Equity in Access —
- Improve access to Basic Education for Adults (BEdA) programs:
  - Hire High School Completion Navigator;
  - Align (BEdA) intake processes within Student Services;
  - Integrate Bilingual Program Coordinator into Enrollment Services;
  - Integrate CASAS and ELA testing into Enrollment Services and sustain funding for full-time BEdA Assessment Specialist;
  - Implement directed self-placement for students pursuing High School Diploma;
  - Hire temporary staff to build crosswalk curriculum mapping for all high school pathways.
- Investigate new instructional efforts:
  - Expand Diesel program;
  - Create Health Information Management AAS option;
  - Create Graphic Design AAS-T;
  - Create Sustainable Agriculture Academy;
  - Create pathway for Engine Machining;
  - Create Bookkeeping Certificate.
- Develop and launch new instructional programs:
  - 2021 Healthcare Management Track within Applied Management BAS, Multi-Occupational Trades two-year degree, and revised AAS & AAS-T Engineering Technology programs;
  - 2022-BAS Applications Development and Dental Therapy AAS;
  - 2023-BAS Product Development and BAS Early Childhood Development;
  - 2024-BAS Data Analytics and Bachelor of Science in Nursing.
- Restore enrollment funding support for Northwest Career & Technical Academy;
- Offer selected degrees and certificates in a fully online format and develop appropriate marketing plans;
- Hire a full-time Director of Outreach and Recruitment;
- Assign and integrate testing and placement processes under the supervision of the Director of Entry Services;
- Expand dual enrollment opportunities for students:
  - Hire a full-time Enrollment Services position focused on Dual Credit and BEdA support;
  - Implement program maps for College and Technical Education Dual Credit students;
  - Implement data sharing agreements to expand College in the High School (CHS/CTE Dual Credit student outreach;
  - Increase faculty stipends to incentivize requested levels of College in the High School offerings.
- Investigate implementing Direct Admission initiatives with partner high schools;
- Continue funding International Programs recruitment position and increase recruitment/travel budget.

Equity in Achievement —
- Further develop and implement the College’s Student Achievement Strategy:
  - Fund the Cardinal Complete program;
  - Develop proactive email and phone campaigns to invite Dual Credit students to pursue college degree pathways;
  - Implement a “Year Two Completion Coaching” model, including expansion of the Cardinal Complete program;
  - Continue advising model implementation, including career development integration into Area of Study pathways;
  - Investigate career specialist and career program development;
  - Enhance integration of high impact practices and assessment between Instruction and Student Life;
  - Identify and develop enhanced student support in critical courses;
  - Implement auto-awarding and embed certificates in program and degrees;
  - Develop consistent, effective delivery of required First Quarter Experience (FGE) courses, including revising and updating outcomes.
- Expand I-BEST in all eligible Workforce programs, including:
  - Early Childhood Education;
  - Human Services;
  - Manufacturing;
  - Welding;
  - Pre-Nursing;
  - Certified Nursing Assistant;
  - Allied Health Education;
  - Streamline ENVC, SAGE and GIS Programs; redesign BASEC and enroll 2021-22 student cohort;
  - Hire part-time Librarian on Mount Vernon Campus;
  - Centrally fund tutoring services and streamline budget sourcing;
  - Increase Manufacturing Lab Tech position to full-time. Restore funding for faculty Coordinators for Integrated Learning and Assessment;
  - Offer faculty training and support to develop curriculum consistent with proposed Equity degree requirement;
  - Expand/sustain Mobile Food Lab operations;
  - Investigate Student Life capacity and organizational assignments.

Equity in Community —
- Update and continue to implement plan to become a Hispanic-Serving Institution;
- Hire Community Liaisons to engage with our diverse community;
- Develop and implement Mariachi Band;
- Assign faculty lead to oversee proposed Equity requirement;
- Fully fund 2 sessions each year of Escuela de Padres;
- Provide sustainable funding model for Toltec partner;
- Identify processes, staffing, and resources needed to advance SVC as an anti-racist, multicultural institution;
- Collaborate with local county corrections centers to develop reentry programs & practices for community members to transition to college from justice system;
- Investigate offering citizenship classes in collaboration with local community-based organizations;
- Investigate offering BEEdA course in community organizations to build pathways for outreach, access, and college transition;
- Collaborate with school districts, non-profits, and city organizations to build trainings and conversations surrounding equity, inclusion and diversity;
- Evaluate and revise the student Code of Conduct as indicated by task force review;
- Implement institutional capacity for administration of Student Code of Conduct;
- Continue to implement Title IX training for employees.

Institutional Capacity —
- Hire tenure-track faculty positions effective Fall 2021:
  - Information Management and Data Science;
  - Physics;
  - College and Career Bridge (CCB) Math;
  - Applications Development;
  - Nursing (2 positions);
  - Emergency Medical Technician.
- Hire full-time temporary faculty positions effective Fall 2021:
  - Computer Science;
  - Biology;
  - Mathematics.
- Complete program to ensure Payment Card Industry (PCI) compliance for online transactions;
- Provide for the ongoing functionality of the College’s Website:
  - Hire Technical Web Developer;
  - Hire Web Content Specialist.
- Continue funding for Grants & Contracts Accountant;
- Ensure success of ctcLink Implementation:
  - Create new ctcLink functional analyst position for Campus Solutions Pillar (Student Services and Instruction);
  - Create new ctcLink functional analyst position for Finance Pillar;
  - Create new ctcLink functional analyst position for HCM Pillar (HR and Payroll);
  - Continue to fund ctcLink investment plan and backfill strategies;
  - Ensure development commitments consistent with the faculty Collective Bargaining Agreement.
- Develop & implement sustainable Food Services model;
- Complete an Information Technology accessibility inventory, including developing a policy and remediation plan;
- Complete the process to ensure Payment Card Industry (PCI) compliance for online transactions;
- Hire additional full-time Security Officer;
- Restore full-time custodial position;
- Develop & implement sustainable Food Services model;
- Strategically restore 2021 District-wide cuts to part-time hourly, travel, goods and services, equipment, and professional development budgets;
- Restore postponed sabbaticals and faculty professional development commitments consistent with the faculty Collective Bargaining Agreement.