COLUMBIA
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COLUMBIA COLLEGE

SINCE 1968

STRATEGIC PLAN
2022-2027

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President's Message

Columbia College is uniquely designed to help build a better future for our students and our community. Education is a bridge out of poverty, and a change in trajectory can be felt by more than just the individual. When someone earns a certificate or degree, this positively impacts the educational attainment of the entire family, broadening its impact with every subsequent generation. With the anticipated changes that comes from demographic shifts and other disruptions in higher education, it is more important than ever for Columbia College to provide a plan both rooted in the foundation and the roadmap to fulfilling our mission, transforming the lives of our students, and serving the needs of our community, well into the future. Our goal was to create a strategic plan that's inclusive, transparent, forward-thinking, and data-informed and sets the future direction for the college.

When we began the planning process, we had no idea of the enthusiasm or broad participation it would generate. Columbia College students, faculty, staff, workforce partners, and members of the larger community joined the leadership team with brainstorming, contributed long hours drafting, editing, and further refining the contents you will find in the pages that follow.

In the midst of our Strategic Planning process, the global Covid-19 crisis made us even more aware of how critical it is for Columbia College to make innovative and adaptable plans for the future of education. We had to quickly pivot to primarily online and remote operations while continuing to serve students and the community. Despite all the challenges that faced us, from Covid-19 to wildfires to racial injustice, we continued to plan for the future.

The Strategic Plan supports the mission and vision of the college and commitment to deliver a transformational college experience to our students. Our efforts further produced a set of goals, objectives and strategies that will guide day-to-day college operations as Columbia College focuses its priorities to address changing demographics and the needs of our students and the region's employers. Combined, these materials form our Strategic Plan. It is a plan that provides Columbia College with great clarity and an even greater sense of purpose. It serves as both a blueprint and a foundation for the future. It allows the College to embrace who we are, and it ensures every employee can contribute to the College's success.

I am overwhelmed with pride at what we have created together and am confident that our efforts will position Columbia College and the region to thrive in the years ahead. My heartfelt thanks to all who contributed to this vital work.

Professionally,

Dr. Lena Tran
President

Introduction

What is the Strategic Plan?

This Strategic Plan expresses Columbia College's plan to achieve its strategic goals by identifying areas for improvement, the performance targets we will measure, and our actions to improve on those measurements of performance. It articulates our aspirations and expectations for our own performance as a public agency in supporting student success. It also guides the development of all other planning documents, ensuring all divisions and departments are advancing the college's mission. In essence, the Strategic Plan serves as a guiding light to the college community for planned actions toward agreed-upon ends.

Each strategic **GOAL** is ambitious, broad, and intangible and is characterized by the following:

    a. **A major aspiration** we intend to realize over the next three to five years
    b. Reflects the institution's mission, vision, and core values
    c. Qualitative in nature
    d. Challenging and attainable in principle
    e. Serves the institution as a whole
    f. Long-range and stable, until it is achieved
    g. Achievement of a goal represents a major functional improvement

Each goal has one or more **OBJECTIVES** that are specific, action-oriented, and measurable which operationalize the goal and are characterized by the following:

    a. **A concrete, measurable milestone** on the way to achieving a goal
    b. Quantitative in nature and can be measured by a relevant method
    c. Specifies metric and timeline
    d. Reasonable and achievable
    e. Lends itself to a coherent set of actions
    f. Typically begin with "increase" or "decrease"
    g. Should indicate both a baseline/floor and an improvement/stretch target

STRATEGIES & ACTIVITIES are all work and efforts by the college. Using a crosswalk approach (see Appendix), Strategies & Activities are mapped to the Strategic Goals of this plan and the pillars of Guided Pathways so that all work and efforts of the college advance the Goals of this Strategic Plan, and therefore the mission of the college. Examples include Student Equity and Achievement Program, TRIO and MEOC grants, intents of AB705, Strong Workforce Program, and Title III Strengthening Institutions Program grant, etc.

Strategic Plan Development

The Strategic Plan development process has been led by the Institutional Effectiveness Committee (IEC) in collaboration with constituency groups and College Council. The six strategic goals were created in fall 2020 and approved by College Council in September 2021. Subsequently, the IEC reviewed potential Objectives, metrics with performance targets, and potential Strategies & Activities through the lens of the Mission, Vision, and Core Values of the college. These Guiding Statements are the foundation of all planning at the college.

To assess progress on the Objectives, the IEC developed metrics with performance targets that incorporated the aims and targets of California Community College Chancellor Office initiatives such as Vision for Success (VfS), Student Equity and Achievement Program (SEAP) and Guided Pathways (GP) and our current, ACCJC-required Institutional Set Standards (ISS) for student achievement. Often these targets include both floor and stretch goals similar or identical to the ISS. In cases where this was not possible, performance targets were selected for alignment with current initiatives (VfS, SEAP, and GP), but may include other guiding influences such the Student-Centered Funding Formula.

An updated draft of the Strategic Plan was presented at IEC in October 2022. After revisions in response to constituent input, the final draft was approved by College Council in fall 2022. Subsequently, the Strategic Plan was presented as an information item to the Board of Trustees in fall 2022.

The 2022-2027 Strategic Plan has intentionally been developed for a five-year period to get back on track with its renewal cycle. The previous plan was approved for 2016-2021; however, a new plan was delayed due to the pandemic in Spring 2022. When the college returned to in-person operations and instruction, momentum began to complete the next Strategic Plan. However, the Institutional Effectiveness Council realized that if the Strategic Plan were to resume the seven-year cycle as of Fall 2022, it would coincide with the college accreditation cycle for the Institutional Self-Evaluation Report. Therefore, the 2022-2027 Strategic Plan was adjusted to follow its original renewal cycle.

Guiding Documents

The College Vision, Mission, and Core Values statements have been widely discussed and endorsed by the campus community. These crucial statements guide the creation of this Strategic Plan and all other planning documents borne from it, ensuring the continuity of all efforts on this campus to accomplish the same, broadly agreed-upon, Strategic Goals.

Vision Statement

Columbia College - the college of choice for transformational learning in the Sierra foothills.

Mission Statement

Centered in the Sierra foothills, Columbia College offers students of diverse backgrounds many opportunities for discovery and success. Through a supportive and engaging learning environment, students master foundational skills, explore their passions, attain degrees and certificates, and pursue career and transfer pathways. We collaborate with surrounding communities to cultivate intellectual, cultural, and economic vitality. Columbia College inspires students to become inquisitive, creative, and thoughtful life-long learners.

Core Values

The Columbia College community is committed to following a set of enduring Core Values. These values are focused on the development of a sustainable institution and serve to guide the institution through changing times and shape our Mission, Vision, and Goals.

Academic Excellence and Success:
We value high quality education via a robust curriculum designed to meet the career and transfer needs of our community. We provide effective learning experiences ranging from in-person to online offerings. We equally value an environment of academic success and wellness for all of our students through effectively integrated in-person and online support services.

Learning and Growth:
We value and promote creativity, innovation, experimentation, critical thinking, and diverse perspectives. We celebrate the strengths of both in-person and online learning in helping our students fulfill their goals. We value learning and the pursuit of knowledge as lifelong processes of transformational personal and professional growth.

Assessment and Improvement:
We value continuous improvement through the assessment of student learning outcomes, program effectiveness, and our decision-making processes. We use the results of these assessments to pursue improvements in our curriculum, programs, practices, and student outcomes.

Access for All:
We value our role as the sole higher education institution in our area. We assist all members of our community to gain access to higher education and to achieve success in their chosen endeavors. We recognize a successful community includes all races, ethnicities, religious beliefs, socioeconomic status, languages, geographical origins, genders and/or sexual orientations who bring their personal knowledge, background, experiences and interests for the benefit of all.

Community Support:
We value the support provided to Columbia College by our community, including students, parents, civic and educational leaders, businesses, and industries. We support our community by hosting educational events, serving on advisory boards, and providing educational programs leading to strong careers.

Collegiality and Professionalism:
We value working in a collaborative and inclusive manner to meet the holistic needs of our diverse student population. We value kindness and respect in all our interactions. We value the individuality and uniqueness of each member of our campus community. We support, promote and demonstrate understanding, empathy, transparency, civility, cooperation, and acceptance.

Campus and Environmental Sustainability:
We value and strive to preserve the unique environmental beauty of the Columbia College Campus and welcome all diverse populations into a safe and pleasing location. We value our living planet by accepting responsibility and adopting practices to protect the environment for future generations and sharing these values with others.

Participatory Decision Making:
We value participatory decision making that provides each of us the opportunity to contribute ideas, bring forth concerns, and explore options in developing consensus. We value the roles of our leaders and representatives, share with them our impressions on matters of importance, and trust them to carry our input forward for discussion and consensus building.

Civic and Global Awareness:
We value civic and global awareness of contemporary issues. We challenge students and one another to think critically with diverse, equity-minded, and social justice perspectives. We promote the understanding and betterment of society and our world by engaging our students, staff, and surrounding community in meaningful discussions and activities.

Institutional Wellness:
We value an institutional attitude and culture that promotes and supports total health and wellness of students and employees.

Strategic Goals and Performance Objectives

These Strategic Goals align the College's internal priorities with external influences such as the:

- California Community College Chancellor's Office (CCCCO) Vision for Success Program, Student Equity and Achievement Program, and Strong Workforce Program
- Accrediting Commission for Community and Junior College's (ACCJC) Institution-Set Standards
- Intentions of AB705
- Student-Centered Funding Formula

GOAL 1 – Increase Award Completion

Objective 1.1 – Increase certificates
Objective 1.2 – Increase degrees

GOAL 2 – Increase Transfer Readiness

Objective 2.1 – Increase transfers
Objective 2.2 – Increase GE certificates

GOAL 3 – Reduce Barriers to Completion

Objective 3.1 – Decrease units to a degree
Objective 3.2 – Increase math and English completions
Objective 3.3 – Increase educational plans

GOAL 4 – Increase Workforce Readiness

Objective 4.1 – Increase licensure pass rates
Objective 4.2 – Increase CTE job placement
Objective 4.3 – Increase CTE unit completion
Objective 4.4 – Increase living wage jobs

GOAL 5 – Reduce Equity Gaps

Objective 5.1 – Increase financial aid
Objective 5.2 – Reduce equity gaps

GOAL 6 – Maintain Institutional Stability

Objective 6.1 – Stabilize FTES
Objective 6.2 – Balance larger and smaller classes
Objective 6.3 – Follow *Participatory Governance Handbook*
Objective 6.4 – Adhere to established hiring practices
Objective 6.5 – Increase fiscal transparency
Objective 6.6 – Expand community partnerships

Performance Metrics – Measuring Progress Toward Strategic Goals

GOAL 1 – Increase Award Completion

Objective 1.1 – Increase certificates. Increase the total number of unique students who earned a Chancellor-Office-approved certificate by 20% from the three-year average of certificate earners between 2017-18 and 2019-20.

Related Institution-Set Standard: Deliver at least one CCC approved certificate to at least 25 students each year, with an aspirational goal of at least 61 students

Objective 1.2 – Increase degrees. Increase the total number of individuals who earned an associate degree by 20% from the three-year average number of degree earners between AY2017-18 and AY2019-20.

Related Institution-Set Standard: Deliver at least one associate degree to at least 202 students each year, with an aspirational goal of at least 260 students

Goal #1 Increase Award Completion											
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	Floor / Target
Objective 1.1 Increase Certificates	26	27	48	54	37						**25 / 61**
Objective 1.2 Increase Degrees	235	214	287	300	235						**202 / 260**

GOAL 2 – Increase Transfer Readiness

Objective 2.1 – Increase transfers. Increase the number of all four-year exit transfers by 35% from the 2016-17 baseline.

Related Institution-Set Standard: Achieve at least 185 student exit-transfers to a four-year college or university each year with an aspirational goal of at least 250.

Objective 2.2 – Increase GE certificates. Increase the unique number of students earning CSU-GE or IGETC, or certificate by 35%.

Goal #2 Increase Transfer Readiness											
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	Floor / Target
Objective 2.1 Increase Transfers	164	182	165								**185 / 250**
Objective 2.2 Increase GE Certificates			22	42	27						**30 / 41**

GOAL 3 – Reduce Barriers to Completion

Objective 3.1 – Decrease units to a degree. Decrease the average number of accumulated units by all associate degree earners from 87 to 79 over a six-year period from AY2016-17.

Objective 3.2 – Increase math and English completions. Increase the number of students who complete transfer English and Math courses within their first year at the college by 20% from 97 (2018-19 to 2020-21 average) to 116.

Objective 3.3 – Increase educational plans. Increase the number of students who complete an educational plan within their first year at the college from the average of the 2019-20 an 2021-22 academic years baseline by 20% from 577 to 692.

Goal #3 Reduce Barriers to Completion											
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	Floor / Target
Objective 3.1 Decrease units to a Degree	78.6	76.5	78.4	82.1							**NA / 79**
Objective 3.2 Increase Math and English Completions	36	98	95	99							**97 / 116**
Objective 3.3 Increase Educational Plans	634	661	604	458	549						**577 / 692**

GOAL 4 – Increase Workforce Readiness

Objective 4.1 – Increase licensure pass rates. Increase the number of students who complete the licensure examination for Emergency Medical Services (EMS) to 12.

Related Institution-Set Standard: Achieve at least 10 licensure examinations each year for recently-completed students

Objective 4.2 – Increase CTE job placement. Increase the percent of exiting CTE students who report being employed in their field of study to 76%.

Related Institution-Set Standard: Achieve a job placement rate of at least 60% for completing CTE students each year, with an aspirational goal of 76%.

Objective 4.3 – Increase CTE units completion. Increase the number of students who have completed nine or more units in the same CTE discipline within one year by 9% from the 2018-19 to 2020-21 average of 370 to 403.

Objective 4.4 – Increase living wage jobs. Increase the number of students who exited the community college system and did not transfer to a four-year institution who have attained the regional living wage for a single adult from the three-year average from 2017-18 to 2019-20 of 425 individuals to 463 individuals.

Goal #4 Increase Workforce Readiness											
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	Floor / Target
Objective 4.1 Increase licensure pass rate	<10	<10	<10	<10							**10 / 12**
Objective 4.2 Increase Job Placement			74.3%	63.5%	76.8%						**71.5% / 80%**
Objective 4.3 Increase CTE Unit Completion	401	416	407	286							**370 / 403**
Objective 4.4 Increase living wage jobs	413	408	453								**425 / 463**

GOAL 5 – Reduce Equity Gaps

Objective 5.1 – Increase financial aid. Increase the percentage of students submitting FAFSA applications of eligible students by 10% from a baseline of the 3-year average from 2018-19 to 2020-21 of 62.2% to 72.2%

Objective 5.2 – Reduce equity gaps. Columbia College remains committed to reducing equity gaps in student achievement outcomes across our institution. For more information, see the 2022 Columbia College Student Equity Plan.

Goal #5 Reduce Equity Gaps											
	17-18	**18-19**	**19-20**	**20-21**	**21-22**	**22-23**	**23-24**	**24-25**	**25-26**	**26-27**	**Floor / Target**
Objective 5.1 Increase financial aid	58.8%	61.9%	64.3%	60.4%	67.7%						**62.2% / 72.2%**
Objective 5.2 Reduce Equity gaps	**See the Columbia College Student Equity Plan**										

GOAL 6 – Maintain Institutional Stability

Objective 6.1 – Stabilize FTES. Maintain or increase annual Full-Time Equivalent Student (FTES) totals to promote enrollment stability.

Objective 6.2 – Balance larger and smaller classes. Increase enrollment stability, balancing large-enrollment classes with lower-enrollment classes, by increasing average class size from 25 in Fall 2019 to 28 in Fall 2026 (as measured by FTES per annualized FTEF ratios) and improving credit course fill rates ((Census Enrollment)/(Section Capacity)) from 60% in Fall 2019 to 70% in Fall 2026.

Objective 6.3 – Follow *Participatory Governance Handbook*. Maintain the strong majority of colleagues responding favorably in the biennial *Survey of Governance Structures and Transparency* that the participatory governance system is sensible, fair, and an effective means to include the views of constituencies and to arrive at decisions.

Objective 6.4 – Adhere to established hiring practices. Establish and maintain a strong majority of colleagues responding favorably in the biennial *Survey of Governance Structures and Transparency* that the College adheres to its established hiring practices and considers the views of constituencies in determining hiring priorities.

Objective 6.5 – Increase fiscal transparency. Establish the Finance Committee as outlined in the *Participatory Governance Handbook*. Establish and maintain a strong majority of colleagues responding favorably in the biennial *Survey of Governance Structures and Transparency* that the college's budgeting and resource prioritization processes promote fiscal transparency and responsible budgeting.

Objective 6.6 – Expand community partnerships. Increase the number of connections and partnerships with the community and/or expand existing connections and partnerships, for example more middle college offerings, or more internship/job placements with an existing partner.

Goal #6 Maintain Institutional Stability											
	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	Floor / Target
Objective 6.1 Stabilize FTES	1851.2	1868.6	1852.2	1460.3							
Objective 6.2 Balance larger and smaller classes											
Objective 6.2.1 FTES/FTEF	11.9	12.4	12.2	11.4							**NA / 14**
Objective 6.2.2 Course Fill-Rates	67.1%	71.2%	73.8%	67.5%	66.4%						
Objective 6.3 Follow Governance Handbook											
Objective 6.3.1 Sensible				60.1%							
Objective 6.3.2 Fair				61.3%							
Objective 6.3.3 Effective				61.5%							
Objective 6.4 Adhere to establish hiring practices	Assessed in *SGST* in Spring 23, 25, 27.										
Objective 6.5 Increase Fiscal Transparency											
Objective 6.6 Expand Community Partnerships											

Strategic Plan Review Process

The Strategic Plan is intended to be a living document with Objectives and Strategies & Activities annually reviewed and adjusted to remain responsive to the current needs of the college. At the halfway point in 2025, the strategic goals will be revisited to ensure accuracy and relevance for the duration of the 2022-2027 time period. During the review processes, Objectives and Strategies & Activities may need to be adjusted to align with new versions of the Student Equity and Achievement Program, revised Chancellor's Office Vision for Success goals, and associated revisions to our Institution-Set Standards.

Annual Review

Summer – The Instruction Office will oversee the following:
- Managers, with input from faculty and staff as needed, will provide a brief written update of strategies and activities in their purview.
- Data from the previous academic year for the Objectives are updated with the most current values.
- Relevant survey instruments supporting the Objectives, such as the *Survey of Governance Structures and Transparency* and the *Student Satisfaction Inventory* are finalized (biennial).

Fall – The Institutional Effectiveness Council, Student Success Council, and College Council will review the following:
- The progress on the Objectives and their target values, which may be adjusted to reflect changes in ISS, the statewide VfS framework, SEAP, and other internal benchmarks.
- The Objectives themselves, which may be adjusted to align with new versions of Vision for Success, Student Equity and Achievement Plan, Institution-Set Standards, and/or other external priorities.
- The Strategies & Activities that map initiatives, categorical funding, etc. to the Strategic Goals as well as Guided Pathway pillars and integrated planning documents at the college, updating them as necessary.

Midpoint Review

Summer 2023 – The Instruction Office will prepare a report on the progress of Strategic Goals to be presented in fall to all Councils.

Fall 2023 – The Institutional Effectiveness Council, Student Success Council, and College Council will review the following:
- The progress report on the Strategic Goals in relation to the Objectives
- Currency of the Strategic Goals which may be adjusted for the duration of the 2022-2027 time period; however, a complete review of goals and objectives will be conducted at the renewal of the Strategic Plan.

Comprehensive Review and Renewal

Summer 2026 – The Instruction Office will prepare a comprehensive report on the progress of Strategic Goals to be presented in fall to all Councils.

Fall 2026 – The Institutional Effectiveness Council, Student Success Council, and College Council will:
- Review the comprehensive report on the Strategic Goals in relation to the Objectives
- Provide feedback to College Council for the renewal of the next Strategic Plan
- Begin the renewal of the next Strategic Plan for 2027-2034

Acknowledgements

The following councils and representatives were involved with the development of the Strategic Plan. Their time, effort, and collaboration with the process is greatly appreciated.

Institutional Effectiveness Council 2021-22

Name	Title	Role
Brian Sanders, Chair	Vice President of Instruction	Leadership Representative
Colin Thomas, Co-Chair	Instructor of Chemistry	Faculty Representative
Eric Taylor	Associated Students of Columbia College	Student Representative
Pam Guerra-Schmidt	Instructor of Child Development	Faculty Representative
Jill Olson	CalWORKs Coordinator/Counselor	Faculty Representative
Marcus Whisenant	Instructor of Hospitality Management	Faculty Representative
Sylvia Watterson	Instructor of Emergency Medical Services	Faculty Representative
Jessica Anselmi	Administrative Secretary	Classified Representative
Matt Connot	Research Analyst	Classified Representative
Elissa Creighton	Curriculum Specialist	Classified Representative
Torri Keever	Admissions & Records	Classified Representative
Steve Amador	Dean of Career Technical Education	Leadership Representative
Cindy Inwood	Executive Secretary	Leadership Representative
Raelene Juarez	Dean of Arts, Sciences & Human Performance	Leadership Representative
Benjamin Marcus	Research and Planning	Leadership Representative

College Council 2021-22

Name	Title	Role
G.H. Javaheripour	Interim President	Chair
Ricki Lee Korba	Associated Student of Columbia College President	Student Representative
Raelene Juarez	Dean of Arts, Sciences, & Human Performance	Leadership Team Representative
Kirsten Frye	Dean of Student Services	Leadership Representative
Brian Sanders	Vice President of Instruction	Leadership Representative
Trevor Stewart	Vice President of Administrative Services	Leadership Representative
Lahna VonEpps	Academic Senate President	Academic Senate Representative
Craig Johnston	Yosemite Faculty Association	Faculty Union Representative
Marcus Whisenant	Academic Senate President-Elect	Faculty Representative
Kirsten Miller	Counselor	Faculty Representative
Abby Sunday	Classified Senate President	Classified Senate Representative
Mary Watts	Classified Senate Vice President	Classified Representative
Kasey Fulkerson	Administrative Secretary	Classified Union Representative
Candice Hann	DSPS Program Technician	Classified Union Representative

Special thanks to Brian Sanders for initiating and leading the early development phases of the Strategic Plan. Special recognition to Matt Connot (Research Analyst) and Colin Thomas (Institutional Effectiveness Co-Chair and Accreditation Co-Chair) for their dedication and commitment in the final stages of the plan. Your guidance and perspective were invaluable in developing the Strategic Plan and for laying the foundation that Columbia College is headed in the next five years.

Appendix

Example of crosswalk approach used to map Strategies and Activities to Strategic Goals, Guided Pathways, and Planning.

Agreed Upon Ends — Strategies and Planned Activities (including initiatives) Administrative Units	Goal 1 Increase Award Completion	Goal 2 Increase Transfer Readiness	Goal 3 Reduce Barriers to Completion	Goal 4 Increase Workforce Readiness	Goal 5 Reduce Equity Gaps	Goal 6 Maintain Institutional Stability	Pillar 1 Clarify the Path	Pillar 2 Enter the Path	Pillar 3 Stay on the Path	Pillar 4 Ensure Learning	Curriculum	Student Equity Plan	Technology Plan	Distance Education Plan	Facilities Master Plan	Professional Development	Diversity Equity & Inclusion	SLOs & Program Review	Marketing & Outreach
Arts, Sciences & Human Performance																			
Athletics	X	X			X	X	X	X	X	X		X					X	X	X
Math Lab	X	X	X						X	X	X				X				
Career Technical Education																			
Adult Education Block Grant	X		X	X	X		X			X		X					X		
Childcare Apprenticeship	X	X	X	X	X		X	X	X	X	X	X	X		X			X	X
Community Education				X	X					X		X					X		
EMS Pre-Apprenticeship	X	X	X	X	X		X	X	X	X	X	X	X		X			X	X
Fire Science Pre-Apprenticeship	X	X	X	X	X		X	X	X	X	X	X	X		X			X	X
Forestry Apprenticeship	X	X	X	X	X		X	X	X	X	X	X	X		X			X	X
Google IT Pre-Apprenticeship	X	X	X	X	X		X	X	X	X	X	X	X		X			X	X
Hospitality Apprenticeship	X	X	X	X	X		X	X	X	X	X	X	X		X			X	X
Strong Workforce/Perkins	X		X	X	X	X	X	X	X	X	X				X		X		
External Initiatives																			
Dual Enrollment Math Bridge	X		X		X							X						X	
Rising Scholars	X		X		X		X	X	X	X		X						X	
Dual Enrollment - Title III Grant	X		X		X		X	X	X	X		X						X	
ISP - Title III Grant	X		X		X		X	X	X	X		X						X	