

What is your primary role at Cabrillo College?		
Answer Options	Response Percent	Response Count
Community Member	5.3%	11
Classified Staff	34.1%	71
Faculty	43.8%	91
Student	2.4%	5
Manager	14.4%	30
<i>answered question</i>		208
<i>skipped question</i>		1

Please rank the following draft objectives for the Goal E area of the college master plan.								
Answer Options	First	Second	Third	Fourth	Fifth	Response Count	Average	Rank
Increase Cabrillo's fiscal sustainability with alternative revenue sources.	68	47	28	19	15	177	2.24	1
Promote communication and collaboration between Cabrillo and other organizations in the community.*	12	20	28	56	59	175	3.74	5
Align budget priorities with the master plan.	57	47	39	15	16	174	2.34	2
Maximize college facilities as a resource for college and community uses.**	17	29	35	46	45	172	3.42	4
Develop a comprehensive energy conservation program.	26	31	44	37	37	175	3.16	3
<i>answered question</i>						180		
<i>skipped question</i>						29		

* As a result of feedback, this objective was re-worded from: Expand Cabrillo's active representation with community organizations.

** As a result of feedback, this objective was re-worded from: Create a comprehensive facilities use plan for the community.

Do you have any comments or suggestions re: the Goal E draft objectives?	
Answer Options	Response Count
	20
<i>answered question</i>	20
<i>skipped question</i>	189

#	Response Text
1	Love the idea of the community utilizing the facilities at Cabrillo to a much greater degree. In doing so we may foster an even greater bond with community organizations while, at the same time, raising revenues.
2	no
3	Since "Align budget priorities with the master plan" is a necessity, should it really be here? An energy conservation program is also a necessity, but we can do so much NOW without extra money.
4	I frankly find it sad that Cabrillo is now considering a comprehensive conservation program. When all the new buildings had their ground breaking, we should have put in water basins to catch run off water to be used for landscape, and all these buildings should have had gone solar..... I guess better late than never.
5	If the current theater is kept as a theater, is there a way it could be used to generate funds - a location for seminars, community productions, etc? This would also save the cost of construction to repurpose the building.
6	These are all excellent objectives. Go Team!
7	I think GOAL E should be GOAL B. After all, outreach cannot work successfully without identifying and working with community resources. If the strength of a community college like Cabrillo lies in our community, then it make sense to start inviting the community to help us achieve our goals instead of placing them, almost as an afterthought, at the bottom of our list. Development and outreach go hand in hand. Let our strength be the connections we make and the opportunities (because of those connections) that we can provide for our students and our institution.
8	none
9	No
10	We have an extreme waste of energy on campus, for example windows and doors open w/ the heat or A/C going, lights and computers on in empty classrooms, etc. California has always been at the forefront of energy conservation, alternative energy and environmental awareness. Now that the rest of the country is catching on, we are already ahead of the crowd and we need to not only practice but educate our students in what could be the next economic boom for California.
11	Somehow I thought there would be a plan to develop an alumni association to capitalize on the untapped resources that are out there from former students. It would seem that this type of strategy would accomplish both ideas in this goal. An alumni association would also help to connect students to the real-world in many ways, particularly if one were thinking of supporting the local community with Cabrillo certificated and/or degreed students. The Association could also garner economic support that would tie in to additional local human resources that the college could benefit from. If the college were looking to build a long-term strategy that would have a strong return on investment, it would be a strong recommendation from my perspective. If the college is only hoping to have a short-term strategy that would have modest returns as presented with these objectives, I think it will succeed. Additionally, developing a comprehensive energy conservation program would only have a benefit if the word 'implement' were included. I know that the overall financial benefits from sustainable energy is huge. Is this the intention?
12	Continue to inform and educate staff of budget, master plan, objectives, etc. Town Hall meetings were very informative.
13	I had difficulty differentiating #2 & #5.
14	Cabrillo College is fortunate to have many community resources to align with that could be used more proactively to integrate the student's learning goals. I feel the more the students that are aligned on site into different business bases will leave a positive effect that can snowball into the community begging for more. With the state budget cuts affecting so many they all need as much help as they can get.
15	Given the budget situation, I'd say prioritize internal organization and resource use that is efficient and sustainable.

16	It should be of highest priority to budget for staffing requirements when considering new services and opportunities.
17	Align course offerings wherever possible with energy conservation efforts.
18	The goals are all worthwhile. Difficult to prioritize.
19	Currently, in any community conversation I have been in the people want a bit more ownership of uses on the campus. They end the conversations with those Cabrillo Bonds are glaring at me with every tax bill. I feel it is a priority to let the community know we appreciate their support.
20	I find this almost impossible to "rank" -- They are all extremely, and equally important.

Please rank the following three draft objectives for the Goal C area of the college master plan.

Answer Options	First	Second	Third	Response Count	Average	Rank
Define clear Career Technical Education pathways to the college through partnerships with educational and workforce development institutions.*	36	65	71	172	2.20	3
Offer Career Technical Education programs that inform students of career opportunities and requirements, address needs of local and regional employers, and prepare students for lifelong career advancement and prosperity.**	101	44	27	172	1.57	1
Support graduates in finding jobs in their area of study and assist employers in hiring our qualified students and graduates.***	37	60	72	169	2.21	3
<i>answered question</i>				174		
<i>skipped question</i>				35		

* As a result of feedback, this objective was re-worded from: Form partnerships with other educational and workforce development institutions and work with them to define clear CTE pathways to the college.

** As a result of feedback, this objective was re-worded from: Offer CTE programs that accurately inform students of the career opportunities for graduates, that address the needs of local and regional employers, and that provide students the knowledge, skills and abilities that form a foundation for lifelong career advancement.

*** As a result of feedback, this objective was re-worded from: The college has a comprehensive and broad-based system in place that actively supports graduates in finding jobs in their area of study and that assists employers in hiring our qualified candidates.

Do you have any comments or suggestions re: the Goal C draft objectives?	
Answer Options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	179

#	Response Text
1	The pathway to prosperity should include helping students find that connection to a career that fits their view of themselves. What is the 'fit'??
2	no
3	?? What is CTE? Difficult to answer the survey when there is no definition of the acronyms....
4	What does CTE mean? I am not sure I accurately answered these questions without a definition for CTE.
5	Provide classes for WF dev that meet the needs of working people- nights and Saturday classes.
6	The 3rd objective is written as a statement, not an objective. (The college has a) Needs to be rewritten as well as the objective that states, "Form partnerships.....) poorly written. Workforces, such as EDD.... are not institutions. I suggest getting an English instructor to rewrite/and or be a part of writing the College Master. It is beyond me how some of these administrators got to where they are with strong written skills.
7	They're wordy and confusing, thus I tune them out. We already do goal 1 today. So if the team thinks we aren't doing that, then they need to do a better job of more specifically articulating what is new/different. We already do goal 2 today (partnerships). I thought we already had "ladders". So again, what's new or different and articulate it better. Goal 3 is laudable...I assume this is being worded to reflect the fact that it's been accomplished by 2011, yes? If not, rephrase.
8	Let us remain eclectic in our service to the community. We also have a great potential to serve life long learners within a variety of subjects.
9	Offer CTE programs that accurately inform students of the career opportunities for graduates and that provide students the knowledge, skills and abilities that form a foundation for lifelong career advancement. I suggest changing the wording of the above objective to be a bit shorter. I think that informing students of career
10	Forming partnerships with other workforce development institutions is great, since the college should always address the labor market to prepare students to go to work in competitive employment to become independent.
11	Before informing students of opportunities I think Cabrillo must first create PATHWAYS to those opportunities; so where today there is a hiking trail, tomorrow we can have a super highway. To be a trusted avenue for college-to-career we need to first build the road and then promote the map. I believe stop-gap measures, though well intentioned, will be effort better spent to reach our long term goals.
12	What does CTE mean?
13	I am not qualified to answer this question with much authority.
14	No
15	Again, there are upcoming opportunities for careers in alternative energy. There are new technologies being developed and Californians are ready to implement them. There will be opportunities for installation, assembly, perhaps manufacturing that will require skilled labor. It is extremely important for Cabrillo to be aware of the new career opportunities that will become available.
16	I'm a little confused about the second objective. What other educational/workforce institutions are being referenced?

17	These are amazingly broad, and I am unsure of any activity that the college would undertake that could not fall into these areas. Can we get more concrete here?
18	Define CTE BEFORE you start asking questions about it?!
19	I'd suggest starting all three with a verb or in some other way phrasing these three consistently.
20	Yes, please indicate what CTE stands for next survey. Don't use acronyms or abbreviations without spelling them out somewhere obvious.
21	I assume CTE stands for Career & Technical Education? Might have been a good idea to spell it out, since I'm probably not the only one for whom this acronym isn't part of my world here. Also, the 3rd goal listed isn't a goal, but rather a statement of presumed fact.
22	Implement an apprenticeship/internship program to bridge college and work experience.
23	remember that Cabrillo, as a community college serves students who are here to learn and begin working as well as students who are interested in transfer.
24	for the second in the list, do you mean to "Create" such a program?
25	The first of the listed objectives needs a verb! my suggestion: "Actively support graduates in finding jobs in their area of study and assist employers in hiring our qualified candidates." My ranking reflects this re-statement of the goal.
26	Seems like the last two objectives sort of complement each other.
27	<ol style="list-style-type: none"> 1. Undeclared students--require a career planning class and mandatory meeting with a counselor. 2. Promote Vocational Education programs whereby students can learn a skill. The Governor has emphasized this many, many times. 3. Career Workshops for specific careers. Bring in professionals from the community to talk about careers. 4. Improve current Job Placement services which are inadequate. Look to schools that have professional-level job placement services. The current services have not improved nor have they changed in more than 20 years. 5. Seek out employers throughout the California who would be interested in hiring our Voc. Ed. graduates or those who have completed a certificate program. 6. Voc. Ed. hands-on-training in the industrial or work setting which would immediately give the student "experience" to list on a resume. 7. Provide state-of-the-art training settings for students in vocational educational programs. 8. Constantly strive to improve programs and services, and not merely be satisfied with programs and services as they now are.
28	What is CTE? It would help a lot if we used regular language instead of jargon.
29	I think that numbers 1 and 2 should be combined. Yes, they are somewhat distinct, but overall the objective is the same.
30	These are all equally important.

Please rank the following five draft objectives for the Goal B area of the college master plan.								
Answer Options	First	Second	Third	Fourth	Fifth	Response Count	Average	Rank
Recruit, retain, and support a diverse, well-qualified faculty and staff.	41	46	34	21	24	166	2.64	2
Increase use of current and emerging technologies for teaching and student support.	18	29	44	47	27	165	3.22	4
<i>Optimize student access, persistence and success from outreach to completion of educational goals.*</i>	32	37	44	32	23	168	2.86	3
Strengthen basic skills offerings to ensure success in career technical education and transfer.**	68	40	26	22	11	167	2.21	1
Promote awareness of the interdisciplinary nature of emerging trends, including global sustainability and social justice.***	9	13	19	44	80	165	4.05	5
<i>answered question</i>						168		
<i>skipped question</i>						41		

* As a result of feedback, this objective was integrated into a Goal A (Enrollment & Outreach) objective.

** As a result of feedback, this objective was re-worded from: Provide students with the literacy, numeracy, communication skills, knowledge, and abilities necessary for success in basic skills, CTE and transfer.

*** As a result of feedback, these two objectives were re-worded from: Enhance students' awareness of the interdisciplinary nature of emerging trends in global sustainability and social justice.

Do you have any comments or suggestions for the following objective?	
Enhance the recruitment, retention, and support of diverse and effective faculty and staff.	
Answer Options	Response Count
	39
<i>answered question</i>	39
<i>skipped question</i>	170

#	Response Text
1	shorten the hiring process!
2	More full time positions, as it is hard to make it financially as an adjunct faculty. Eliminate tenure for faculty that aren't doing their job well.
3	When offering workshops such as the one on Summary Writing to advertise better so more instructors attend. The title needed to be more interesting. During flex week do not offer a 2 day workshop cause took away from sessions that would have been of interest. Should offer 2 days prior to flex week.
4	As a classified staff employee there should be more cross training. So if some is new have the outgoing person or someone familiar in the area to train the new employee. many times people have to learn on the job w/ little training. This would increase productivity, reduce stress and in the long run help faculty and students. □ As per faculty, I have notice they are not getting a very good orientation in their area and division. □ As far as managers they need to communicate more w/ thier faculty and staff.
5	THESE ARE ALL IMPORTANT!!!!!! NONE should be omitted!!!!!!
6	Faculty are for the most part already excellent. Need to remember we need gifted teachers, not gifted PhDs, especially in Math department.
7	I believe that this is effectively addressed at the college. As we all know, a difficulty in hiring can be the high cost of living within our area.
8	Great goal, but how do you define "effective" and get both of the unions to agree to it and for the managers to support the definition? Feels like a throwaway goal. Because until you get the entire college's agreement on "effective" so that it has any real meaning and enforceability, which could take years, nothing will really happen that's useful.
9	A good objective
10	Cabrillo's practices of hiring, reclassing, promoting within need to be updated, they are so archaic and are some of major reasons for attrition of good employees. 1. One of the best way of retaining staff is to promote from within. However this is difficult, because the job has to be offered first to a staff member on campus with the classification, if not then it goes out to the public. This not only waste time, but money and the staff member who has shown the ability never get the opportunity because of Cabrillo's policy. If anything, it should just go out to the Cabrillo community before going out to the whole world. 2. Eliminate the once a year reclassification process. Right now there is a Director who wants to reclass her staff, but she can't. I think if you have entrusted the stewardship of a department to a person, expecting them to do what is best for their staff and college then they should be allowed to reclass someone if they can and are doing the job. HR should have such powerful control over directors/vp's. This college hired these people to make decisions and their hands shouldn't be so tied by archaic ways of HR. Oh and by the way, WE ARE UNDER PAID BY AT LEAST \$450.00 MONTH THAN OUR COUNTERPARTS AT DEANZA/FOOTHILL
11	We desperately need to hire a permanent A&R Director. The lack of leadership in this area is affecting the entire college and we are blowing in the wind at the whims of the temps. This is not resource efficient.
12	I feel that the success of the student is highly tied to the support of effective faculty and staff.
13	None
14	No

15	There needs to be an explicit attempt to recruit faculty that are diverse in nature as this has an amazing ability to help students in the classroom.
16	Again all of these are exceedingly broad, not focused nor directive. We might as well say we are all in favor of world peace while we are at it.
17	Identify and recruit from within our local community first. Ensure diversity of both faculty and staff. Equitable pay and benefits, strong professional development, fair workloads, and mentoring from within departments will help to recruit and retain effective faculty and staff.
18	Need to pay support staff a living wage if you expect them to stay.
19	Although we are here to serve the students in the long run and despite nice superficial appearances, without a proper foundation from which to do this the students and the college will provide at the level that the engine under the hood can provide. Disorganization, understaffing, slow and unpredictable recruitment, turnover, non-competitive wages, and heavy use of part time rather than full time employees will all assist to undermine a strong foundation from which this college needs to strive.
20	The recent upgrading and improvement of parking and teaching facilities is greatly improving quality of education and morale of faculty and staff. Average wages for staff are below the cost of living in this economic area in relation to housing. Retention of our valued classified staff, loyal and efficient Cabrillo workers could be addressed by increased wages.
21	Increase number of full-time faculty and reduce the number of adjuncts. Also make it a priority to pay adjuncts 100% of what full-timers make rather than 61%.
22	Increase support for adjunct faculty.
23	I'm not sure "enhance" is specific enough. How do we measure this? Same with "effective."
24	Do not implement programs without providing for adequate staffing to support them.
25	Faculty should reflect student enrollment groups
26	Pay full time and part time faculty professional Master and PhD rates commensurate with other fields.
27	None
28	The improved process for hiring adjuncts was the single best thing we have done in a long time in this effort to recruit good faculty. The hiring process remains very stilted and artificial.
29	Provide support/training for faculty as they take on new roles at Cabrillo provide ongoing encouragement and support for faculty to continue their learnign and educational goals.
30	This is key, especially in the recruitment of a diverse and excellent faculty and staff.
31	This seems key and I'm afraid that housing is an issue. Is there any possibility of buiding faculty and staff housing like they have at UCSC?
32	Treat someone with fairness, respect and dignity and it will be reciprocated.
33	Keep the width and depth of Cabrillo's curriculum. There are jobs and interests that are outside the math and english corridors and our curriculum should support those needs as well.

The current Human Resources Department does not support the needs of faculty and staff. This department reports to Administration and Administration's needs are given higher priority than the needs of the campus. The College needs a kinder and more caring Human Resources Departments. This is a compliance driven department that is unforgiving to those individuals not familiar with what the current HR Department is all about.

The HR Department no longer has any classified (Union) employees and all employees are considered confidential whether or not the job duties are, in fact, needing a confidential designation. The change occurred immediately after the Union made inquiry to the high turnover rate of classified employees in that office. This might well be considered a coverup.

34

There is a need for a more diverse faculty and staff.

If an employee, whether faculty or staff, need support the last office the employee would turn to is the current HR Department. Make inquiry to the two Unions on campus and find out what these organizations do say about the particular department.

An on-going Spanish course for teachers would be helpful as well as one designed for support staff. Where there are bad managers there is employee turnover. Recruitment is expensive. Little supports employee retention.

35

I think that we need to find ways (and I don't know how with limited resources) to be able to pay living wages for both staff and faculty. I know times are tough but this is the only way that we can recruit and keep good people.

36

Here, here! Competitive pay, increases in conference funds, sabbatical funds, and support funds (TLC money, help desk money, etc.)

37

Again, all seem to have equal weight and are sums of the whole that we strive to provide.

38

Of course.

39

Put money and people into follow-up services--real ones fro the general student population

Do you have any comments or suggestions for the following objective?

Increase use of current and emerging technologies for teaching and student support.

Answer Options	Response Count
	36
<i>answered question</i>	36
<i>skipped question</i>	173

#	Response Text
1	increased use of computers & internet in the classroom, TLC assistance in the development of protected web site, access to training in on-line course management systems (hugely time consuming and impossible to accomplish during the semester) have all been a great step forward. Pod casting of lectures is next step in enhancing learning for students.
2	no
3	Our computer systems are woefully behind the times, especially when you consider our proximity to "silicon valley." Wait times for upgrades and assistance are too long (not IT's fault -- they're understaffed), and the college does not adequately fund (not sure if we even CAN) computer upgrades. Sad that this entire college is not on one, unified, linked, networked email/calendar/contact system. Each department uses different free and shareware to bubble gum and duct tape their operation together, when we could be seriously more effective if each department knew what the other was doing through an integrated system.
4	Build into budget new technology for students through purchase of new equipment. Offer classes to instructors during flex week on how to use new technology to enhance teaching.
5	Green Technology like solar, wind, biodiesel & recycling. Green construction and conservation as well as hitec.
6	Yes, we must make all classrooms smart classrooms. Being unable to show a DVD or tape in a classroom is as frustrating as being unable to access immediate online/library resources.
7	all services and information need to be 24/7. Registration needs to be easier for public taking enrichment classes.
8	We are way behind in this area and catching up would solve probably most of the problems the other suggestions address. We should just concentrate on this issue first and then worry about the rest.
9	Maintain a tech budget for upgrades of both hardware and software college wide and specific to departments that are tech dependent.
10	Needs to go beyond teaching and student support. This needs to happen for EVERY college employee.
11	A good objective
12	Improve our IT department. Give them more staff. We are SO behind many other community colleges. Other schools have been giving instructors permissions to add codes for 10 years now. We don't have a scanner to scan student records,....the list goes on.
13	In many cases as the technologies emerge, it is the lack of resources allocated to implement and maintain the new technologies that is the problem. The result is that the tech staff is spread too thin. In addition, although the tech staff is usually trained, there are no resources for training the other members of the college community in the new technologies, especially in the area of student support. Tying objectives to budget would alleviate this situation. This needs to be a team effort.

14	I do feel that the college should try to keep current with new technology but when technology changes so rapidly when does it become cost effective NOT to keep up because it becomes too cost prohibitive to constantly update the technology?
15	Essential to the long range success of the institution.
16	No
17	Student support especially. Wouldn't it be great if the students could enroll online and it be a very simple process? I heard a report within the past 2 days about high school students taking advanced courses online to enhance their learning and there was a student enrolled from a foreign country. Continuing to find ways to promote online learning would be high on my list of technologies to improve and expand.
18	Continued improvement including smart rooms, workshops, access to labs are all helpful.
19	Campuswide wireless internet and projection systems in each teaching space. Student response systems.
20	If you get new buildings/equipment then you need to have the staff/faculty to support the new technology.
21	This is especially important for the time and location that we are in. However, with faculty and supporting staff trying to keep their heads above water, pushing this may bring more problems than benefits.
22	We desperately need more computer/technology personel, maintenance and operations personel to keep this institution running smoothly and to avoid job burn out for the people that are currently in place.
23	Although I ranked this #4, I see this as a necessary tool for #5 (enhance the recruitment...)
24	This is more important all the time. Many colleges are making it part of their GE requirements. After all, can we really say we have educated our students when we have no idea if they can even use MS Word to compose an English paper?
25	For a while, the Instructional budget may need to be reduced to facilitate important work in the business and student support divisions.
26	Utilize technologies that allow students to participate in the education experience without the need for physical structures and rigid schedules.
27	Technology needs to be incorporated into all curriculum
28	Provide the equipment for classrooms and faculty offices, keep the TLC staffed and open,
29	None
30	This is an easy way to spend all the resources available without making much improvement in actual student success.
31	It seems to be the mainline to everything in this modern world today.
32	Ask experts who are working in the field ... reach outside of Santa Cruz County. Go to outstanding educational institutions and see what that institution is doing.
33	More (and smarter) smart rooms needed.
34	There is so much out there available. Do not reinvent the wheel just make it sustainable on our campus.
35	Without adequate funding for conference and workshop attendance, purchase of new technology equipment, software etc. this would be very difficult to implement.
36	Although important, technology is a means, a tool--it shouldn't be an end in itself. It shouldn't, for example, be taught in lieu of critical thinking.

Do you have any comments or suggestions for the following objective?	
Increase student access, persistence and success from outreach to completion of educational goals.	
Answer Options	Response Count
	33
<i>answered question</i>	33
<i>skipped question</i>	176

#	Response Text
1	Did you read the 4 part series in the Monterey Herald on the CA community colleges? Very low number of students moving on to CSU, UC & higher level education.
2	track students who drop out after census or don't complete program and find out why
3	Counselors should have regular walk-throughs w/ different departments and programs on campus to keep up to date in these areas. This is how the counselors can get the students excited about our classes. Have follow up appts w/ the students w/in a month.
4	Absolutely. However, I have found the weakest link to be our counseling staff which does not provide adequate and timely assistance to our most at-risk students. Our recruiting efforts should be a coordinated effort between those people who do it best--Migrant Summer Program, EOPS, and the college matriculation.
5	Realize that about half the people in the world have below-average intelligence and their probability of success in most college programs is low, so recruiting and enrolling students from this group, without testing and honest counseling to help them set REALISTIC educational and occupational goals, will result in rising levels of frustration for students and faculty alike. A successful open-access educational program must BEGIN with focused testing and honest counseling based on a student's intellectual, academic and personal strengths and weaknesses...
6	Mentoring, expanding successful programs such as the Digital Bridge Academy.
7	Persistence and success belongs to Goal B. Access and outreach belongs to Goal A.
8	This objective doesn't seem to have any focus. Too broad.
9	Include all students in this process, not just students of color. Yes, they have been historically disadvantaged, but there are many young students here, who come from other of life's disadvantages. And yes I think that Cabrillo only focuses on one group. I know this will be denied, but being American Indian I can tell you as a student here, as well as a staff no one has approach me to see what I might need help. Yes, we are not a big group here, but we feel invisible by all the programs offered at this college. I wonder what other groups feel this way!
10	I also feel that the student access and success is tied to emerging trends and global sustainability. If a student graduates and has no job to go to, or their school fees keep going up, or the budget keeps getting slashed, etc...what future does that student have?
11	There are many great programs in the high schools taking place which could be combined with some of our outreach efforts here. Having students conduct tours for potential students would be excellent, with a follow through process developed (phone calls from students to those on the tours), as well as a customer related marketing tool that would help manage the data would be helpful. Convivo and Kintera are excellent tools that are available to help with this, but I'm sure you'd have more college-based ones as well. We have great students who are willing to get involved. We should tap into them and mentor them to take on more leadership roles here at the college that will have great results for their careers.
12	Develop and use alternate funding streams to provide a high touch environment to meet this goal from entrance to graduation and beyond, including alumni activities
13	Continue programs such as Teachers for Tomorrow, MESA, and other programs that link students to K-12 programs. This will help both the college and K-12 students (ie. grow your own model)

14	I do not understand the use of the word persistence in this objective - perhaps the reason I ranked it lower.
15	Aggressively promote (and expand) student success resources (i.e., tutoring, counseling, student success courses, workshops, peering counseling, etc.).
16	For a while, the Instructional budget may need to be reduced to facilitate important work in the business and student
17	Each student must complete a College goal form and it needs to be monitored
18	Make students responsible for their own success and encourage them to take self-reliant steps towards completing their goals. Do not provide students with the literacy, numeracy, communication skills, knowledge, and abilities necessary for success in basic skills, CTE and transfer, rather let them learn and develop these skills through their own efforts to do assignments in class, be on time, not make excuses and not blame others or their circumstances for their failures.
19	Excellent objective!
20	There is a problem with block scheduling and students learning science and math. What is more important? If we really put student learning first, we would still be offering math and science classes 4-5 times per week.
21	Pay attention to the Digital Bridge Academy...it has been working successfully on these issues for 10 semesters.
22	Is this redundant next to "Provide students with the literacy, numeracy, communication skills, knowledge, and abilities necessary for success in basic skills, CTE and transfer," or does it imply actually growing the college?
23	I think we're doing a pretty good job at this already, hence my low rating for it
24	I think this goes hand in hand with recruiting and maintaining "effective" faculty and staff. Often times, all it takes is one negative comment and/or incident to destroy a student's "access, persistence and success." We represent the college. We're supposed to be here to help them (and their parents).
25	Ditto.
26	Check on student progress.
27	More counseling and tutorial services.
28	Jeez. How broad can you get?! Certainly a worthy objective. However, just about everything the school does can be linked to this.
29	With out this as a priority, the others will not succeed. This covers student services for success.
30	Again this could very well be dependent on financial resources for hiring more conselors etc.
31	Could be combined with next one
32	Of course.
33	Implement some of the Outreach and Enrollment Project outcomes; don't feel much has come after all that time and energy

Do you have any comments or suggestions for the following objective?

Strengthen basic skills offerings to ensure success in career technical education and transfer.

Answer Options	Response Count
	33
<i>answered question</i>	33
<i>skipped question</i>	176

#	Response Text
1	T
2	That needs to happen in High School...work w/local high schools to better prepare students for college level courses
3	Offer enough classes
4	Basic skills by some counselors is seen as something that will take up too much time--especially taking reading classes. All faculty and counselors must be aware that basic reading and writing are essential to the completion of any student's goal. LEARNING COMMUNITIES such as the formerly successful Gateway Program and now the Digital Bridge Program and select English/Reading classes are the cheapest yet most effective means of providing those very needs to make them successful.
5	seem to be doing a good job now.
6	Similar to students persistence and success - mentoring, etc.
7	Ahh. The fundamental problem of K-12 not doing its job well. We can't provide these, we can only teach/demonstrate them. Students have to acquire skills and that's an active process on their part. Needs better rewording. This makes it sound like we hand them a pill and voila, they've got them. Would that it were so easy....
8	A bit wordy, but an important objective.
9	Shouldn't a lot of these skills be taught in high school? Don't we have a very effective Transfer Center on campus? I do believe that the student needs the basic skills before they can access emerging technology, I'm just not sure how much we need to provide if those basic skills are met in high school.
10	No
11	Contextualized education makes so much sense - regardless of what the student's focus might be. Having teams of
12	Again, bring college students into the local school districts (especially PVUSD) to support development of these
13	Part of this is up to the students.....they need to stop thinking they deserve an education/grade and work for it!
14	I will confess to not being able to say what CTE stands for.
15	This got narrowed down to a specific set of skills (to reflect core 4?) since our last meeting when it was formed with a more student-centric perspective in mind. The emphasis on designing or reforming the college experience based on how student encounter the college, its staff, and its resources, rather than adhering to the limitations of organizational and computer systems and their limitations--Datatel, Webadvisor, traditional scheduling, etc., was lost. I like that we kept direct reference to basic skills, CTE and transfer, but this rewrite is much less student-centered and much more "banking concept" of education. The quality that was lost implied that we would include students in the dialog and help them navigate their way through to success based on how they encounter obstacles in our college, from enrollment to classrooms to labs to participation in student activities. This is a different goal than providing them with generic "necessary skills and abilities."
16	For a while, the Instructional budget may need to be reduced to facilitate important work in the business and student support divisions.
17	Isn't this a mandate for any educational institution?
18	Do not give more of the same. Must be offered in a manner to reach all learning styles. Learning communities method is successful
19	Make students responsible for their own success and encourage them to take self-reliant steps towards completing

20	Although I ranked this objective my highest priority, the way it's written seems more appropriate to a mission statement than a set of actionable goals. It basically states that we intend to "do a good job" - but how will we know we are doing a good job? Shouldn't we be a bit more specific on this one?
21	Well, the wording is a little dicey. If only it was as easy as "providing" them with skills. We could offer it up by the bucketful. More learning by doing is needed. Time on task. Supportive labs. Classes offered on Fridays, weekends, summers. Have an actual third semester during summer so students can get real coursework at the normal pace.
22	Rather than each of these being a separate class, integrate these skills into a content rich environment.
23	support students where they are and encourage them to move forward. Keep a never give up attitude in the faculty with respect to all students, and encourage students to never give up on themselves or their peers.
24	The Emerging Scholars Institute is key to this goal and needs to be institutionalized beyond the funding available through the BSI.
25	Basic skills are a MUST.
26	All students need solid basic skills training. The four-year colleges and universities expect that community college transfer students have basic skills in English, reading, and mathematics. The College did not do their job if the institution is sending transfer students to the four-year college or university unprepared.
27	This is one of our most important goals and I'm hoping that our new program will improve our success in all these areas.
28	Again, overly broad. Should we focus resources on Basic Skills (in order to improve transfer and CTE success rates)? Do we see CTE taking on a new priority (the State seems to)? Do we want to retain or even narrow our focus on Transfer? None of these questions are addressed by this objective. Let's just do it all. In one objective. My general suggestion is to narrow your objectives, even at the expense of adding more of them.
29	This is a function of 4.
30	Be sure that an emphasis is made on the soft skills- motivation, persistence, the importance of showing up for class, completing homework assignments etc. and not just teaching "subject" matter.
31	Order of last 3 items should be reversed: transfer, CTE and basic skills
32	Of course.
33	add non credit options to help with the transition and provide support

Do you have any comments or suggestions for the following objective?

Enhance students' awareness of the interdisciplinary nature of emerging trends in global sustainability and social justice (*old version*).

Answer Options	Response Count
	26
<i>answered question</i>	26
<i>skipped question</i>	183

#	Response Text
1	This objective should end with global sustainability and elimintate "social justice," which can be a strategy not part of the objective. It is too agenda driven for the more global aspect of sustainability in this objective.
2	Cabrillo needs to set example of sustainability by showing greater efforts in energy conservation, less waste on campus, less water usage (xeroscape landscaping) and supporting local/organic food sources in cafeteria and snack bars.
3	Offer and require course in this area.
4	See #3 response. They both tie in together.
5	This SHOULD be a recurring theme in ALL classes.
6	As the college employs sustainable technologies this can become more high profile. Continue with symposiums, etc.
	Lovely, but idealistic and very, very optional.
7	It's far more important that they learn financial responsibility (balance checkbook, how to save money, budget expenses, pay bills on time) so they can survive. Only when someone has their basic needs met (food, shelter and clothing) can they move on to values-based lives. And with a growing population of poverty-based students, this is more crucial than ever.
8	This objective is hard to understand...it seems very specific. Also it seems hard to measure. Would it be measured through the implementation of new curriculum, perhaps? Assessment of certain SLOs?
9	Have sections of English focus on these topics. David Thorn taught an English class in spring 2007 that was focused on Africa, the continent. In this course he covered the topic on social justice and sustainability. He class wrote papers and researched several different topics that wasn't focused on any one country. The class learned about environment, economy, family, governments....What a way to write, research, develop an understanding of another continent, the environment..
10	We all need to learn global sustainability and social justice. Myself included.
11	No
12	This too would be great if there were some cross-disciplinary lesson plan development and teaching.
13	Incorporate social and political contexts as a strand across subject areas. Support and promote courses and programs that specialize in global sustainability and social justice (ie. ECE Dept's AntiBias Curriculum, partnership with Pacific Oaks College, Digital Bridge, etc.)
14	Love the point of it, but once again a little bit curious about how we'll demonstrate the enhancement of student awareness. Sounds like language we were told to avoid when writing learning outcomes for classes and programs....
15	Necessary to understand how skill development is necessary to take social action

16	This should be learned in their family homes and should be part of their culture, their family values and their example from intact homes and parental examples. At the college level we should pro actively encourage ethics, right and wrong morals, and discourage immorality, self before others mentality, and defining success as material gain. Religion and science are compatible. What happens in Vegas stays in Vegas is destructive.
17	Although a laudable goal, this goal as written seems misplaced among the other, more global goals. As with #5 above, it seems better suited for a mission statement or something like a mission statement, than in a set of overarching campus goals.
18	This is so important it should be part of the College Mission Statement.
19	This should be the theme for flex weeks for the next few years so the college can really concentrate on how to move in this direction.
20	Keep up the good work with the social justice conference and beyond. follow the lead of other colleges in CA and begin a composting program and improve our recycle program.
21	I really support this but don't feel it's the highest priority for budget dollars
22	Always good to make people aware, both students AND staff.
23	How nice. What are you trying to say here? Is it your objective that "students know that emerging trends in global sustainability and social justice require working from and with a general knowledge base?" If so, can't I just enhance their "awareness" by, say, informing them that, because of trends in global sustainability and social justice, the topic they learn in my math class this hour ought to dovetail with their English (or art or history) project in the next hour? Aren't we more interested in, say, "enhancing students' SKILL (as opposed to awareness) in working with knowledge acquired across the curriculum in an interdisciplinary way" (oh yeah . . . because of, you know, those emerging trends in global sustainability, social justice, nurturing self-responsibility, world citizenship, and Mom and apple pie.)? Forgive my sarcasm. It's late.
24	Hard to measure
25	Of course.

Do you have any final comments or suggestions?	
Answer Options	Response Count
	27
<i>answered question</i>	27
<i>skipped question</i>	182

#	Response Text
1	Omit Social Justice from the objective. It can be a strategy under this objective, but it is more of an agenda than a college wide objective.
2	well done
3	Hire more staff or you won't have any staff left to support the faculty and students.
4	no
5	Thank you for taking the time to include faculty and staff. I just get frustrated with ranking because ALL items are essential.
6	Cabrillo enjoys community support because of its excellent teachers. Don't forget to focus on that.
7	As the chase for dollars becomes narrowed to transfer and the programs that support that, please do not marginalize other programs that enrich our lives and capture the life long learners of our community.
8	good work!
9	Make sure to have a wordsmith fine tune the master plan.
10	I like the idea of prioritizing the objectives. Will that be done across the goals? I also think that tying budget to the prioritized objectives would result in a real action plan and not just wishful thinking. It would be great to have one set of prioritized objectives with resources to actualize.
11	That was a hard survey to try to rate. How hard as an administrator to determine who, what and where the funding will go to since all those questions seem tied to one another.
12	The economy and environment will change dramatically over the 10 to 15 years... as gas prices go up the cost of commuting to Cabrillo will become prohibitive for many people. People will be unable to sell older gas-powered cars and so unable to buy new hybrids and non-gasoline powered vehicles. The impact of the soaring cost of transporting food and other necessities of life will be rising prices across the board as merchants and service providers try to pass the cost along to their customers, something Cabrillo cannot do. This is not the first time that the poor have gotten poorer and the rich, richer at their expense, but Cabrillo needs to recognize that the shortfall in State funding is just the beginning of an economic struggle that will last for decades. It will not be "business as usual" any time soon... so, the school needs to develop a new strategy, a new approach, a new product, if it is to exist 20 years from now. Cabrillo desperately needs people to think outside the box. Provide low-cost student housing, plow up the football field and set up student-run gardens to provide food for students and faculty and trade tuition for work on the garden
13	Continue the recruitment of students through exceptional programs and extra-curricular activities. Build and maintain relationships with organizations that may help execute or initiatives.
14	Thanks
15	Strengthen staff and info structure to better help students and improve Cabrillo.
16	No
17	This is such a great start. My fear is that people will opt out of the really hard work that will be needed to go from brainstorming to implementation. The willingness is there, but at varying degrees. Making the transition into building a community that is transformative (internally first with one another, then reaches out into the broader community) will take incredible commitment, perseverance and a willing attitude.
18	Value the people and programs that make up our community college. Value them in actionable ways. Continue our work to create the kind of education we have all been proud to be a part of in the past. Push back the state's proposed budget cuts. Expect from the state, what we expect of our students and ourselves... our best.
19	Thank you for doing all this work for us!
20	We should increase days of instruction and cut flex time in half. For the good of the students.
21	good work

22	Thank you for the opportunity to complete your survey. It is appreciated that Instruction is looking beyond what has been done in the past.
23	no
24	Make it sustainable.
25	Nice work.
26	Again a commitment of financial resources is imperative for success of these goals.
27	I think Cabrillo does an outstanding job of serving this community. Keep up the great work!