

Solano Community College
2019 Strategic Plan

To Board of Trustees for 1st Read: May 1

To Board of Trustees for Vote: May 15

- Goal 1:** Honor and empower students to succeed in achieving their educational or career goal (*Vision Goal 1*)
- Goal 2:** Honor and empower students to transfer in a timely fashion (*Vision Goal 2*)
- Goal 3:** Empower students to attain their education goals in a timely fashion while embracing the process of learning (*Vision Goal 3*)
- Goal 4:** Honor and empower students to gain meaningful employment/careers in their chosen field of study (*Vision Goal 4*)
- Goal 5:** Honor and empower student equity and success by eliminating equity gaps with a focus on disproportionately impacted populations (*Vision 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.

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Goal 1: Honor and empower student success in achieving their educational or career goal

Reference to Vision for Success Systemwide Goal 1: 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.

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 XX in 2016–17 to XX in 2021–22, 10 percent. (VS goal)
- Increase the number of completed associate degrees from XX in 2016-17 to XX in 2021-22, an increase of 10 percent. (VS goal)
- Increase the number of completed CCCC-approved certificates from **146** in 2016-17 to **161** in 2021-22, an increase of 10 percent. (VS goal)

Objective 1.2:

Ensure access to student support programs and services without regard to circumstances or identity.

- Increase the number of students who participate in SCC cohort programs (M.E.N., Puente, TRIO, Umoja) from XX in 2016–17 to XX in 2021–22, an increase of XX percent.
- Increase the number of students who participate in CalWORKs, DSP, EOPS/CARE, Veterans, from XX in 2016–17 to XX in 2021–22, an increase of XX percent.
- Increase the number of students who participate in ASTC 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. **XX to XX**
- 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. **XX to XX**

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

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

Objective 2.1:

Empower students to explore, select and complete a transfer pathway.

- Increase by **25%** the number of Transfers to UC/CSU from XX in 2016–17 to XX in 2021–22. (VS goal)
- Increase by **25%** the number of students who transfer to a 4-year program from **776** in 2016–17 to **854** in 2021–22. (VS goal)
- Increase the number of UC TAGs filed from XX in 2016–17 to XX in 2021–22, XX percent.

Objective 2.2:

Increase outreach and resources for transfer students

- Establish advisor/mentor program for each discipline by **the beginning of Fall 2021**.
- Increase the number of unique students accessing the transfer center services from XX in 2016–17 to XX in 2021–22, XX percent.

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, XX percent.
- Increase the number of students accessing MAC and ASTC from XX in 2016–17 to XX in 2021–22, XX percent.

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Goal 3: 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.

Objective 3.1:

Orient and direct students to programs of interest based on their career goals.

- Develop course sequencing maps for all programs by **Fall 2020**.
- Use course sequencing maps to inform class schedule by **Fall 2020**.
- Increase the number of students successfully participating in the FYE program from **108** in fall 2019 to **200** in 2021–22, an increase of **85** percent.

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, XX percent.
- Increase the number of students who successfully complete **24** or more units from XX in 2016–17 to XX in 2021–22, XX percent.
- Decrease the average length of time required to transfer from **5.5** years in 2016–17 to XX in 2021–22, XX percent.
- Decrease the average length of time to complete a certificate from XX in 2016–17 to XX in 2021–22, XX percent.
- Decrease the average units earned per completed associate degree from **92** in 2016-17 to **79** in 2021–22, a decrease of **14%**. (VS goal)

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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.

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 as tutors, instructional assistant, lab technicians and discipline specific internships, 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.

- Increase the number of job fairs offered at the college XX in 2016–17 to XX in 2021–22.
- 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 percent from 2016-17 to 2021-22. (VS goal)

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

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

Objective 5.1:

Reduce the equity gaps for traditionally underrepresented student groups for all degrees and certificates

- Increase the number of completed ADT degrees from XX in 2016–17 to XX in 2021–22, 10 percent. (VS goal)
- Increase the number of completed associate degrees from XX in 2016-17 to XX in 2021-22, an increase of 10 percent. (VS goal)
- Increase the number of completed CCCCCO-approved certificates from XX in 2016-17 to XX in 2021-22, an increase of 10 percent. (VS goal)

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 XX in 2016–17 to XX in 2021–22, XX percent. (VS goal)
- Increase the number of who transfer to a 4-year program from XX in 2016–17 to XX in 2021–22, XX percent.
- Increase the number of TAG agreements filed from XX in 2016–17 to XX in 2021–22, XX percent.

Objective 5.3:

Reduce the equity gaps for traditionally underrepresented student groups transferring to UC or CSU

- Decrease the average length of time to complete a certificate from XX in 2016–17 to XX in 2021–22, XX percent.
- Decrease the average units earned per completed associate degree from XX in 2016-17 to XX years in 2021–22. (VS goal)

Objective 5.4:

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

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- Increase the percent of students who report being employed **18 months after completion** in their field of study from XX percent from 2016-17 to 2021-22. (VS goal)

Objective 5.5:

Develop safe space training and support safe spaces on campus

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Objective 5.6:

Proactively recruit and train diverse candidates for faculty and staff positions

- Develop new hire programs

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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*

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 of SCC-sponsored outreach efforts at the local high schools.

Objective 6.2:

Strengthen community connections in the college's service area (Solano County, Winters) through

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Objective 6.3

Strengthen ties to community groups that serve or represent DI populations (e.g. adult schools, churches, mosques, Pride organizations, etc)

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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

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%.
- 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.
- Meet all accreditation standards and goals for fiscal stability.

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:

Strengthen the relationship with the SCC Foundation and the campus community

- Increase campus awareness and participation in the SCC Foundation events. (*how do we measure?*)

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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*

Objective 8.1:

Develop a Faculty Mentoring program

- Measure

Objective 8.2:

Develop new faculty/staff orientation programs (cohort model)

- Begin tenure review process cohort model support for new hires in Fall 2019

Objective 8.3:

Institutionalize a robust professional development program

- Support Teaching for Equity, onCourse, etc.

Objective 8.4:

Create safe spaces for students, faculty, and staff