 438 last year, representing a 24% increase.

11. Hire a 50% Program Coordinator for Study Abroad

- Completed position description and supporting documents for HR; we are currently in process of opening and recruiting for this position.

12. Offer two study abroad programs for summer 2015
    - Convened the Teach and Study Abroad Committee.
    - Updated and sent out the Request for Proposals (RFP).
    - Currently in process of interviewing applicants and selecting two programs.
    - Updated website for Study Abroad.
    - In process of hiring Program Manager for Study Abroad programs.

13. Encourage participation in conferences, webinars and workshops to support staff who are working with international students.
    - Staff attended AWISA, NAFSA, Academic Advising Conferences, NIEA, WCCCSA and Washington Confucius Institute board.
    - Participated in a number of webinars on topics including campus internationalization, serving Chinese students, and SEVIS updates.
    - Four staff members participated in on-campus communication workshop.
    - Staff participated in professional development training in department including one session on Chinese students and the Gaokao national examination, a Saudi Arabian culture session, and "Crossing Borders", a movie exploring cross cultural issues.

14. Offer Professional development workshops to share information about IE and International Students
    - Provided Classified Staff Training: "Cultural Express: Understanding Today's Chinese and Saudi Arabia Students."
    - Offered "Global Showcase—Exhibition of SCC's Cultural Diversity"—international student sponsored event to promote cultural understanding; collaborated with Arts and Entertainment Board.
    - Received a Confucius Institute grant to host a Chinese New Year Event and worked with Humanities Division to co-sponsor Chinese Film Festival as part of the grant.
    - Presented information about IE and international students to Faculty Learning Community and provided webinar on "Today's Chinese Student: Understanding the U.S. Classroom."

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?		
Yes, Major changes	Yes, Minor changes	No changes
☐	x	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.	
Hiring Director of Marketing/Outreach and Assistant Director of Student Success	With the resignation of our Director of Student Services, we worked with the department to reorganize and integrate Admissions, Immigration and Student Services; we were able to replace our permanent Director position with a Director for Marketing and Outreach and hire an Assistant Director for Student Success. There was no budgetary impact with this change.
Expand marketing and outreach activities using a regional strategy to maximize resources, leverage	It is more strategic and cost efficient to look at regions than just a single country. By focusing on regions, we

opportunities and increase diversity of international students.	are able to increase the diversity of international students and develop outreach strategies that are not contained by borders. We also need flexibility to participate in international fairs and events that are offered by international partners each year.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ X Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

1. Hire Housing Coordinator
   - Develop Position Description and supporting documents to submit to HR; open and fill position Fall, 2014.

2. Hire Credential Evaluator III

   - Complete process of hiring Credential Evaluator III. Position Description and supporting documents are in HR and ready to open.

3. Hire Three Additional International Peer Mentors/Student Hourly

   - Work with staff to recruit and hire student employees to support international student retention, student engagement, marketing/outreach and internationalization.

4. Hire academic advisor and one additional advisor to reach 1250 FTE.

   - Replaced permanent advising position after death of tenured IE advisor.
   - Had a failed search for new advising position; documents are completed and in HR ready to open again.
   - Will open recruitment to hire advising position again in summer or fall of 2014.

5. Develop and offer mini-grants for faculty/staff to internationalize curriculum and develop global competencies.

   - Establish international advisory committee to review grant applications.
   - Develop criteria for grant applications.
   - Distribute RFP's, review proposals and award grants for 2015-16.

6. Develop short-term programs (summer camps) combining ESL and subject areas of interest.

   - Partners for proposed short-term programs were with our Chinese partners.
   - With the crash of Asiana Airlines in San Francisco, the Chinese government postponed short-term programs in order to conduct a review and establish regulations to be monitored by the Ministry of Education.
   - We foresee opportunities for short-term programs in the future coming directly through *public,* government institutions in China.

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   X NO

IF NO, PLEASE EXPLAIN

   - The International Education Strategic Action Plan is a comprehensive, long-range plan designed to support enrollment and retention of international students and internationalization of the campus. This

year, we did not anticipate the tragic death of one of our academic advisors or the resignation of our Director of Student Services. These events required time for healing and transition; we needed time to engage the department to deal with the loss and grief and then have conversations about a department reorganization to hire replacement positions. These events slowed the progress of fulfilling our SAP.

- We have made several new hires reflected in our SAP over the course of the year; however, depending on the starting date, their salaries/benefits are not fully reflected in this year's budget.
- Other positions in our SAP are currently in process of hiring.
- We convened the Study Abroad Committee and the RFP was sent to faculty/staff; the committee is currently reviewing proposals to select 2 study abroad programs for implementation in 2015.
- We will continue to support campus internationalization initiatives over the next year, including offering faculty mini grants for curriculum and professional development and student scholarships for study abroad.

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

The success of our SAP was evaluated based on primarily quantitative data. To measure progress and achievement of goals, we routinely collect data, including enrollment data, year-to-year FTE comparisons, number of international student transfers, number of international student graduates, number of agent partners, number of agent or self referrals, number of community engagement events and outreach activities, number of student engagement activities, number of professional development activates, number of inquiries and applications, number of international students served (ISOP, academic and immigration advising), number of SEVIS processes, countries of origin for international students, number of new hires, number of students studying abroad, etc.

While much of the data used to measure success has been quantitative, in the future, we hope to develop assessment tools to evaluate the qualitative experience and learning outcomes of our students, e.g., assessment tools to measure global awareness and cultural competencies, or assessments that measure the success of post-education abroad, student engagement activities and student service programs.

The data confirms we have had the largest international student growth in the history of the College, reaching our goals much faster than anticipated. We have worked closely with the campus community to provide student services, engagement and learning opportunities to help our students progress and achieve. We have also been committed to our own professional development, as well as providing opportunities for the campus to develop global awareness and competencies. And, we have made a significant investment in community outreach and engagement (locally, nationally and internationally) to promote the College, build partnerships and create opportunities for faculty and student exchange.

While all of the actions in our SAP were not completed in 2013-14, we are very much on track and confident we will continue to make progress next year. With any ambitious and aggressive initiative, it is not possible to predict exact growth rates, unexpected circumstances, new challenges or even setbacks that impact strategic plans. Therefore, it is vital our SAP be a dynamic, living document with the flexibility and agility needed to accommodate change or varying circumstances.

In the coming year(s), it will be important to focus on the diversity and retention of international students, as well as the development of additional programs and opportunities to advance campus internationalization. We look forward to working closely with College leaders, the campus and greater community to advance our global initiatives.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

Thank you for your leadership and guidance in developing a SAP process. It was an insightful and helpful process for our department. We appreciated the opportunity to work closely with our staff to develop a SAP that would guide our team and align with the College's Strategic Plan and initiatives.

When reviewing aSAP's, it is essential for reviewers to hear directly from departments submitting aSAPs. Over the course of this process, a number of questions came up. It would be helpful to have questions answered directly from department heads or experts; otherwise it is impossible for the reviewers to make informed decisions.

INTERNATIONAL STUDENT ENROLLMENT SNAPSHOT – MAY 20, 2014

International Student FTE 2010-11 to present						
Quarter	**2010-11**	**2011-12**	**2012-13**	**2013-14**	**Growth 2011-12 to 2012-13**	**Growth 2012-13 to 2013-14**
Summer	308	324	349	398	8%	14%
Fall	553	578	714	823	24%	15%
Winter	561	593	741	851	25%	15%
Spring	572	609	732	876	20%	20%
Annualized	665	701	845	983	21%	16%

FTE 2010-11 to Present
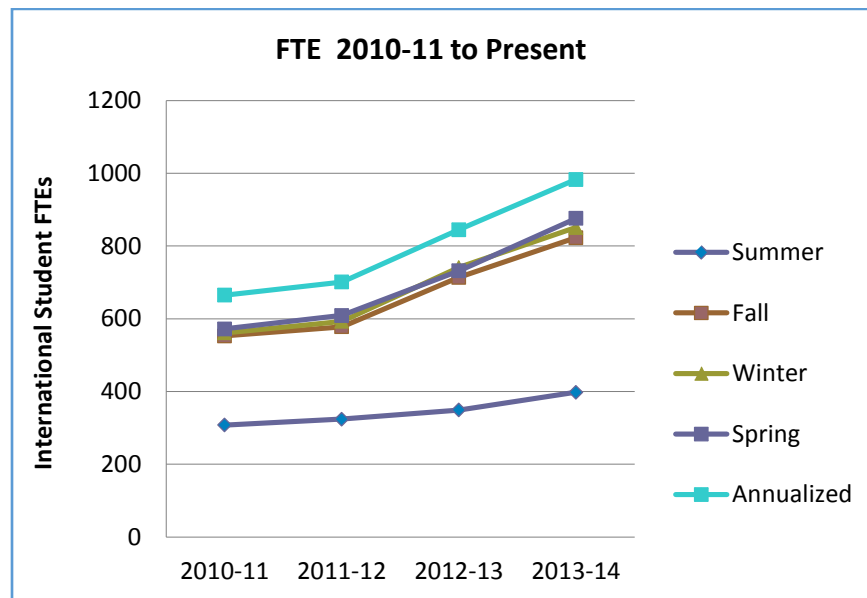
HEADCOUNT

Headcount Top Countries		
COUNTRY	SPRING 2013	SPRING 2014
China	103	193
Indonesia	179	145
Hong Kong	131	140
Taiwan	96	100
Saudi Arabia	9	66
Vietnam	36	49
Korea, South	63	48
Japan	30	38
Other Countries	43	73
TOTAL	692	852
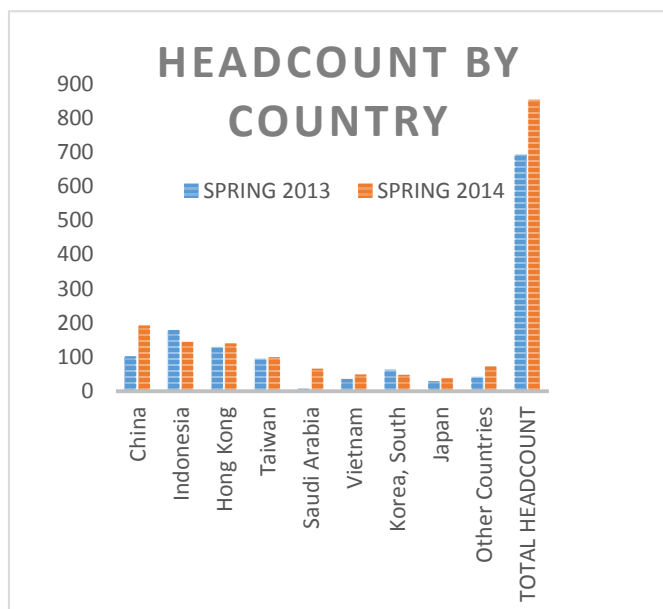
ADMITTED STUDENTS AT A GLANCE – SUMMER 2014 AND FALL 2014 (as of May 19, 2014)

Country	Summer 2013	Summer 2014
China	39	29
Vietnam	6	13
Taiwan	3	9
Saudi Arabia	4	6
Indonesia	7	5
Japan	8	4
Korea, South	5	4
Hong Kong	6	3
Other Countries	7	15
TOTAL	85	88

Country	Fall 2013	Fall 2014
China	47	52
Indonesia	33	36
Hong Kong	17	21
Taiwan	15	22
Vietnam	12	26
Japan	5	5
Korea, South	5	3
Other Countries	11	9
TOTAL	145	174

2013-14 INTERNATIONAL OUTREACH AND COMMUNITY ENGAGEMENT REPORT

AT A GLANCE

Activity	2013-14
Fairs	98
Parent seminar	72
Agent training and meetings	77
EducationUSA/US Commerce seminar	11
School visits	90
Hosted multiple agents, parents and delegations to the College	50+
Attended International Conferences, US Embassy and Commercial Service briefings, Councils, Associations, Chamber and Alliance events.	38+

SUMMARY REPORT

Over the past academic year, the IE Department has led major marketing and outreach, professional development, study abroad, student and community engagement activities to support the College's internationalization initiative.

Developing strong relationships and partnerships in local, national and international communities is key to branding Shoreline and advancing our initiatives. On an international scale, we partner with U.S. Embassies, the U.S. Commercial Service, high schools, Colleges and Universities abroad, and educational agencies. On a national level, we partner with organizations such as the AACC, NAFSA, IIE, and EducationUSA and locally we are engaged with the Northwest International Education Association, Global Washington, the World Affairs Council, the U.S.-China Relations Council, Washington State China Chamber, AWISA, WACCSA, and the Seattle Trade Alliance.

When engaged with international outreach, it is often more strategic and cost efficient to look at regions than just a single country. By focusing on regions, we are able to develop outreach strategies to promote diversity. We are focusing on five primary regions as follows:

- East Asia Region: including China, Hong Kong, Taiwan, Macau, Mongolia, Japan and Korea
- Southeast Asia Region: including Indonesia, Thailand, Malaysia, Myanmar, Vietnam and Cambodia
- New East/Middle East Region: starting from Qatar, Jordan, Saudi Arabia, UAE, and Kuwait
- Western Hemisphere Region: including Columbia, Peru, Canada.

- Europe/Eurasia Region: starting with Russia, Kazakhstan, Ukraine, Czech Republic

Since 2011-12, we have experienced unprecedented growth in international student enrollment. This trend has continued over the past year with a significant increase in new educational agents, agent-referred student enrollments and growth in the total number of countries of origin.

- Over the past year, we have grown our total agent number from 316 (2012-13) to 362 (2013-14, as of 5/8/2014).
- We established partnership agreements with 18 new agents, targeting 17 new markets including Jordan, Lebanon, Syria, Egypt, Russian, UAE, Ukraine, and others.
- We have developed web pages in 3 additional languages targeting new markets.
- Spring 2014 vs. Spring 2013: Agent-referred student enrollment increased by 74%; number of countries increased by 90%
- Winter 2014 vs. Winter 2013: Agent-referred student enrollment increased by 18%; number of countries increased by 23%.
- Fall 2013 vs. Fall 2012: Agent referred student enrollment increased by 2%; number of countries increased by 29%.

2013-14 – Detailed Marketing, Outreach and Community Engagement Activities

Diana Sampson

- Participated in Governor's Trade Mission to China; met with former US Ambassador, Gary Locke; participated in signing MOU's with student housing investors, Tsinghua and Qingdao University.
- Attended annual U.S.-China Relations Council Annual Banquet.
- Attended Seattle Trade Alliance events.
- Attended Global Washington Conference.
- Attended national NAFSA Conference.
- Attended AACC National Conference; met with AACC International leadership to promote partnerships with China and India.
- Serve on Washington State China Chamber Board; attended local meetings and sponsored events.
- Attended Northwest International Education Association board meeting; elected President of the Association for 2014-16.
- Hosted Dr. Ramadorai, Head of National Skills Development Association, India.
- Hosted IIE delegation from India to explore educational partnership with Shoreline.
- Hosted President Lee and leaders from Ajou Motor College at Shoreline.
- Participated and presented at agent sponsored seminars in Hong Kong; followed-up with agents.
- Met with Education USA, Capstone Vietnam and educational agents in Vietnam.
- Attended OCSC and PTIS education fairs in Thailand.
- Participated in U.S. Commercial Service—Gold Key program in Thailand; met and signed on 5 new agents and visited high schools.
- Participated in two EducationUSA-Cambodia fairs and met with 5 high schools and agents in Cambodia; met with U.S. Embassy officials in Cambodia.

- Established partnership and facilitated MOU signing with BELTEI University in Cambodia; met with agents and language schools in Cambodia.
- Participated in EducationUSA fair in Myanmar and presented on Community Colleges; signed on agent from Myanmar and visited local high schools.
- Met with Saudi Arabian Cultural Mission Officials in Washington D.C.
- Attended 2 education fairs in Indonesia; met with Shoreline agents in Jakarta.
- Met with President and leaders at Ajou Motor College in S. Korea to discuss 1+1 and short-term training programs.
- Met with leaders at Tsinghua University, Qingdao University and multiple high schools in China to advance partnerships.
- Met with U.S. Embassy officials in Beijing.
- Hosted multiple international agents and delegations from around the world.
- IE staff attended WSCCCSA—for Study Abroad Programs, AWISA and NAFSA.
- Scheduled to attend annual EducationUSA conference in Washington D.C.

Samira Pardanani

- Attended annual U.S.-China Relations Council Annual Banquet. Met former U.S. Ambassador to China, Gary Locke.
- Had a conference call with high level Saudi Arabian Cultural Mission officials.
- Participated in U.S.-India Higher Education Dialog featuring U.S. Secretary of State John Kerry and Indian government officials.
- Hosted S. Ramadorai, advisor to the Prime Minister of India in the national council of skill development on campus.
- Met with U.S. Embassy officials in India.
- Helped host IIE delegation of higher education leaders from India on campus.
- Attended Seattle Trade Alliance meeting and met India's Ambassador to the U.S., S. Jaishankar.
- Scheduled to attend EducationUSA annual conference in Washington D.C.

<u>Angela Yang</u>

- Participated in Governor's Trade Mission to China and signed 2 MOU's with educational partners in Guangzhou, China.
- Attended Seattle Trade Alliance annual event
- Attended NAFSA Conference
- Attended local AWISA meeting
- Attended 13 fairs and held 18 seminars and met with agents in Hong Kong, Taiwan, Macau and Mainland China; visited 31 secondary schools across China.
    - International Education Expo
    - Washington Community College Fair, Litz USA and
    - Education Expo, Dadi
    - Institute for International Education (IIE) fair in Hong Kong
    - Participated in GZL Fair in Guangzhou, China
    - Oh! Study fair in Taipei, Kaohsiung, Taichung, Taiwan
    - UKEAS Fair in Taiwan (5 cities)

- o MIEE fair in Macau
- Participated in AEO international education tour in Singapore, Jakarta (Indonesia), Ho Chi Minh City (Vietnam), Bangkok (Thailand), Kuala Lumpur (Malaysia), Shanghai (China) and Hong Kong
- Participated in IIE Fair in Jakarta, Surabaya, Medan
- Hosted multiple education agents, parents and delegations at Shoreline.

Marci Fradkin

- Vietnam: 15 fairs, 22 agent seminars, 17 school visits and 2 meetings with US Commercial Service
- Indonesia: 23 fairs in multiple cities, 8 school visits, 25 agent seminars, 4 meetings with EducationUSA
- S. Korea: 3 fairs, 2 agent seminars and 2 meetings with EducationUSA
- Taiwan: 4 fairs, 4 agent meetings
- Malaysia: 1 fair, 1 agent seminar
- Russia: 1 Education USA seminar, 5 school visits, 1 agent seminar; participated in ICEF agent fair and UAE from western hemisphere.
- Saudi Arabia: 1 fair; met with Saudi Arabian Cultural Mission in Washington D.C.
- UAE: 2 fairs, 5 school visits
- Qatar: 1 fair, 4 school visits
- Kuwait: 1 fair, 4 school visits
- Jordan: 1 EducationUSA seminar and 2 agent meetings
- Peru: Attended and presented at EducationUSA international Conference; met with 40 EducationUSA advisors and embassy officials from across the Western Hemisphere.
- Attended NAFSA Conference
- Attended local AWISA meeting
- Hosted educational agents and parents at Shoreline

Bo Fu

- Attended Washington Governor's Mission to China
- Attended 7 international education fairs in multiple cities across China.
- Facilitated the signing of 8 MOUs with partner schools in China.
- Facilitated College to sign the Automotive Training agreement with Nanjing Institute of Industry Technology
- Attended 6 high school visits, including Shanghai Qiyi High School, Quzhou No. 3 High School, Yuyao High School, Zouping No.1 High School, Qingdao University and Beijing Limai International High School
- Attended 5 agent meetings in Shanghai, Tianjin, Yantai, Zhuhai and Beijing
- Attended 2 EducationUSA fairs in Bangkok Thailand
- Attended 3 agent fairs in Jakarta, Indonesia
- Attended 1 fair in S. Korea
- Participated in ICEF fair in Vancouver Canada
- Attended NAFSA Conference
- Hosted multiple educational agents, parents and delegations.

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: [Title]

Requestor Susan Hoyne   Date 5/22/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

Arrange for more open hours for the Math Learning Center starting Fall 2013 and continuing. Hire and schedule staff to improve staffing levels during busy times.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☒ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]

WERE ALL ALLOCATED FUNDS SPENT?

☒ Yes   ☐ No

(Funds will be spent by the end of the fiscal year.)

IF NO, PLEASE EXPLAIN

[Explanation]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

The MLC expanded its hours for the 2013-2014 academic year. Additional staff were hired and trained to cover the new hours and improve staffing levels during the pre-existing hours.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: [Title]

Requestor Susan Hoyne   Date 5/22/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

A full-time Math Learning Center Director was recruited and hired.

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☒	☐

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

Rather than hiring a full-time tenure-track Director for this year, a full-time temporary Director was hired. During this year, a tenure-track Director was hired for next year.	This was the decision of the administration.

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☐ Yes: There is still work to be done   ☒ No: All components are completed

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IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

[Describe with timeline]

WERE ALL ALLOCATED FUNDS SPENT?

☒ Yes   ☐ No

(Funds will be spent by the end of the fiscal year.)

IF NO, PLEASE EXPLAIN

[Explanation]

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

The MLC had a full-time Director, and a tenure-track Director was hired for the following year.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]

Strategic Action Plan Status Report
Please complete this electronically and send to spbc@shoreline.edu no later than [DATE].

TITLE OF PROJECT/REQUEST: [Title]

Requestor Brian Saunders   Date 5/24/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

Prop 32, Oceanography

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes   Yes, Minor changes   No changes
☐   ☐   ☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

[Description of change]	[Explanation]

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

Involve campus VCT students (Action# 1.1.1) summer quarter 2014
Purchase materials for equipment repair (Action# 1.2.1) By the end of Fall quarter, 2014
Purchase online lab packet (Action# 1.2.2) By the end of Fall quarter, 2014

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

Still need to hire VCT students ($320) and purchase online Labs ($600) and need to purchase marine paint for tidal model ($50)

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

Still evaluating but initial analysis has shown improvements by students online Quizzes (68% this year, 61% last year) online Exams (75% this year, 65% last year) and overall scoring was up 7% from last year (mean 78% compared to 71%). Finally, although I have no data from last year to compare, my new Canvas design induced each student to view an average of 1006 pages during the quarter.

In what ways, if any, could your experience with the strategic action plan process have been improved?

No improvement needed at this time

Strategic Action Plan Status Report

Please complete this electronically and send to spbc@shoreline.edu no later than [May 28, 2014].

TITLE OF PROJECT/REQUEST: Develop a hybrid introductory-level majors biology course (Biol& 211)

Requestor Leoned Gines   Date 5/27/2014

WHICH ACTIONS IN YOUR PLAN WERE FULFILLED COMPLETELY?

- Participate in workshops/courses about hybrid pedagogy (already did this, and am continuing to do it)
- Seek and read literature that discusses hybrid pedagogy (already did this, and am continuing to do it)
- Participate in workshops/courses related to online classroom tools (already did this, and am continuing to do it)
- Produce online videos for use in hybrid course (already did this, and will continue to do more)
- Participate in workshops related to the use of Canvas features (already did this, and am continuing to do it)

DID YOU MAKE CHANGES TO YOUR ORIGINAL STRATEGIC ACTION PLAN?

Yes, Major changes	Yes, Minor changes	No changes
☐	☐	☒

PLEASE DESCRIBE AND EXPLAIN MAJOR CHANGES TO YOUR STRATEGIC ACTION PLAN.

N/A	N/A

ARE THERE ASPECTS OF YOUR STRATEGIC ACTION PLAN THAT REMAIN UNFULFILLED?

☒ Yes: There is still work to be done   ☐ No: All components are completed

IF YES, PLEASE DESCRIBE YOUR PLAN FOR COMPLETING YOUR STRATEGIC ACTION PLAN FULLY

The bulk of the remaining work consists of actually putting together the course on Canvas. I plan on doing that, within a Master Course, beginning this summer quarter. This work will include the following: Constructing a hybrid-friendly syllabus that contains live, clickable links; writing assignments (and assignment keys/helpful hints) that will reinforce learning from the course tools; building Canvas modules that allow students to progress meet course outcomes in a logical sequence; building discussion boards and chat rooms that allow students to learn from each other; developing grading rubrics that will allow the instructor to assess student participation in discussion boards. In addition, I plan on participating in at least one more MOOC (entitled "Teaching Online: Reflections on Practice") this summer to learn about developing online courses. This should all be completed by the middle of Fall Quarter.

WERE ALL ALLOCATED FUNDS SPENT?

☐ Yes   ☒ No

IF NO, PLEASE EXPLAIN

All the funds were allocated for faculty work, so there was not really anything to "spend". In addition, I don't believe these funds have yet been received by me.

PLEASE DESCRIBE HOW YOU EVALUATED THE SUCCESS OF YOUR SAP, REFERENCING THE EVALUATION PLAN AND/OR METRICS INCLUDED IN YOUR SAP.

My SAP is still in progress, so I cannot comment on its total success. For the portions that I have completed (basically consisting of gathering information for developing hybrid courses), I have come away with good notes and ideas on what to incorporate into my course.

In what ways, if any, could your experience with the strategic action plan process have been improved?.

[Comments – Thank you for your feedback]