SOLANO COMMUNITY COLLEGE

2019-2022 STRATEGIC PLAN

Approved by the SCCD Board of Trustees
May 15, 2019

The Strategic Planning Process

Solano Community College's last Strategic Plan fdslakfjdlkfajlkfasdj;

In *The Vision for Success*, the California Community Colleges Chancellor's Office lays out a clear vision for the system, with goals centered on pairing high expectations with high support to help students complete their educational and career goals. State law requires colleges to adopt local goals aligned with the Vision for Success and consistent with the Guided Pathways framework and each college's Student Equity Plan.

Since Solano Community College did not have an active Strategic Plan during the launch of the Vision for Success, the college has taken this opportunity to build an entirely new Strategic Plan intrinsically aligned with the Vision. Thus, the first five goals of the Vision align with the first five goals of the Strategic Plan. Additional local goals developed by the Strategic Planning Committee round out the college's 2019-2022 Strategic Plan.

SUMMARY

Goal 1: **Honor and empower students by helping them succeed in achieving their educational or career goals**
(Aligns with Vision for Success Goal 1)

Goal 2: **Honor and empower students to transfer in a timely fashion**
(Aligns with Vision for Success Goal 2)

Goal 3: **Honor and empower students to attain their education goals in a timely fashion while embracing the process of learning**
(Aligns with Vision for Success Goal 3)

Goal 4: **Honor and empower students to gain meaningful employment/careers in their chosen field of study**
(Aligns with Vision for Success Goal 4)

Goal 5: **Honor and empower student equity and success by eliminating equity gaps with a focus on disproportionately impacted populations**
(Aligns with Vision for Success Goal 5)

Goal 6: **Strengthen ties to the community and local school districts to ensure access to college for all students.**

Goal 7: **Honor and empower the college community by maintaining adequate and sustainable financial resources to create an environment that supports teaching and learning.**

Goal 8: **Maintain a campus culture that honors and empowers teaching and learning.**

GOAL 1: Honor and empower students by helping them succeed in achieving their educational or career goals

<u>Reference to Vision for Success Systemwide Goal 1</u>: *Completion – Increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.*

Overview: *Solano Community College values the importance of helping students achieve their educational and career goals. To achieve the following objectives, the College will focus on Guided Pathways, increasing access to counseling, and introducing more students to the College's robust Student Equity and support programs.*

OBJECTIVE 1.1:
Create clear and accessible Guided Pathways for all degrees and certificates to help students' education planning and attainment
- Increase the number of students who receive comprehensive education plans by the end of their second semester from XX to XX
- Increase the number of completed ADT degrees from 185 in 2016–17 to 204 in 2021–22, and increase of 10%. *(Vision for Success goal)*
- Increase the number of completed associate degrees from 578 in 2016-17 to 636 in 2021-22, an increase of 10%. *(Vision for Success goal)*
- Increase the number of completed CCCCO-approved certificates from 132 in 2016-17 to 145 in 2021-22, an increase of 10%. *(Vision for Success goal)*

OBJECTIVE 1.2:
Ensure access to student support programs and services without regard to circumstances or identity.
- Enhance the availability of SCC cohort programs (such as M.E.N., Puente, TRIO, Umoja, SOAR) and categorical programs (such as CalWORKs, DSP, EOPS/CARE, Veterans).
- Increase outreach and exposure across the campus for students and faculty by hosting one support services fair each semester.
- Increase the number of students who participate in ASTC and MAC services from XX in 2016–17 to XX in 2021–22, an increase of XX percent.

OBJECTIVE 1.3:
Foster a student's sense of belonging and community within their discipline and within the College
- Increase discipline specific and identity-oriented clubs and cohorts to promote engagement and investment in the college.
- Increase student contact with faculty within the student's selected discipline or pathway by establishing at least one social activity each semester with increased participation annually.

Goal 2: Honor and empower students to transfer in a timely fashion

<u>Reference to Vision for Success Systemwide Goal 2: Transfer</u> – *Increase by 35 percent the number of CCC students systemwide transferring annually to a UC or CSU.*

Overview: *Solano Community College values the role of the community college in facilitating efficient and timely transfer to four-year institutions. To achieve the following objectives, the College will focus on creating clear program maps aligned with transfer requirements, empowering discipline faculty and counselors to assist students in making transfer decisions, and by supporting increased programs and accessibility to the Transfer Center.*

OBJECTIVE 2.1:
Empower students to explore, select and complete a transfer pathway.
- Increase the number of transfers to UC/CSU from 630 in 2016–17 to 788 in 2021–22, an increase of 25%. *(Vision for Success goal)*
- Increase the number of students who transfer to a non-UC/CSU 4-year program, including Historically Black Colleges and Universities (HBCUs), from XX in 2016–17 to XX in 2021–22, an increase of 25%. *(Vision for Success goal)*

OBJECTIVE 2.2:
Increase outreach and resources for transfer students
- Establish an advisor/mentor program for each discipline by the beginning of Fall 2021.
- Increase the number of students participating in transfer services and activities from XX in 2018–19 to XX in 2021–22, an increase of XX%.

OBJECTIVE 2.3:
Empower students to complete college level math and English in their first year by offering guided self-placement and support services.
- Increase the number of students completing both math and English in their first year from XX in 2016–17 to XX in 2021–22, an increase of XX%.

Goal 3: Honor and empower students to attain their education goals in a timely fashion while embracing the process of learning

Reference to Vision for Success Systemwide Goal 3: Unit Accumulation – *Decrease the average number of units accumulated by CCC students earning associate degrees, from approximately 87 total units to 79 total units – a decrease of 10 percent.*

Overview: *Solano Community College values the time and financial commitment required of students attending college. To achieve the following objectives, the College will focus on implementing Guided Pathways initiatives like the creation of course sequencing maps for all programs and allowing guided self-placement through exposure to the Pathways for Academic and Career Excellence (PACE); encouraging higher unit-taking by students; and building a robust First Year Experience program.*

OBJECTIVE 3.1:
Orient and direct students to programs of interest based on their career goals.
- Develop course sequencing maps for all programs by the beginning of Fall 2020.
- Use course sequencing maps to inform class schedule by Fall 2020.
- Increase the number of students successfully participating in the First Year Experience program from 108 in fall 2019 to 200 in 2021–22, an increase of 85%.

OBJECTIVE 3.2:
Increase the number of applicable units completed in the first year.
- Increase the number of CTE students who complete nine or more units in a CTE program from XX in 2016–17 to XX in 2021–22, an increase of XX%.
- Increase the number of students who successfully complete 24 or more units from XX in 2016–17 to XX in 2021–22, an increase of XX%.
- Decrease the average length of time required to transfer from 5.5 years in 2016–17 to 4.5 years in 2021–22, a decrease of 18%.
- Decrease the average length of time to complete a certificate from XX in 2016–17 to XX in 2021–22, a decrease of XX%.
- Decrease the average units earned per completed associate degree from 91 in 2016-17 to 79 in 2021–22, a decrease of 13%. *(Vision for Success goal)*

Goal 4: Honor and empower students to gain meaningful employment/careers in their chosen field of study

Reference to Vision for Success Systemwide Goal 4: Workforce – *Increase the percent of exiting students who report being employed in their field of study, from the most recent statewide average of 69 percent to 76 percent, an increase of 10 percent.*

Overview: *Solano Community College values the importance of preparing students to enter the workforce. To achieve the following objectives, the College will focus on exposing more students to internships and occupational education courses, employing more students on campus to help them gain job experience and soft skills, and increasing access to employers from the community.*

OBJECTIVE 4.1:
Increase the number of students participating in internships and/or work experience opportunities.

- Increase number of students in occupational education courses from XX in 2016–17 to XX in 2021–22, an increase of XX percent.
- Increase the number of students in off-site internship/apprentice programs from XX in 2016–17 to XX in 2021–22, an increase of XX percent.
- Increase the number of students employed and mentored on campus, from XX in 2016–17 to XX in 2021–22, an increase of XX percent.

OBJECTIVE 4.2:
Connect SCC programs to local industries and businesses to increase employment opportunities.

- Improve collaboration between CTE programs and industry partners by increasing the number of industry experts visiting the campus, off-site visits with industry partners and the number of industries represented at advisory meetings, XX.
- Increase median annual earnings of students 18 months after completion, XX percent from 2016-17 to 2021-22.
- Increase the percent of students earning a living wage 18 months after completion from XX percent from 2016-17 to 2021-22.
- Increase the percent of students who report being employed 18 months after completion in their field of study from XX% from 2016-17 to 2021-22. *(Vision for Success goal)*

Goal 5: Honor and empower student equity and success by eliminating equity gaps with a focus on disproportionately impacted populations

<u>Reference to Vision for Success Systemwide Goal 5: Equity-</u> *Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups.*

Overview: *Solano Community College values the primacy of equity in all decisions related to student success. To achieve the following objectives, the College will focus on implementing initiatives identified in the Student Equity and Achievement (SEA) Plan. The college commits to continuous self-evaluation, including identification and elimination of equity gaps.*

OBJECTIVE 5.1:
Reduce the equity gaps for traditionally underrepresented student groups for all degrees and certificates
- Increase the number of completed ADT degrees by the DI groups identified in the College's SEA Plan
- Increase the number of completed associate degrees by the DI groups identified in the College's SEA Plan.
- Increase the number of completed CCCCO-approved certificates by the DI groups identified in the College's SEA Plan

OBJECTIVE 5.2:
Reduce the equity gaps for traditionally underrepresented student groups transferring to UC or CSU
- Increase the number of transfers to UC/CSU from the DI groups identified in the College's SEA Plan.
- Increase the number of students from the DI groups identified in the College's SEA Plan who transfer to a 4-year program.

OBJECTIVE 5.3:
Reduce the equity gaps for traditionally underrepresented student groups so they can attain their education goals in a timely fashion
- Decrease the average length of time to transfer for the DI groups identified in the College's SEA Plan.
- Decrease the average units earned per completed associate degree for the DI groups identified in the College's SEA Plan.

OBJECTIVE 5.4:
Reduce the equity gaps for traditionally underrepresented student groups acquiring employment in their field of study

- Increase the percent of students from the DI groups identified in the College's SEA Plan who report being employed 18 months after completion in their field of study.

Note: The metrics in this Goal are necessarily general; the Student Equity (SEA) Plan includes disaggregated data by Disproportionately Impacted (DI) groups specific to each metric.

Goal 6: Strengthen ties to the community and local school districts to ensure access to college for all students.

Reference to Vision for Success Systemwide Goal: *This is a local Solano Community College Goal*

Overview: *Solano Community College values the role of the College as the higher education destination for our community and values the importance of providing access to college for those who might not consider themselves college-bound. To achieve the following objectives, the College will focus on increasing articulation agreements and dual enrollment in local school districts and increasing community outreach.*

OBJECTIVE 6.1:
Strengthen connections to local area high schools through articulation agreements and dual enrollment, where appropriate, as well as regular high school outreach.
- Develop an online tool kit for the articulation processes at SCC for high school courses by the beginning of Fall 2021.
- Establish, by the end of Fall 2019, a standard CCAP agreement in collaboration with local feeder school districts.
- Offer at least one course under a CCAP agreement in each service area Unified School District by the end AY 2020-2021.
- Increase the number and regularity of SCC-sponsored outreach efforts at the local high schools.

OBJECTIVE 6.2
Strengthen ties to community groups that serve or represent DI populations (e.g. adult schools, churches, mosques, Pride organizations)
- Involve the Campus Minority Coalition to assist in identifying community groups that serve DI populations.
- Create a contact list for the identified community groups and include them in campus messaging about events.
- Provide campus materials such as catalogs, class schedules, and financial aid and enrollment information.
- Create an annual "Diversity Resource Fair" and invite identified community groups to display at the event.
- Host an annual minoritized hiring fair on the Solano College main campus and at the centers.

Goal 7: Honor and empower the college community by maintaining adequate and sustainable financial resources to create an environment that supports teaching and learning.

Reference to Vision for Success Systemwide Goal: *This is a local Solano Community College Goal*

Overview: *Solano Community College values the ethical responsibility of conducting itself as an effective and efficient steward of federal and state funds and understands the importance of practicing sound fiscal policy. To achieve the following objectives, the College will focus on involving all campus constituencies in budgetary discussions, adhering to accreditation standards related to fiscal stability, and implementing sustainable practices in facilities and educational programs.*

OBJECTIVE 7.1:
Maintain reserves that equal or exceed the state average for California community colleges
- Maintain a minimum Board reserve of at least 10% of annual expenditures, with total reserves at or above 21%.
- Meet all accreditation standards and goals for fiscal stability.
- Maintain total compensation (salary and benefit) costs at 75% to 80% of total expenditures.
- In addition to the annual budget, utilize multi-year budget projections for three additional budget years.
- Maintain an unmodified financial audit opinion.

OBJECTIVE 7.2:
Engage all constituencies of the college community in financial planning to ensure transparency
- Engage all campus shared governance committees in financial planning and decision making as part of an integrated planning process
- Collaborate with the College Fiscal Advisory Committee on a regular basis
- Fiscal staff will participate in enrollment management processes

OBJECTIVE 7.3:
Implement and expand sustainability practices across facilities and educational programs
- Consider proven sustainability solutions, when fiscally prudent, when making decisions about issues related to recycling/reusing, energy efficiency in building projects, and selection of outside vendors.
- Create a symposium of current efforts regarding climate change and/or environmental activism
- Encourage faculty to incorporate environmental components into the curriculum

- Expose students to non-traditional fields in science and technology through programs on campus such as FYE, Umoja, Puente, and TRIO.

OBJECTIVE 7.4:
Prioritize maintenance on existing buildings to ensure a safe and pleasing learning environment

- Direct existing funding toward routine maintenance needs to ensure that classrooms have necessities such as adequate lighting, working SMART technology, furniture in good condition, and wall and floor treatments that are clean and free of wear.

Goal 8: Maintain a campus culture that honors and empowers teaching and learning.

Reference to Vision for Success Systemwide Goal: *This is a local Solano Community College Goal*

Overview: *Solano Community College values the importance of equity-informed teaching practice and is committed to hiring and retaining a diverse and qualified staff. To achieve the following objectives, the College will focus on expanded recruiting of diverse pools of candidates, regularly assessing the campus cultural climate, and engaging DI groups in discussions about teaching and learning.*

OBJECTIVE 8.1:
Proactively recruit and train diverse candidates for faculty and staff positions
- Send teams (faculty, staff, and administration) to culturally diverse hiring fairs to actively sell the vision of Solano College and recruit candidates.
- Work with the minority coalition to solicit feedback on both the recruitment and hiring process.
- Evaluate campus programs, like the Teaching Apprentice Program, to assess their effectiveness in recruiting/developing a local pool of future faculty and staff.
- Regularly survey the campus community to understand the larger dynamics and campus traditions that may adversely affect faculty and staff of color.
- Increase the diversity of the College's staff to more accurately reflect the surrounding community.

OBJECTIVE 8.2:
Develop new faculty/staff orientation and training programs
- Begin tenure review process cohort model support for new hires in Fall 2019.
- Develop faculty and staff mentoring programs by the end of AY 2019-2020.
- Expand professional development opportunities for faculty and staff.

OBJECTIVE 8.3:
Develop safe space training and support safe spaces on campus
- Engage the campus in discussions to understand larger dynamics and campus traditions that may adversely impact DI student populations.
- Expand equity focused support groups intentionally focused on DI populations (e.g. Umoja, Puente)
- Engage the campus community in creating a welcoming environment for all students, including our LGBTQI and Dreamer students.
- Collaborate with community organizations (e.g. Solano Pride) to train faculty and staff to be allies of DI groups.