

STRATEGIC PLAN



DIABLO VALLEY COLLEGE

EXCELLENCE IN EDUCATION



As we move into the 21st century, we at Diablo Valley College have recognized the importance of developing a clear and concise strategic plan for the college in order to guide our activities in the next decade. Such a plan is necessary not only to outline a vision for the college's future but also to provide a blueprint for planning, decision making and resource allocation. From the directions identified in this plan, the college will develop a series of new initiatives and activities, which will be reviewed and evaluated on an annual basis. As activities are

completed and their effects evaluated, other initiatives will be added to continue advancing the college toward its goals.

We have developed this strategic plan after three years of extensive discussion by administrators, faculty, and staff. The plan is based upon our strong instructional programs and services; however, the plan also recognizes that the needs of the college and its community are changing. We must respond to changing demographics, work trends, and technology. Therefore, our plan also addresses: meeting the needs of our increasingly diverse student body; increasing partnerships with business and industry, high schools and four-year colleges; expanding the use of technology in instruction, student services and college operations; and ensuring a solid base of funding and an adequate infrastructure for the college.

We are proud of Diablo Valley College's strong tradition of service to its students and community. This strategic plan builds on this tradition in a way that will carry us forward into the 21st century. I invite you to read the plan and respond to us with your questions, comments and suggestions.

Mark Edelstein
President

July, 1999

Diablo Valley College is a two-year public college created in 1949 to meet the higher education and training needs of the residents of East Contra Costa County. DVC is a leader in transferring students to four-year colleges, as shown by a recent report released by the California Postsecondary Educational Commission, and consistently ranks among the top three community colleges in the state.

Our service district includes the cities of:

Alamo	Crockett	Moraga
Blackhawk	Danville	Orinda
Clayton	Diablo	Pleasant Hill
Concord	Lafayette	San Ramon
Clyde	Martinez	Walnut Creek

Accredited by the Western Association of Schools and Colleges.

DVC employs 936 people

- 284 full-time faculty
- 420 part-time faculty
- 206 classified staff
- 38 administrators and managers

Student profile

Enrollment	Over 21,000 students enroll each semester	
Average student age	29	
Gender mix	55% women, 45% men	
Ethnicity	62% Caucasian	5% African-American
	13% Asian	1% Native American
	10% Hispanic	4% unknown
	6% Filipino	
Disabled students	1,200	
International students	600	

Semester tuition \$11 per unit x 12 units = \$132 per semester

Fiscal facts

Annual budget	\$50.8 million
State funded FTES	15,580
<i>(full-time equivalent students)</i>	

Major construction projects include newly completed Margaret Leshner Student Union and Math Building.

Projects under construction or about to start include:

Physical Science Building	Library Building addition
Business and Language Building	Music Building remodel

Summary of Strategic Directions



Diablo Valley College has developed a strategic plan around five critical areas: excellence in teaching and learning support services for students, establishment of public and private partnerships in the community, planning and evaluation, and maintenance of a solid college infrastructure.

Excellence in teaching and learning

The college will:

- consistently and regularly measure its effectiveness in fulfilling its mission based on the success of its students.
- strengthen its instructional program-review process and use this process for making decisions regarding funding, staffing, and program development.
- ensure a rigorous ongoing review of its curriculum to strengthen the emphasis of all programs on the development of critical-thinking and problem-solving skills of students.
- continue to review its courses and programs to determine which can be provided effectively in an alternative delivery format and schedule.





- expand instructional offerings at off-campus locations and expand the opportunities for distance learning.
- meet the needs of under-prepared students by offering additional basic skills and ESL courses, including instruction in reading, writing, math, computers, physical sciences, and information literacy.
- continue to expand its efforts to integrate multi-cultural and international perspectives into its curriculum and programs and to hire faculty and staff who reflect the diversity of the student population.
- provide campus-wide access to computers for students, faculty, and staff, including an increased access to computer labs and an increased use of technology in the delivery of instruction.

Support services for students

The college will:

- expand tutoring services, improve access to information resources and computer technology, increase bilingual support services, and provide other services to assist students in meeting their educational goals.
- establish an International Student Center to serve international students and to provide all students an opportunity to increase their knowledge of other cultures and languages.
- improve the integration and coordination of student services and centralize as many of these services as possible in a single location.
- take an active role in identifying potential transfer students and providing them with a full range of transfer services, ensuring students experience a smooth transition to a four-year college or university.



- develop and implement ways of using technology to improve the admissions, counseling, and registration processes and more effectively provide information to students.

Establishment of public and private partnerships in the community

The college will:

- develop and implement expanded outreach activities with local schools and Regional Occupational Programs (ROP) partners. Such activities will include the articulation of instructional programs and services, increasing the preparation of students for college-level work, and recruiting and providing services to high school students.
- develop and implement new partnerships with public and private organizations, which include: identifying the programs needed for workers in the local labor market; ensuring that curriculum and programs are current; sharing facilities and resources; jointly applying for public and private fund-

ing; and providing work experience, internship, and mentoring opportunities for students.

- continue to develop the Center for Higher Education and establish a permanent site for the center to better serve South County.
- expand the accessibility of instructional programs and services by establishing more off-campus sites.

Planning and evaluation

The college will:

- strengthen its research and reporting capabilities to provide accurate and timely information on student enrollment trends and projections.
- develop a marketing and recruitment effort which includes enhancing high school recruitment, reaching underserved populations, increasing international student enrollment, and targeting employees in business and public organizations.

- continue to refine the measures of effectiveness data and use the data to inform decision-making about hiring, budgeting, program development, services, and curriculum.
- expand the collection of follow-up data on former students to determine how well the college prepares students. This information will be used for hiring, budgeting, program development, services, and curriculum.
- improve collegial decision-making; define and clarify the roles and responsibilities of faculty, staff, and administration; and work to improve timelines for decision making.

Maintenance of a solid college infrastructure

The college will:

- pursue additional sources of funding, including public and private grants to support innovation; public and private partnerships; fee-based and contract-education programs; a strong and effective college foundation; and an alumni association.
- continue to pursue funding to implement the college's Facilities Master Plan and seek additional resources for deferred maintenance to upgrade and improve existing classrooms.
- develop the necessary infrastructure for technology on campus and provide fiscal support for it.
- develop and implement a program to provide greater development opportunities for faculty and staff.





Introduction

Diablo Valley College is embarking on its second 50 years of service in the midst of one of the most dynamic and challenging periods in the history of higher education.

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The traditional roles of higher education are changing and expanding because of a number of interrelated factors: the explosion of knowledge created by new technologies, the educational potential of those technologies, the need for lifelong learning and training, and a deeper understanding of the diverse ways in which people learn. All of these forces are having a profound effect on our concept of what a college is and should be. As colleges seek to redefine themselves and their missions, they must come to terms with both the

true strengths of their traditions and the true nature of the changes that the future requires. In the most successful colleges, this struggle exists as a dynamic and creative tension between the past and the future – between tradition and innovation. Diablo Valley College is committed to fostering that kind of creative tension and using it to create an environment of continued improvement and purposeful change.

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Diablo Valley College, one of three comprehensive colleges in the Contra Costa Community College District, has grown steadily in size and reputation since its establishment in 1949. The main campus, with an enrollment of over 18,000 students is located in Pleasant Hill; a satellite center in San Ramon, known as the Center for Higher Education, enrolls

over 3,000 students. The primary service area of the college includes the nearby Martinez, Mt. Diablo, San Ramon and Acalanes school districts. Additionally, a significant number of students commute

from outside the service area to attend Diablo Valley College because of its standing as one of the state's leading transfer institutions.

The population within a ten-mile radius of the college has increased significantly in the past decade.

Population growth between 1990 and the year 2000 is estimated at 18%. The enrollment of the college is also growing and is expected to continue expanding in the next ten years as DVC strives to meet the needs of its surrounding communities. Diablo Valley College is planning, building and remodeling its facilities to accommodate a future growth of 4,000 to 5,000 additional students. As it expands its on-campus facilities, however, the college may also need to provide more opportunities for off-campus instruction in order to enhance access for the local community.

Over the last ten years, the ethnic and racial diversity of the college has been increasing. In 1997, students of color represented 35% of the student body in comparison to 21% in 1990. It is expected that DVC's student population will become even more diverse not only in terms of race and cultural background, but also in terms of age, preparation and ability. The college must be prepared to serve an increasing number of re-entry students, international students, and students with disabilities. The changes in the demo-

graphics of the student body have implications for both student services and the instructional program. Students will require more support services — child care, financial aid, tutoring, and bilingual services. The college will need to provide more basic skills and English as a Second Language (ESL) courses and more varied, integrated instruction delivered in a wide range of formats, some using technology and some employing more traditional methods.

Diablo Valley College is particularly known for providing an excellent lower division general education program for transfer to four-year colleges and universities. DVC is consistently ranked as one of California's leading transfer institutions and has been a primary "feeder" college to its neighbor, the University of California at Berkeley. While continuing to offer an outstanding transfer program, however, the college must also expand both instruction and services to residents who need assistance in achieving college-level skills or who are interested in non-transfer, occupational programs. This includes students entering vocational programs to prepare for employment and those who are already in the labor force who want to upgrade their skills or retrain for another profession.

With an increase in business and industry in the local area and the community's need for a skilled and trained work-

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force, Diablo Valley College has a unique opportunity to build additional partnerships with business and industry. Such partnerships would allow the college to share resources and to contribute even more significantly to the economic development of the community. This effort involves determining workforce skills and training needs, providing instruction at the workplace in a format and schedule that is both effective and convenient for the employee, applying for private and public funding to support new programs, providing internship and work experience opportunities, and sharing facilities and equipment.

Partnerships with the local high schools and Regional Occupational Programs (ROPs) are key to ensuring that vocational programs are well articulated, that high school students achieve the appropriate preparation for college-level instruction, and that under-served student populations have an opportunity to attend college. DVC recognizes the need to enhance high school partnerships to better serve the educational needs of the community.

Rapid changes in technology are having a major impact on education. At Diablo Valley College, these new technologies should continue to be incorporated into the delivery of instruction and used to make student services more effective. This will require continual upgrading of computer hardware, software, and facilities, as well as training for faculty, administrators, and staff.

Increasingly, Diablo Valley College is competing with other private and public

educational institutions that are using new technologies such as the Internet and distance education to be more accessible to students. The college will need to expand distance learning opportunities to provide alternative delivery modes of instruction to the community.

As the college develops plans to meet the changing needs of its community and student body, it recognizes that the level of state funding for future growth and development is uncertain. Because future state funding will be more tied to accountability, the college must fully implement a system of effectiveness measures and use relevant outcome data to guide decisions about budgeting, hiring, and program development. The college must also pursue additional sources of funding, both public and private, and further develop the college foundation to ensure that DVC's vision for the future will be realized.

In response to these trends and issues, Diablo Valley College has developed a strategic plan around five critical points:

- **Continued excellence in teaching and learning**
- **Enhanced support services for students**
- **Establishment of additional public and private partnerships in the community**
- **Strengthened planning and evaluation**
- **Maintenance of a solid college infrastructure**

The specific directions in the plan are highlighted in **bold** type.



Excellence in Teaching and Learning

Diablo Valley College has a statewide reputation for its strong transfer program to four-year colleges and universities. In fact, DVC consistently ranks among the top three transfer colleges in the state. In addition, DVC's mission includes: courses and programs to meet the needs of under-prepared students; training for employment and upgrading of employment skills; international studies; courses for lifelong learning; and other programs that meet the needs of the local community.

The overall goal for the college is to ensure students' academic success, while maintaining educational quality for all students. **The college will consistently and regularly measure its effectiveness in fulfilling its mission based on the success of its students.** This includes increasing the retention and persistence of students in their courses and programs, increasing successful course and program completion, and increasing the number of students who meet their educational goals. Other, qualitative measures will also be used to assess student success.

A strong instructional program review process is critical to ensure that the college's courses and programs are meeting the changing needs of the students and the labor market. **The college will strengthen its instructional program**

review process and use this process for making decisions regarding funding, staffing, and program development.

As technology is changing at an ever increasing rate, the specific skills and training that were relevant to the workplace of the past are now often obsolete. To stay current, workers will need to upgrade their skills and retrain for new jobs throughout their careers. They will need to become lifelong learners. The workers of today, and in the future, need well-developed critical thinking and problem-solving skills and must be able to work effectively in groups as well as independently. **The college will ensure a rigorous ongoing review of its curriculum in order to strengthen the emphasis of all programs on the development of critical thinking and problem-solving skills of its students.**

Historically, the college has offered programs and courses on a traditional, semester-based academic calendar in a lecture and lab format. This delivery system articulates well with courses and programs in the four-year colleges and universities. However, as more students come to DVC to learn vocational and training skills, college preparation skills, or English as a Second Language (ESL), they are increasingly looking for courses and programs they can enter at any time during the

semester and that are offered on a more flexible schedule, particularly if they are working. To accommodate this need, **the college will continuously review its courses and programs each semester to determine which can be provided effectively in an alternative delivery format and schedule.** This may include offering more short-term intensive vocational programs, more open-entry, open-exit courses and programs, and more computer-assisted instruction.

Students are also looking for instruction that is offered in more convenient centers, either at home or at satellite locations in the community. This is particularly important for students who are disabled or who have commitments which make campus attendance difficult. **The college will expand instructional offerings at off-campus locations in the community and expand the opportunities for distance learning.**

More students are coming to DVC in need of basic skills and/or English as a Second Language (ESL) instruction before entering college-level course work. **The college will meet these needs by offering additional basic skills and ESL courses, including instruction in reading, writing, math, computers, physical sciences, and information literacy.** The college will provide special support for these students through varied, integrated instruction including special classes, tutoring, and computer-assisted instruction.

Increasingly, DVC students are becoming culturally and ethnically diverse. There has been significant growth in the ethnic

minority student population at the college, with the greatest increases occurring among Asians and Hispanics. In addition, the number of international students is increasing. To respond to these changes in student population, the college must work to ensure that both the curriculum and the faculty reflect the diversity of the student body. **The college will continue to expand its efforts to integrate multi-cultural and international perspectives into its curriculum and programs and to hire faculty and staff that reflect the diversity of the student population.**

The changes in technology and information systems have had a major impact on education. Computers are being used in almost every profession or discipline, and students as well as faculty and staff will need continual training in technology to keep up with these changes. This will require campus-wide access to computers for student and faculty, the purchase of more hardware and software, and additional training for faculty and staff in the use of these new technologies. However, as the college expands its use of technology for instruction, it is important that these new technologies be implemented in ways which support rather than drive the curriculum and also in ways which enhance access for students with disabilities. **The college will provide campus-wide access to computers for students, faculty, and staff, including an increased access to computer labs and an increased use of technology in the delivery of instruction.** This requires continual upgrading of hardware and software, as well as ongoing training for faculty, staff, and students.



Providing Supportive Services to Students

Students come to Diablo Valley College from varied backgrounds and with different academic goals and challenges. One of the strengths of the college is the myriad support services that are available to assist students. But as the college is becoming more diverse, the needs of the students are changing, and the type of support services that are needed are changing as well.

The increasing number of students attending for basic skills and ESL instruction, also require additional support services to help them succeed. These include: expansion of tutoring services and increased access to information resources and computer technology; more bilingual services and publications; more availability of childcare and financial aid; and special support programs targeted to the needs of this population. Faculty and staff need additional training in cross-cultural and

disability issues to enhance their service to students. **The college will expand tutoring services, improve access to information resources and computer technology, increase bilingual support services, and provide other services to assist students in meeting their educational goals.** The college will continue to hire support staff who reflect the increasing diversity of the student population and will provide staff development activities to increase sensitivity to diversity issues.

The population of international students attending DVC is increasing and the college is interested in expanding its international student population in the future to better prepare all students to function effectively in the global marketplace. In order to better serve all students and to infuse an international, multicultural spirit into campus life, **the**



college will establish an International Student Center to serve international students on campus and to provide all students with an opportunity to increase their knowledge of other cultures and languages.

Currently, the various student services are provided in different locations across campus, which sometimes creates difficulties for students in gaining access to the information and assistance which they require. There is a need to centralize core services in one location to make them more accessible to students. **The college will improve the integration and coordination of all student services and centralize as many of those services as possible in a single location.**

Diablo Valley College is a strong transfer college and has had excellent success in preparing students to transfer to four-year colleges and universities. To build upon this success, **the college will take a more active role in identifying potential transfer students and providing them with a full range of transfer services, ensuring students experience a smooth transition to a four-year college or university.**

New technology is available that enhances the delivery of services to students. Through the use of this technology, students can access much more information directly. In addition, technology can be used to make the admissions and registration process more flexible and student oriented. **The college will develop and implement ways of utilizing technology to improve the admissions, counseling, and registration processes and more effectively provide information to students.**



Establishing Public and Private Partnerships in the Community

As a community college, DVC needs to work closely with its K-12 educational partners to ensure that high quality educational opportunities are available to the entire community. In addition, the college needs to coordinate with other community organizations such as the county welfare department, the Private Industry Council, and the Employment Development Department to assist welfare recipients and low-skilled workers in obtaining education and training that leads to family supporting employment. The college also has a unique role in working with business and industry to upgrade workers' skills, retrain employees for new occupations, and ensure that there is a pool of qualified workers in the community. As the college reaches out and establishes these public and private partnerships, it needs to rethink how to deliver instruction and services that are more accessible in terms of scheduling, location, and technology.

Diablo Valley College has a unique opportunity and responsibility in working with its K-12 education partners. To ensure students have a smooth transition from high school to college, faculty from the high schools, ROPs, and the college need to articulate their courses and programs. This includes: collaborating on Tech-Prep programs; developing 2+2 and 2+2+2 programs; and discussing the preparation needed in English, math, science, and foreign languages at the high school level to prepare students for college work. Also, the college should ensure that all high school students, especially those who are from under-served populations, are informed of the opportunities, services and programs available at DVC. This includes building partnerships with local high schools and four-year colleges and universities to provide tutoring, mentoring, and other support services to prepare students for college. **The college**

will develop and implement expanded outreach activities with local schools and ROPs; such activities will include the articulation of instructional programs and services, increasing the preparation of students for college-level work, and recruiting and providing services to under-served high school students in the community.

One of the primary missions of the college is to provide vocational programs to prepare students for employment and to enable current employees to upgrade their skills or retrain for other occupations. To fulfill its mission, the college must establish close partnerships with business and industry in the community. To stay current, the college needs to know what occupations are in demand in the local labor market now and in the future. The curriculum should be continually revised and upgraded to reflect the ever-changing technologies in business and industry and the skills that are needed for jobs in the community. The college can create partnerships with business and industry to share facilities, apply for public and private funding, and deliver instruction in a convenient format and location.

The Community College Business Training Alliance, a consortium of public and private members, is an example of the kind of partnership that makes education and training more accessible. The college can also develop new partnerships with business and industry to provide students with opportunities for work experience, internships, and mentorships that will make them more employable when they finish their educational programs. **The**

college should develop and implement new partnerships with public and private organizations, which include: identifying the programs needed for workers in the local labor market; ensuring that curriculum and programs are current; sharing facilities and resources; jointly applying for public and private funding; and providing work experience, internship, and mentoring opportunities for students.

As the college establishes these partnerships, it will be exploring ways to make education and training more accessible in the community. Currently, the college, through the Center for Higher Education (CHE) in San Ramon, provides courses and programs that serve the southern part of Contra Costa County. The college needs to explore how it can further serve that community now that it has achieved official center status for CHE from the State Chancellor's Office. **The college will continue to develop the Center for Higher Education and establish a permanent site in order to better serve South County.**

The college can also be more accessible by offering its programs and services in satellite locations throughout the community. **The college will expand the accessibility of instructional programs and services by establishing additional small off-campus sites in the community.**



Planning and Evaluation

Planning and evaluation are critical if the college's vision for the future is to become reality. Budgeting, hiring, purchasing of equipment, building and remodeling of facilities, program development, recruitment and marketing, staff development, and outreach all need to support the strategic plan. This requires both a shared vision of the future and a climate of trust, mutual respect and collegiality. As the plan is implemented, adjustments must be made and decision-making must be based on a rigorous evaluation of how effectively the college is meeting its goals of increasing the access and success of its students.

Historically, enrollment management has been viewed as a plan for marketing and recruitment to ensure the maintenance and future growth in student enrollment. However, true enrollment management planning is as comprehensive as the strategic plan itself. It involves packaging instructional programs to make them more accessible to students, assessing the educa-

tional needs of the community, providing services that increase student retention and success, and basing decisions upon reliable research of student achievement.

The key to enrollment management is good information that informs marketing, recruitment and retention strategies. The district's new Datatel system needs to be fully utilized to provide accurate and timely information about enrollment trends and projections. This includes information regarding student scheduling preferences, demographics of the student population, FTE trends and projections, K-12 enrollment patterns, college participation rates, program retention and success rates, and progress through basic skills. **The college will strengthen its research and reporting capabilities in order to provide accurate and timely information on student enrollment trends and projections.**

A marketing and recruitment plan guides the efforts of faculty, staff, and administra-

tors in recruiting new students and marketing the college in the community. As part of its enrollment management plan, **the college will develop a marketing and recruitment effort which includes enhancing high school recruitment, reaching under-served populations, increasing international student enrollment, and targeting employees in business, industry and public organizations.**

Sound research is not only essential to successful enrollment planning, but is also critical in evaluating whether students are successful in meeting their educational goals. Regular, timely, and accurate data are needed to guide decision making and assess how well the college is fulfilling its mission.

Recently, the college developed measures of effectiveness which include student access, success, retention, and persistence. These data will be reported on a regular basis. **The college will continue to refine the measures of effectiveness data and use the data to inform decision-making about hiring, budgeting, program development, services, and curriculum.**

Another means of evaluating the college's success is to monitor how well DVC has prepared students for their future. For transfer students, this includes evaluation of the number of students who transfer, the transfer institutions and academic majors, and the academic performance of the students at the transfer institutions. For those preparing for employment, evaluation should include information about type of employment, salary level,



job retention, and mobility. **The college will expand the collection of follow-up data on former students to determine how well the college prepares students for the future.** This data will be used for decision-making about hiring, budgeting, program development, services, and curriculum.

As DVC moves into the 21st century, it is important that the entire college community shares a vision for the future and uses this strategic plan as a guideline for decision-making. To ensure that decision-making is more effective and timely, roles and responsibilities of the administration, faculty, and staff need to be clearly defined, and timelines for decisions need to be shortened. A climate of mutual respect and trust needs to be built that will enable the college to more effectively meet the challenges of the future. **The college will improve collegial decision-making; define and clarify the roles and responsibilities of faculty, staff, and administration; and work to improve timelines for decision-making.**



Maintaining a Solid Infrastructure

Sound planning and decision-making are the foundations upon which successful college programs are based. Quality education cannot survive long without fiscal stability, adequate and well-maintained facilities, and a faculty and staff who stay current in new technology and advancements in their field.

Financial stability is necessary for the college to offer quality instruction and programs, even during periods of national and state economic downturns. Future state funding is uncertain. When increases in funding do occur, they are usually tied to support for specific programs; and in the future, state funding may be tied more closely to accountability and achievement of performance goals. Sole reliance on the state to fund the college is not a viable alternative. The college should explore all funding options for resource development. **The college will pursue additional sources of funding, including public and**

private grants to support innovation; public and private partnerships; fee-based and contract education programs; a strong and effective college foundation; and an effective alumni association.

The college needs adequate space and modern, well-maintained, state-of-the-art facilities to provide instruction and services. The college's Facilities Master Plan outlines a timeline and plan for upgrading and expanding facilities. The new Mathematics Building opened in summer 1999, and construction has begun on the new Physical Science Building. Plans have been approved for renovating and expanding the Music and Library buildings and for the new Business and Foreign Language Building. As the Facilities Master Plan is implemented, more of the college's resources need to be allocated for deferred maintenance to upgrade and improve existing classroom space. **The college will continue to pursue funding to fully**

implement the college's Facilities Master Plan and will seek additional resources for deferred maintenance to upgrade and improve existing classroom space.

The college recognizes the need to expand access to computers and technology as rapidly as possible. This includes providing a computer for each full-time faculty and staff member; connecting all buildings and classrooms to the network; and expanding student access to computers throughout the campus. The Technology 2000 Implementation Project provides computer connectivity for the entire campus and the purchase of new computers for faculty and staff. However, a college infrastructure for technology needs to be developed with ongoing fiscal support. Such an infrastructure would provide consistent technical assistance to faculty, staff, and students; maintain the computer system; and ensure currency with technological advances. **The college will develop the necessary infrastructure for technology on campus and provide ongoing fiscal support for it.**

As the use of technology in education expands and the college becomes more diverse, faculty and staff require ongoing staff development to upgrade their computer skills, enhance their understanding of diverse cultures and ethnic groups, and encourage innovative teaching strategies. Currently, the college is offering a range of staff development opportunities and is creating a new, high-tech facility dedicated to staff development. However, these efforts need to be expanded and implemented on an ongoing basis. **The college will develop and implement a program to provide the highest possible level of development opportunities for faculty and staff.**



Next Steps

It is critical that this plan be viewed and dealt with as an evolving document. Each year the action plans derived from these strategic directions must be rigorously evaluated to determine which activities have been most effective in moving the college forward and to identify areas that require new approaches or additional efforts. The touchstone for all such evaluations must be student learning and the college's ability to further student learning through continuous improvement of its programs.

It is equally critical as DVC implements this strategic plan that it does so in a climate of openness to diversity and change. Faculty, staff, and administrators must work together in a spirit of cooperation to continue Diablo Valley College's tradition of excellence into the next century.