

## **Solano College Strategic Plan 2025-2028 DRAFT ONLY**

### **MISSION**

Solano Community College District's mission is to educate a culturally and academically diverse student population drawn from our local communities and beyond. We are committed to helping our students achieve their educational, professional, and personal goals. Solano Community College transforms students' lives with transfer courses, career and technical education, and basic skills preparation leading to certificate programs, associate's degrees, bachelor's degrees, and lifelong learning opportunities.

### **VISION**

Solano Community College will be a recognized leader in educational excellence — transforming students' lives.

### **CORE VALUES**

- Inclusive Activism: unwavering support for historically underserved populations with a focus on ending long-standing systemic gaps in outcomes
- Integrity: firm adherence to a code of ethical values in thought and behavior
- Critical Thinking: use of intellectually disciplined, logically sound processes involving data-informed decision making
- Mutual Respect: valuing the intrinsic worth of each person in an atmosphere of collegiality
- Collaboration: working together across areas of responsibility or interest to achieve common goals and objectives
- Innovation: search for, use of, and continuous improvement of effective processes or procedures
- Accountability: individual and collective responsibility for achieving the highest level of excellence in pursuit of a common mission and vision
- Student Well-Being: addressing the impact on students of any and all actions or inactions before and above any other consideration.

### **DEIA AS A CENTRAL FEATURE**

Solano Community College commits to actions advocating for and in defense of diversity, equity, inclusion, and accessibility. These actions reflect a framework of commitment to student success across all populations with recognition of populations historically underserved in the community college system and in our local service area. To that end, we align with the definitions of equity attainment outlined in Vision 2030. We use the shorthand "with equity" for any student-facing outcome to describe the following goal:

*By the end of the 2028 Academic Year, student populations identified as impacted in our most recent Student Equity Plan will have attained outcomes at levels at least equivalent to the overall college performance for the given metric in the baseline year (2023-2024).*

## NOTE ON METRICS AND BASELINE YEAR

This plan uses as a baseline year the last full year prior to plan adoption, in this case the 2023-2024 academic year. As a baseline year, this represents a ceiling on the period of time for measuring metrics, the point where data collection stops. However, for many of these metrics there will necessarily be some lag time in their collection and measurement, particularly for variables that are collected as partnerships with organizations external to the college.

### GOAL 1: EQUITY IN SUCCESS

- Outcome 1: By the end of the 2028 academic year, SCC will have increased with equity the number of students who have completed at least one of a certificate, associate degree, or baccalaureate degree by 15% over the baseline year, from **1132** to **1302**.
  - Activity 1: Pilot proactive notification of certificate awarding
  - Activity 2: Continue development of newly approved/expanded CTE programs
- Outcome 2: By the end of the 2028 Academic Year, SCC will have increased with equity the number of students who have transferred to an accredited four-year institution by 15% over the baseline year, from **758** to **872**
  - Activity 1: Expand campus tour opportunities and other transfer center activities
  - Activity 2: Build out and promote Dual Admission pathways with CSUs and UCs
- Outcome 3: By the end of the 2028 Academic Year, SCC will have increased with equity the number of students who earn a living wage by 5% over the baseline year, from **1386** to **1455**.
  - Activity 1: Increase number of industry participants at job fairs and other programming
  - Activity 2: Develop additional career center opportunities around soft job skills

### GOAL 2: EQUITY IN ACCESS

- By the end of the 2028 academic year, SCC will have increased with equity the enrollment of underserved students by 12% over the baseline year. We acknowledge and align with the three underserved populations identified by the Chancellor's Office (veterans, foster youth, and economically disadvantaged students), and add as local definition the following populations: Black and African American students, Latinx/e students, and Native American students.
  - Activity 1: Continue outreach programming and collaboration building with K-12 districts
  - Activity 2: Build out noncredit entry points to engage nontraditional students

### GOAL 3: EQUITY IN SUPPORT

- Outcome 5: By the end of the 2028 Academic Year, SCC will have increased with equity the number of students receiving at least one of Pell or CCPG awards by 5% over the baseline year from **2687 and 5742**, respectively, to **2822 and 6030**. The college will strive for attainment of this metric across both awards simultaneously.
  - Activity 1: Utilize CRM for targeted marketing campaign around FAFSA submission
  - Activity 2: Further promote financial aid programming in service area high schools
- Outcome 6: By the end of the 2028 Academic Year, SCC will have reduced with equity the average number of units in excess of 60 units to complete a student's first ADT by 10%

compared to the baseline year, from **12.7** to **11.4**, and will strive for attainment of this goal across all Associate Degrees

- Activity 1: Increase number of students with comprehensive education plans
- Activity 2: Further incorporate Guided Pathways practices into initial course selection

#### **GOAL 4: EQUITY IN COMMUNITY EDUCATION PARTNERSHIPS**

- Outcome 7: By the end of the 2028 Academic Year, SCC will have increased with equity the number of K-12 special admit students enrolled by 20% over the baseline year, from **2419** to **2903**, and will strive for establishing agreements on dual enrollment options with every K-12 district in the service area.
  - Activity 1: Develop additional CCAP agreements based on college and K-12 district needs
  - Activity 2: Develop noncredit pathways as alternative dual enrollment options
- Outcome 8: By the end of the 2028 Academic Year, SCC will have increased the number of industry professionals on its CTE advisory committees by 50%.
  - Activity 1: Develop standardized “toolkit” for advisory committee growth/engagement
  - Activity 2: Engage with service area minority chambers of commerce

#### **GOAL 5: EQUITY IN RESOURCE ALLOCATION**

- Outcome 9: By the end of the 2028 Academic Year, SCC will have demonstrated at least two years of modeling multiple resource allocation processes that explicitly incorporate integrated planning frameworks
  - Activity 1: incorporate resource allocation requests with budget enhancement forms
  - Activity 2: develop participatory planning-based “out of cycle” expenditure process
- Outcome 10: By the end of the 2028 Academic Year, SCC will have demonstrated yearly commitment to excellence in fiscal responsibility through both internal best practices and external evaluations.
  - Activity 1: Strive for clean audits across college functional areas
  - Activity 2: Further streamline requisition and disbursement practices

#### **GOAL 6: EQUITY IN EMPLOYEE RECRUITMENT, RETENTION, AND DEVELOPMENT**

- Outcome 11: By the end of the 2028 Academic Year, SCC will have increased applications to each employee group by 10% from at least one population that was underrepresented relative to the service area as of the baseline year outlined by the college’s EEO plan, and the college will strive to meet this metric in employment as well.
  - Activity 1: Target additional avenues for marketing employment opportunities
  - Activity 2: Complete first round of EEO expansion and pilot Equity Officer training
- Outcome 12: By the end of the 2028 Academic Year, 50% of all permanent classified SCC employees will annually engage in at least one professional development opportunity related to Diversity, Equity, Inclusion, and Accessibility.
  - Activity 1: Continue training opportunities with campus DEIA resources (T4E, CEE, etc.)
  - Activity 2: Promote Vision Resource Center trainings / external partnerships
- Outcome 13: By the end of the 2028 Academic Year, the number of permanent full-time positions paying below single-person living wage for Solano County will have been reduced by 50% compared to the baseline year.
  - Activity 1: Ensure timely salary schedule reviews and union contract negotiations

- Activity 2: Increase enrollment in relevant constituency professional growth programs

#### **GOAL 7: EQUITY IN PLANNING ALIGNMENT**

- Outcome 14: By the end of the 2028 Academic Year, SCC will ensure that every internal institutional plan and external planning initiative renewed during at least the last half of this plan's duration will have followed a standardized process for aligning with Strategic Plan goals
  - Activity 1: Ensure upcoming Student Equity plan is aligned with vision and targets
  - Activity 2: Incorporate strategic plan into unit plans (technology, facility, etc.)
- Outcome 15: By the end of the 2028 Academic Year, SCC will have increased with equity the count of employees and students who have served on at least one governance body by 25%
  - Activity 1: Develop additional mission-aligned participatory governance bodies
  - Activity 2: Work with constituency leadership to develop promotional campaigns

#### **STRATEGIC PLAN REFRESH AND RENEWAL PROCESS**

As with any planning process, the execution of this strategic plan must balance the competing aims of continuous improvement with long-term stability to ensure a meaningful review after the conclusion of the plan.

- In May of the first year of the plan, College Governance Council, or whichever participatory governance body they may designate, shall receive a report concerning all updated metrics available as well as the status of the activities outlined in the plan and any recommendations for adjustments or inclusions to the activities outlined in the plan. They may determine which adjustments, if any, shall take effect in the Fall for the second year of the plan.
- In May of the second year of the plan, College Governance Council, or whichever participatory governance body they may designate, shall receive a report similar to the first year. Once more they may accept modifications to the activities of the plan to take effect for the third year. At the same time, they shall also propose adjustments to the values and goals which shall be taken into consideration by a Strategic Plan Renewal Taskforce that will be formed by action of College Governance Council in the Fall of the third and final year of the plan.
- In Fall of the third and final year of the plan, the Strategic Plan Renewal Taskforce will consider the recommendations of College Governance Council alongside other internal and external developments and create a draft for a refreshed strategic plan that shall be reviewed and approved by participatory governance in the Spring.