Vision for Success Goal #1: Increase by at least 20 percent the number of CCC students annually who acquire associates degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.

- **Strategic Initiative 1 - Student Learning**
- **Strategic Initiative 2 - Student Progression and Completion**

  - Enrollment Management Strategies
    - Increased Health Science pre-req science course capacity
      - Hired temporary fulltime faculty and encouraged faculty to take on more overload.
      - Did not have the option of an "inter-term" this year, which reduced section offerings.
    - Improve math student success
      - Developed a STEM Peer Study Leader program to support math.
      - Held a department faculty training session for using POGIL to improve math student success in MATH B1A. This was funded through an NSF I-USE grant “Bridge to STEM Excellence” in collaboration with 4 other institutions nationally.
    - Improve rural, inmate, and BS Southwest STEM course and program options
      - Recruited a faculty member to teach PHSC B12 in the inmate program in support of the BSIA degree option.
      - Finalized the Arvin Campus science lab plan, so it can be used for Biology and Chemistry courses.

Vision for Success Goal #2: Increase by 35 percent the number of CCC students transferring annually to a UC or CSU.

- **Strategic Initiative 1 - Student Learning**
- **Strategic Initiative 2 - Student Progression and Completion**

  - Developed a new "Faculty Diversification Program” and recruited 10 participants to teach throughout the academic year. This included graduate students from UC Merced and CSU Fresno, who will be examples of success for our students transferring to these institutions.

Vision for Success Goal #3: Decrease the average number of units accumulated by CCC students earning associate’s degrees, from approximately 87 total units (the most recent system wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure.

- **Strategic Initiative 1 - Student Learning**
- **Strategic Initiative 2 - Student Progression and Completion**
• Called STEM students through the Student Information Desk to encourage them to take the right courses and stay on track to early degree completion.

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

** Strategic Initiative 1 - Student Learning  
** Strategic Initiative 2 - Student Progression and Completion

• Worked on a collaborative CELL grant with CSU Bakersfield and UC Merced, “California Challenges in STEM Energy Education” to use the common theme of energy issues to contextualize learning and close achievement gaps in chemistry.

** Strategic Direction #4 – Leadership and Engagement  
**

• Ran the College’s Grant Development Team  
  o Organized three Grant Development Training sessions  
  o Led the team to work with departments to encourage grant submissions.