

Goal 1: Accreditation

- Meet or exceed all ACCJC accreditation standards and eligibility requirements.
- Address the actionable improvement plans delineated in the 2017 Institutional Self Evaluation Report.
- Support departmental accreditation efforts (e.g. forestry, dental assisting, career education, etc.).

Progress on Goal 1

- The Commission reaffirmed CR's accreditation for the remainder of the cycle based on the March 2019 follow-up report.
- The District continues to make good progress to fully satisfy the improvement recommendations. Please see Dr. Hill's detailed summary of the actions taken to address the recommendations in the Accreditation Update agenda item. What follows is a summary of the District's progress.
 - Recommendation 1: In order to increase effectiveness, the college should establish a cycle of validation of institutional set standards so that they remain relevant and informative for discussions on continuous improvement. The college should also publish all the institution standards. (I.B.3)—Several actions are complete and a few will be ongoing.
 - Recommendation 2: In order to improve, the team recommends the college review the processes for updating all published materials, including print and online information, to ensure alignment with institutional practices and provide clear and accurate information to students and prospective students. (I.C.1, I.C.2)—Several actions are complete and a few are in progress.
 - Recommendation 3: In order to improve effectiveness, the team recommends that the college continue to align courses to include student-learning outcomes at the program level in all of its programs that include information literacy and ethical reasoning. (II.A.11)—The actions are in progress.
 - Recommendation 4: In order to improve effectiveness, the team recommends that the college enhance the depth and availability of overall documentation of dialog about student learning and institutional planning, and that the college demonstrates implementation of improvement plans across courses, programs, and service learning outcomes. (II.A.16)— The actions are in progress.
 - Recommendation 5: In order to improve, the team recommends that the college continue the collaborative work on updating AP 4021 to ensure all students enrolled in programs may complete their education in a timely manner with a minimum of disruptions. (II.A.15)—All of the actions are complete.
 - Recommendation 6: In order to improve, the team recommends that the college and its student service programs revisit the outcome assessment cycle for these programs and establish a more structured timeline for each learning outcome. Further, the team recommends that the college use data to evaluate the effectiveness of strategy and its contribution to the success and learning of its students. (II.C.2)— Several actions are complete and a few are in progress.
 - Recommendation 7: In order to meet the standards, the team recommends that the college adopt budgets that match ongoing revenues and expenditures in the unrestricted general fund without the need to make significant draws on one-time resources or transfers from other funds. (III.D.1, III.D.11)— All of the actions are complete.
 - Recommendation 8: In order to improve, the team recommends that the college maintain adequate controls at all times to ensure financial integrity and provide dependable and timely information for sound decision-making. This includes closing their books in a timely manner and submitting their audit reports in a timely manner. (III.D.5)— Several actions are complete and a few are in progress.
 - Quality Focus Essay Target #1: Address the shortfall in student transfers to four-year institutions—The actions are complete.
 - Quality Focus Essay Target #2: Supporting our commitment to diversity— The actions are in progress.
- The Administration continues to fully support all departmental accreditation efforts. Several of the District's Career Education departments underwent an Association of Technology, Management and Applied

Engineering (ATMAE) comprehensive accreditation visit. The ATMAE Board of Accreditation granted accreditation to the Associate of Science—Drafting and 3D Modeling, Associate of Science—Construction Technology, Associate of Science—Manufacturing Technology, and the Associate of Science—CADD/CAM Design and Manufacturing degrees.

The Administration approved a tenured track faculty position in Forestry to replace a faculty member resignation. The position is necessary for Forestry accreditation. The Administration also approved an Automotive Technology tenure track position to replace a faculty retirement. The position is necessary for National Automotive Technicians Education accreditation.

Goal 2: Fiscal Health

- Work collaboratively with staff and faculty to provide equitable compensation packages while strengthening the District’s fiscal position.
- Pursue targeted grants to support District initiatives.

Progress on Goal 2

- The faculty and classified staff contracts are complete. Language was included in the contracts that allows for reopeners related to economic issues.
- The District received a Rural Technology Grant from the Chancellor’s Office for \$94,000 and a \$96,054 Nursing Education Investment Grant from the Foundation of California Community Colleges for the LVN-RN Bridge expansion in Del Norte.
- The District will be awarded \$200,000 from the Professional Resource Team this semester for college community building and professional development.
- The District submitted a \$245,560 Emergency Response Grant to the USDA for police department equipment including uniforms, badges, body armor, handguns, rifles, ammunition, gun safe, patrol vehicles, and RIMS software.
- The District is in the process of writing grants to the USDA, Homeland Security, Humboldt Area Foundation, and other Federal and State funders to support work related to emergence preparedness.
- The CR Foundation submitted two grants - one to the St. Joseph Health for the Care for the Poor Grant and one to the Rotary Club of Eureka for the Glyndon “Sign” and Ruth Smith Endowment Fund. Both grants requested funds to support the District's Growth Resource Outreach Valued and Empowerment (GROVE) Program to provide emergency housing, meals, and counseling sessions for homeless students.

Goal 3: Student access and success, retention, completion, and equity

- Meet or exceed the District’s Vision for Success Goals and Institutional Effectiveness Scorecard targets.
- Enhance the safety and security of students, faculty, staff and visitors to the campuses.

Progress on Goal 3

- The District is meeting or exceeding many of the Vision for Success and Institutional Scorecard targets:
 - Fall to Spring Persistence: The District’s overall fall-to-spring persistence was unchanged between 2017-18 and 2018-19.
 - Retention: Retention has increased from 88% to 89%.
 - Course Success: Overall course success increased from 73% to 75%. This is particularly noteworthy in light of eliminating remedial courses.
 - Online Course Success: Online course success dropped 1% from 71% to 70%. Two courses offered online for the first time had success rates of 56.5% and 66.7%
 - Degree Completions: Degree completions increased from 854 to 886.
 - Certificate Completion: Certificates increased between 2018 and 2019 by 9. However, the number of certificates awarded between 2017 and 2019 decreased from 173 to 158. The institutional standard

and target for certificates were set when the District could reliably count on approximately 30 certificates each year from the Fine Woodworking program at the Mendocino Campus.

- Transfers: The official transfer numbers are not available yet; however, the District estimates that the number is approximately the same as last year (~500 total transfers and ~370 to a CSU or UC).
 - Average Unit Accumulation: Calculating the average unit accumulation is problematic since the State has not determined whom to include in the calculation. The average unit accumulation is 87.
 - Employment: The percentage of students employed in a job closely related to their field of study rose sharply from 78% to 88%. These numbers came from the statewide CTEOS survey.
- The District has initiated a third search for a permanent police chief. The screening met on January 29, 2020 to review the applicants.

Goal 4: President and Board of Trustees

- Ensure a constructive working relationship with the Board of Trustees in general and the President of the Board, in particular.
- Ensure that Board members are informed and up-to-date on District related issues and Board requests.
- Value the expertise of all members of the Board of Trustees and ensure that it is taken into consideration during the decision-making process.

Progress on Goal 4

- The College President meets with the Board President and Vice President of the Board to review board agendas and discuss issues relative to the Districts.
- The President continues to provide weekly updates to the Board summarizing topics relevant to the Board. The list of Board requests are included in each regular Board meeting agenda.

Goal 5: Community

- Communicate with local and state representatives on issues important to the District.
- Maintain visibility and participation in local and state events.
- Continue to host community events on the Eureka and Del Norte locations.

Progress on Goal 5

- The College President and the Board President met with Assemblymember Woods to discuss budget and Nursing related issues.
- The College President, President of the Board and Vice President of the Board met with Senator Mike McGuire to discuss issues relative to nursing.
- The President/Superintendent met several times semester with Senator McGuire and his staff in support of the CR Nursing Program.
- Follow-up meetings with Senator McGuire and Assemblymember Woods are being scheduled.
- The College President sent a one-time budget request to Senator McGuire for operational expenses needed for the Nursing Program.
- The College President wrote letters to Assemblymember Wood and Senator McGuire related to AB 302.
- The College President wrote a letter to the County of Humboldt Board of Supervisors requesting that the County modify its Interim Urgency Moratorium Extension Ordinance to expressly exempt institutions of higher education. A response has been received. The Administration agreed to the mitigations suggested in the County's response letter. The Board of Supervisors will consider CR's request.
- The President of the College continues to serve on the League of Women's Voters, Boys and Girls Club and Access Humboldt boards. The President participates in the Rotary Club and the community college Northern CEO group. The President continues to serve as chair of ACCJC Visiting Team Evaluation Teams.
- Several staff members represent College of the Redwoods on local and State bodies:
 - Dr. Angelina Hill participated on a Partnership Resource Team for Folsom Lake College and on an accreditation site visit at MTI College.

- Marty Coelho is a member of the County’s Prosperity Network, the North Coast Grantmaking Partnership, and Humboldt County’s Project Trellis Cannabis Marketing Proposal Ad Hoc Evaluation Committee. Marty also serves as the marketing chair/spokesperson for the Humboldt County Walk to End Alzheimer’s.
- Rianne Connor is the Secretary for the California Community Colleges Student Financial Aid Administrators Association (CCCSFAAA).
- Kintay Johnson represents the District on several local and statewide bodies. Locally, Kintay serves as Co-chair of the EOPS/CARE Advisory Board and Chair of the Foster Kinship CARE Advisory Committee. Kintay also serves as a member of the North Coast Cal SOAP, Humboldt County Foster Youth Advisory Council, Humboldt County Homeless Youth Advisory Council, Del Norte County Foster Youth Advisory Council, Del Norte County Homeless Youth Advisory Council, and Del Norte County COC Advisory Committee. Kintay was recently nominated for a two year term as President of the statewide EOPS Association.
- The District provides regular press releases, marketing commercials, and a President biweekly column.
- The College hosted the Humboldt County Economic Development summit and the Board of Supervisors candidate forum event.
- The Del Norte Campus held several community events including Friends of Del Norte: River Otter Presentation, Del Norte Association for Cultural Awareness (DNACA)/DNCUSD, County wide Poetry Out Loud, Del Norte Prevention Programs Child Abuse Prevention Coalition: Youth and Young Adult Presentation, and Climate Justice Week workshops with the Community Food Council.

Goal 6: Facilities

- Continue to monitor the capital construction projects.
- Address vacant buildings on the Eureka Campus.

Progress on Goal 6

- The President meets regularly with Fred Sturner to discuss current and future capital projects.
- Vice President Morrison and Director Barber meets regularly with Steven Roper and Fred Sturner to discuss the progress on the Utility Infrastructure, Creative Arts Building, and Physical Education Complex projects.
- A capital projects update is included in Board agenda’s on a quarterly basis.
- The Board approved the demolition of the Old Library, Life Science and Physical Science buildings.
- To date, the Old Library has been demolished. The Life Science and Physical Science buildings are expected to be demolished by the end of the academic year.
- The Facilities Planning Committee developed an initial list of potential uses for vacant land. The ideas were developed from the Greenway Partners findings and the outcomes from a Districtwide survey. The land use ideas has been discussed with the Executive Cabinet and Expanded Cabinet. The President will communicate the final list of projects to the college community in February.

Goal 7: Diversity

- Expand hiring practices and recruitment efforts.
- Form community based President Advisory Group for equity and diversity.

Progress on Goal 7

- The District expanded its recruitment efforts by using Indeed.com and HigherEd Jobs. The EEO Committee has been actively discussing this topic and plans to continue to discuss this topic as well as the strategic goals within the plan that need to be updated.
- The identification of potential Advisory Group members from Humboldt, Del Norte, and Klamath-Trinity is underway. The President intends to issue invitations by late-February.

Goal 8: Relationships with Constituency Groups

- Continue to support the establishment of Interest Based Approach (IBA) principles and elements in committee operations, decision-making, and individual problem solving.
- Foster regular communication opportunities with representatives from constituent groups.

Progress on Goal 8

- In supporting the establishment of Interest Based Approach (IBA) principles and elements in committee operations and decision-making, a group of managers will again attend the IBA training at Los Rios in February for a train-the-trainer session.
- The District has used IBA for individual problem solving with the Business Office, Athletics, and Enrollment Services/Financial Aid.
- Committee IBA training will begin after the February Los Rios training.
- The President meets with constituent group leaders on a regular basis and provides communiques on key topics as needed.

Goal 9: Foundation

- Continue to develop the Foundation strategic plan that supports the direction of the District.

Progress on Goal 9

- The Foundation's draft strategic plan was developed by the Strategic Committee and discussed with the Foundation Board on November 20, 2019. The strategic plan will be discussed with the Foundation Board again in February or March.

Goal 10: Education Master Plan

- Complete work on the revised Vision Statement.
- Establish a team and strategy for development of a revised Education Master Plan.

Progress on Goal 10

- The Vision Statement and Strategic Directions document was reviewed by the District's constituent groups in fall 2019. The Board reviewed the suggested changes at its regular meeting on January 7, 2020. The Board approved the Vision and Strategic Directions on January 18, 2020.
- The draft timeline and strategy for the Education Master Plan revision process under development. The Institutional Effectiveness Committee will review the draft timeline and strategy in the coming months. A Request for Proposal (RFP) to identify a facilitator for the revised Education Master Plan (EMP) and revised Facilities Master Plan (FMP) is included in the February Board meeting agenda.