ÁSE recommendations	Number	Strategic Initiative	Lead (Name)	Lead Committee, Council, Senate or operational group	Lead Committee, Council, Senate or operational group	Lead Committee, Council, Senate or operational group	Lead Committee, Council, Senate or operational group	Lead Committee, Council, Senate or operational group	Baseline Metric(s) 2021-22	Type of Strategy	EMP Goal
9-Financial Aid and Student Services	1.1	Make registration easier	Manuel Alejandro Perez & Michiko Kealoha (SSPC Co Chairs); Wissem Bennani, ESSP	SSPC					Student Equity and Achievement Plan data for 2021-22	Strategic Enrollment Management	1
11-Early Access Opportunities	1.1	Make registration easier	Manuel Alejandro Pérez & Michiko Kealoha (SSPC Co Chairs); Wissem Bennani, ESSP	SSPC					Student Equity and Achievement Plan data for 2021-22	Strategic Enrollment Management	1
	1.2	Build on the CWA model	James Carranza	iDeans					CWA offers 6 degree programs and serves 193	Strategic Enrollment Management	1
4-White Accountability	1.3	Create a student-first course schedule	Chialin Hsieh	iDeans					To be developed	Strategic Enrollment Management	1
6-Equitable Scheduling	1.3	Create a student-first course schedule	Chialin Hsieh	iDeans					To be developed	Strategic Enrollment Management	1
7-Champion Equitable Work Commitments	1.3	Create a student-first course schedule	Chialin Hsieh	iDeans					To be developed	Strategic Enrollment Management	1
11-Early Access Opportunities	1.3	Create a student-first course schedule	Chialin Hsieh	iDeans					To be developed	Strategic Enrollment Management	1
	1.4	Create new degrees and certificates	Chialin Hsieh	iDeans	Strong Workforce Program				Current Degrees	Strategic Enrollment Management	1
	1.5	Develop new KAD programs and certifications	Matt Lee	KAD Division					KAD programs of study as of spring 2022: Kinesiology AA and AA-T; and Dance AA.	Strategic Enrollment Management	1
	1.6	Create short-term, stackable certificate programs	Chialin Hsieh	iDeans	Strong Workforce Program				To be developed	Strategic Enrollment Management	1
11-Early Access Opportunities	1.7	Increase degree and certificate programs available in Menlo Park and East Palo Alto	Chialin Hsieh	iDeans	Strong Workforce Program				Current Menlo Offerings, non-credit: Qwasar Full Stack Developer, Unity Developer; Video	Strategic Enrollment Management	1
	1.8	Ensure academic program viability	David Eck	Academic Senate	IPC				Program Viability Process as of April 2022	Strategic Enrollment Management	1
	1.9	Strengthen Cañada's participation in the California Virtual Campus	David Reed	DEAC	iDeans	DAS Online Teaching & Learning team	ASLT Division (lead)		Cañada joined and began listing courses on the CVC in 2021-22	Strategic Enrollment Management	1
8-Communication	1.10	Improve WebSchedule	Max Hartman	District Enrollment Services Committee (ESC)					Current documentation	Strategic Enrollment Management	1
9-Financial Aid and Student Services	1.10	Improve WebSchedule	Max Hartman	District Enrollment Services Committee (ESC)					Current documentation	Strategic Enrollment Management	1
9-Financial Aid and Student Services	1.11	Complete implementation of Guided Pathways essential practices	Chialin Hsieh & Manuel Alejandro Pérez	Cabinet					Scale of Adoption (March 2020) Guided Pathways Evaluation (April 2020)	Align Academic Pathways & Student Support	1
	1.12	Increase peer mentoring	Ron Andrade	ASLT Division					3.75 Guided Pathways Peer Mentors, 5.25 GANAS Peer Mentors, 3 ¡ESO! Peer Mentors	Align Academic Pathways & Student Support	1
9-Financial Aid and Student Services	1.13	Scale the Promise Scholars Program for part-time students	Mayra Arellano	Office of the VPSS					171 part time students in Spring 2022	Align Academic Pathways & Student Support	1
2-Affinity Spaces: Prioritize affinity spaces for historically marginalized groups on campus	1.14	Strengthen and scale student affinity programs	Manuel Alejandro Pérez	Office of the VPSS					Interest Area and Special Programs	Align Academic Pathways & Student Support	1
16-Power Redressing	1.14	Strengthen and scale student affinity programs	Manuel Alejandro Pérez	Office of the VPSS					Interest Area and Special Programs	Align Academic Pathways & Student Support	1
	1.15	Create and scale the First Year Experience Program	Chialin Hsieh & Manuel Alejandro Pérez	Cabinet					To be developed	Align Academic Pathways & Student Support	1
4-White Accountability	1.16	Create campus culture that supports completion within 3 years	Chialin Hsieh & Manuel Alejandro Pérez	Cabinet					Currently SEP data is not used in scheduling. See Interest Area and Special Programs for student	Antiracist College	1
9-Financial Aid and Student Services	1.17	Include Financial Literacy in First Year Experience	Wissem Bennani	Enrollment Service & Student Support Division (ESSD)					To be developed	Antiracist College	1
9-Financial Aid and Student Services	1.18	Increase % of students who submit financial aid applications	Wissem Bennani	Enrollment Service & Student Support Division					34.9% of the 2021-2022 students at Cañada completed Financial Aid applications	Antiracist College	1
9-Financial Aid and Student Services	1.19	Reduce or eliminate the cost of textbooks	Sarah Harmon	ASLT Division	iDeans	Academic Senate			$278,300 saved in 2021-22	Antiracist College	1
2-Affinity Spaces: Prioritize affinity spaces for historically marginalized groups on campus	2.1	Increase support for faculty to provide individualized attention (Umoja practices)	Chialin Hsieh	Professional Learning Committee(?)	Faculty Learning Coordinators	Academic Senate			Average Class Enrollment: 21.4 students 8 courses with Embedded Tutoring	Capacity Building - Faculty - Equity (Race Conscious)	2
14-Cultural Competency-Anti-Racism Training	2.1	Increase support for faculty to provide individualized attention (Umoja practices)	Chialin Hsieh	Professional Learning Committee(?)	Faculty Learning Coordinators	Academic Senate			Average Class Enrollment: 21.4 students 8 courses with Embedded Tutoring	Capacity Building - Faculty - Equity (Race Conscious)	2
16-Power Redressing	2.1	Increase support for faculty to provide individualized attention (Umoja practices)	Chialin Hsieh	Professional Learning Committee(?)	Faculty Learning Coordinators	Academic Senate			Average Class Enrollment: 21.4 students 8 courses with Embedded Tutoring	Capacity Building - Faculty - Equity (Race Conscious)	2
18-Employee Equity	2.1	Increase support for faculty to provide individualized attention (Umoja practices)	Chialin Hsieh	Professional Learning Committee(?)	Faculty Learning Coordinators	Academic Senate			Average Class Enrollment: 21.4 students 8 courses with Embedded Tutoring	Capacity Building - Faculty - Equity (Race Conscious)	2
14-Cultural Competency-Anti-Racism Training	2.2	Increase the use of equity-minded curriculum	Chialin Hsieh	Faculty Learning Coordinators	ACES Faculty Coordinator	Academic Senate			To be monitored by the new Professional Learning Coordinator(s)	Capacity Building - Faculty	2
14-Cultural Competency-Anti-Racism Training	2.3	Increase resources for faculty professional development	Chialin Hsieh	Faculty Learning Coordinators	ACES Faculty Coordinator	Academic Senate			$10,662 on Flex activities, $11,438 for QOTL activities, $61,528 on AFT PD	Capacity Building - Faculty	2
16-Power Redressing	2.3	Increase resources for faculty professional development	Chialin Hsieh	Faculty Learning Coordinators	ACES Faculty Coordinator	Academic Senate			$10,662 on Flex activities, $11,438 for QOTL activities, $61,528 on AFT PD	Capacity Building - Faculty	2
18-Employee Equity	2.3	Increase resources for faculty professional development	Chialin Hsieh	Faculty Learning Coordinators	ACES Faculty Coordinator	Academic Senate			$10,662 on Flex activities, $11,438 for QOTL activities, $61,528 on AFT PD	Capacity Building - Faculty	2
	2.4	Sustain and expand faculty learning communities	Chialin Hsieh	Faculty Learning Coordinators	ACES Faculty Coordinator	Academic Senate			None exist currently. Funding for the Faculty Learning Program ended in 2021.	Capacity Building - Faculty	2
	2.5	Increase use of Open Educational Resources	Sarah Harmon	ASLT Division	iDeans				11% of sections taught by 42 faculty were ZTC/OER in 2021-2022	Capacity Building - Faculty	2
4-White Accountability	2.6	Improve faculty and staff hiring practices to ensure a diverse pool of applicants	Ludmila Prisecar	Cabinet	District Human Resources				Current Hiring process	Antiracist College	2
18-Employee Equity	2.6	Improve faculty and staff hiring practices to ensure a diverse pool of applicants	Ludmila Prisecar	Cabinet	District Human Resources				Current Hiring process	Antiracist College	2
2-Affinity Spaces: Prioritize affinity spaces for historically marginalized groups on campus	2.7	Provide comprehensive on-boarding for all new employees	Kim Lopez	District Antiracism Committee;	District Human Resources (IDEAL Program)				Current onboarding does not include antiracism module	Capacity Building - Faculty & Staff	2
4-White Accountability	2.8	Provide regular professional development that includes implicit bias and antiracism training every 2 years	Kim Lopez	District Antiracism Committee;	District Human Resources (IDEAL Program)				IDEAL program	Capacity Building - Faculty & Staff - Equity (Race Conscious)	2
14-Cultural Competency-Anti-Racism Training	2.8	Provide regular professional development that includes implicit bias and antiracism training every 2 years	Kim Lopez	District Antiracism Committee;	District Human Resources (IDEAL Program)				IDEAL program	Capacity Building - Faculty & Staff - Equity (Race Conscious)	2

Goal	#	Action	Lead	Group 1	Group 2	Group 3	Group 4	Data/Notes	Category	Priority
5-Racial/Cultural Bias Incident Accountability	2.8	Provide regular professional development that includes implicit bias and antiracism training every 2 years	Kim Lopez	District Antiracism Committee;	District Human Resources (IDEAL Program)			IDEAL program	Capacity Building - Faculty & Staff - Equity (Race Conscious)	2
4-White Accountability	2.9	Implement a campus-wide bias incident reporting system	Max Hartman	District Human Resources	Academic Senate	Classified Senate	Office of Student Life & Leadership	Student Senate	To be developed	Antiracist College	2
5-Racial/Cultural Bias Incident Accountability	2.9	Implement a campus-wide bias incident reporting system	Max Hartman	District Human Resources	Academic Senate	Classified Senate	Office of Student Life & Leadership	Student Senate	To be developed	Antiracist College	2
17-Bias Reporting	2.9	Implement a campus-wide bias incident reporting system	Max Hartman	District Human Resources	Academic Senate	Classified Senate	Office of Student Life & Leadership	Student Senate	To be developed	Antiracist College	2
4-White Accountability	2.10	Transform college participatory governance processes	David Eck, Roz Young, Diana Castro	Planning & Budgeting Council	Academic Senate	Classified Senate	Student Senate		Cañada College Participatory Governance Manual 2021-22	Antiracist College	2
13-Re-imagine Participatory Governance	2.10	Transform college participatory governance processes	David Eck, Roz Young, Diana Castro	Planning & Budgeting Council	Academic Senate	Classified Senate	Student Senate		Cañada College Participatory Governance Manual 2021-22	Antiracist College	2
16-Power Redressing	2.10	Transform college participatory governance processes	David Eck, Roz Young, Diana Castro	Planning & Budgeting Council	Academic Senate	Classified Senate	Student Senate		Ase Power Consult findings Cañada College Participatory Governance Manual 2021-22	Antiracist College	2
2-Affinity Spaces: Prioritize affinity spaces for historically marginalized groups on campus	2.11	Develop the College Cultural Center	Manuel Alejandro Perez	SSPC					To be developed	Antiracist College	2
16-Power Redressing	2.11	Develop the College Cultural Center	Manuel Alejandro Perez	SSPC					To be developed	Antiracist College	2
19-Review, Revisit and Re-implement	2.12	Identify and address equity gaps in Program Review	Chialin Hsieh & Jessica Kaven (IPC Co-Chairs)	Academic Senate	IPC	SSPC	Program Review Work Group		Academic program equity gaps are identified in these PRIE dashboards (and Data Packets).	Program Evaluation & Improvement	2
7-Champion Equitable Work Commitments	2.13	Evaluate student support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research & Evaluation Plan	Program Evaluation & Improvement	2
9-Financial Aid and Student Services	2.13	Evaluate student support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research &	Program Evaluation & Improvement	2
19-Review, Revisit and Re-implement	2.13	Evaluate student support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research &	Program Evaluation & Improvement	2
16-Power Redressing	2.13	Evaluate student support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research &	Program Evaluation & Improvement	2
18-Employee Equity	2.13	Evaluate student support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research & Evaluation Plan	Program Evaluation & Improvement	2
7-Champion Equitable Work Commitments	2.14	Evaluate academic support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research & Evaluation Plan	Program Evaluation & Improvement	2
16-Power Redressing	2.14	Evaluate academic support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research &	Program Evaluation & Improvement	2
18-Employee Equity	2.14	Evaluate academic support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research &	Program Evaluation & Improvement	2
19-Review, Revisit and Re-implement	2.14	Evaluate academic support programs and practices	Karen Engel	PBC	PRIE				Programs evaluated either via the Program Review process or the PRIE Research &	Program Evaluation & Improvement	2
11-Early Access Opportunities	2.15	Evaluate Guided Pathways practices & dual enrollment	Karen Engel	PBC	PRIE				Spring 2022 Guided Pathways Evaluation Spring 2022 Dual Enrollment Implementation Plan	Program Evaluation & Improvement	2
19-Review, Revisit and Re-implement	2.15	Evaluate Guided Pathways practices & dual enrollment	Karen Engel	PBC	PRIE				Spring 2022 Guided Pathways Evaluation Spring 2022 Dual Enrollment Implementation Plan & Baselines	Program Evaluation & Improvement	2
8-Communication	3.1	Update marketing and outreach to be culturally informed	Olivia Figueroa-Cortez and Megan Rodriguez-Antone	SSPC	Marketing/PIO				To be developed	Antiracist College	3
9-Financial Aid and Student Services	3.1	Update marketing and outreach to be culturally informed	Olivia Figueroa-Cortez and Megan Rodriguez-Antone	SSPC	Marketing/PIO				To be developed	Antiracist College	3
11-Early Access Opportunities	3.2	Reach new community members in N. Fair Oaks, Belle Haven, and East Palo Alto, especially BIPOC communities	Manuel Alejandro Pérez	SSPC					382 students from East Palo Alto (zip code 94303) and 305 students from N. Fair Oaks, Belle Haven and Menlo Park (zip code 94025) enrolled in 2021-22	Antiracist College	3
8-Communication	3.3	Utilize relevant social media and websites to ensure we reach a diverse, inclusive audience	Megan Rodriguez-Antone	SSPC	Marketing/PIO				To be developed	Antiracist College	3
11-Early Access Opportunities	3.4	Increase dual enrollment opportunities for high school students	Mayra Arellano	iDeans					150 Dual Enrollment Students in 2021-2022	Strategic Enrollment Management	3
11-Early Access Opportunities	3.5	Double the size of Middle College in 5 years	Chialin Hsieh, Stephen Redmond	Cabinet					103 Middle College Students in 2021-2022	Strategic Enrollment Management	3
7-Champion Equitable Work Commitments	3.6	Triple the number of high school students on campus during the summer and on Saturdays during the academic year	Manuel Alejandro Pérez	SSPC	KAD Division				400 students across Upward Bound (50) and one-day OYE Latinx Youth Conference (350) in 2021-2022	Strategic Enrollment Management	3
11-Early Access Opportunities	3.6	Triple the number of high school students on campus during the summer and on Saturdays during the academic year	Manuel Alejandro Pérez	SSPC	KAD Division				400 students across Upward Bound (50) and one-day OYE Latinx Youth Conference (350) in 2021-2022	Strategic Enrollment Management	3
7-Champion Equitable Work Commitments	3.7	Fulfill the MOU with Sequoia UHSD, SF State and CSU East Bay	Chialin Hsieh, Stephen Redmond	Cabinet					New MOU as of Spring 2022	Strategic Enrollment Management	3
11-Early Access Opportunities	3.7	Fulfill the MOU with Sequoia UHSD, SF State and CSU East Bay	Chialin Hsieh, Stephen Redmond	Cabinet					New MOU as of Spring 2022	Strategic Enrollment Management	3
9-Financial Aid and Student Services	3.8	Strengthen transfer support services to increase transfers	Max Hartman	Transfer Advisory Group					397 students applied to 4-year universities (transfer ready); 389 AD-T petitions submitted; Two University Pathways (Business Administration and Psychology) with one University partner (NDNU) as of 2022. Hispanic, low income, and first generation	Capacity Building - Student Success & Completion	3
	3.9	Implement AB 1111 and 928	David Eck, Chialin Hsieh, and Aaron McVean	Academic Senate	Curriculum Committee	DAS	and Office of Instruction		To be developed	Capacity Building - Student Success & Completion	3
	3.10	Centralize and coordinate employer relationships to scale opportunities for students	Hyla Lacefield, Max Hartman	Cabinet					To be developed	Capacity Building - Student Success & Completion	3
	3.11	Create and expand career exploration experiences for students	Hyla Lacefield, Max Hartman	Cabinet					Data from the Career Center not available.	Capacity Building - Student Success & Completion	3

2-Affinity Spaces: Prioritize affinity spaces for historically marginalized groups on campus	3.12	Double the number of alumni connected to Cañada's Alumni Organization by 2027	Kim Lopez	Office of the President				1,857 Alumni Connected as of Spring 2022	Capacity Building - Student Success & Completion	3
9-Financial Aid and Student Services	3.13	Address food insecurities	Adolfo Leiva	ESSP Division	Basic Needs Task Force			Due to the COVID-19 pandemic, Cañada's Food Pantry was closed between March 2020 and	Basic Needs	3
9-Financial Aid and Student Services	3.14	Increase access to housing resources	Adolfo Leiva	ESSP Division	Basic Needs Task Force			7 students received rental assistance, 436 students received monthly $75 food cards, 5 students were housed for 122 nights (total). 100% of students working with Sparkpoint are asked about their housing stability and, if	Basic Needs	3
9-Financial Aid and Student Services	4.1	Improve access to campus via public transit, rideshare	Ludmila Prisecar and Michiko Kealoha	Cabinet				184 lyfts in April 2022 537 shuttle rides from January 18th through April 28th 2022	Strategic Enrollment Management	4
	4.2	Build student housing and a Childcare Center	Kim Lopez	Office of the President				No student housing or Childcare Center, currently	Basic Needs	4
9-Financial Aid and Student Services	4.3	Create a hub for evening and weekend students	Manuel Alejandro Pérez, James Carranza	SSPC	IPC	iDeans	CWA	To be developed	Strategic Enrollment Management	4
2-Affinity Spaces: Prioritize affinity spaces for historically marginalized groups on campus	4.4	Make the campus more visually welcoming	Max Hartman and Manuel Alejandro Pérez	Mural Committee(?)				Mural Project	Facilities	4
3-Virtual and Covid-19 safe in-person community building	4.4	Make the campus more visually welcoming	Max Hartman and Manuel Alejandro Pérez	Mural Committee(?)				Mural Project	Facilities	4
	4.5	Improve pedestrian and bicycle access	Ludmila Prisecar	District Facilities	CIP			Current sidewalk assessment	Facilities	4
	4.6	Modernize the Performing Arts Center	Michelle Rodovsky and Richard Storti	District Facilities	CIP			In the FMP 2015 update	Facilities	4
	4.7	Increase student access to information literacy programming	David Reed	Office of Instruction	iDeans			To be developed	Align Academic Pathways & Student Support	4
9-Financial Aid and Student Services	4.8	Increase student access to tutoring and other academic supports	Ron Andrade	ASLT Division				330 unique students accessed tutoring during 1,404 visits	Align Academic Pathways & Student Support	4
	4.9	Update and implement sustainability initiatives	Chialin Hsieh and Ludmila Prisecar	Office of Instruction	Office of Administrative Services			Current Sustainability plan info	Sustainability	4
	4.10	Ensure faculty, staff and students have access to technology to support multiple modalities	David Reed	Technology Committee				Technology Committee plan Library Technology Services	Capacity Building - Faculty & Staff	4
14-Cultural Competency-Anti-Racism Training	4.11	Provide trainings needed to ensure new technology facilitates quality teaching and learning	David Reed & (new) Instructional Designer	ASLT Division	Office of Instruction	ITS		In 2021-22, the College spent $11,438 on providing Quality Online Teaching & Learning (QOTL) instruction to 10 faculty. In 2020-21, 95 faculty received the QOTL training. 65.1% of	Capacity Building - Faculty & Staff	4
	4.12	Offer key courses in multiple modalities	Chialin Hsieh	iDeans				100% of top 20 courses offered in multiple modalities	Strategic Enrollment Management	4
15-Champion DEI Funding Campaigns	4.13	Advocate for more resources from the District	Kim Lopez	Chancellor's Cabinet	College Cabinet			Ongoing	Capacity Building - Innovation	4
16-Power Redressing	4.13	Advocate for more resources from the District	Kim Lopez	Chancellor's Cabinet	College Cabinet			Ongoing	Capacity Building - Innovation	4
1-Restorative Practice	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
4-White Accountability	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
5-Racial/Cultural Bias Incident Accountability	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
7-Champion Equitable Work Commitments	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
10-Centralize Anti-Racism and Cultural Equity Task Forces	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
12-Hire a Diversity, Equity, and Inclusion Director	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
14-Cultural Competency-Anti-Racism Training	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
17-Bias Reporting	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
15-Champion DEI Funding Campaigns	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
18-Employee Equity	4.14	Invest in equity and antiracism	Kim Lopez	PBC				Going forward	Antiracist College	4
15-Champion DEI Funding Campaigns	4.15	Fundraise $1 million	Kim Lopez	Office of the President				Existing federal grants end September 20,	Capacity Building - Innovation	4