Strategic Plan

2015-2018

www.shastacollege.edu

Shasta College is an equal opportunity educator and employer.
Mission Statement

Shasta College provides a diverse student population open access to educational programs and learning opportunities, thereby contributing to the social, cultural, intellectual, and economic development of our communities. The District offers general education, transfer and career-technical programs, and basic skills education. Shasta College provides opportunities for students to develop critical thinking, effective communication, quantitative reasoning, information competency, community and global awareness, self-efficacy, and workplace skills. Comprehensive student services programs support student learning and personal growth.

(Approved by the Board of Trustees 7/9/2014)

Institutional Goals 2012-2030

a. Shasta-Tehama-Trinity Joint Community College District will use innovative best practices in instruction and student services for transfer, career technical, and basic skills students to increase the rate at which students complete degrees, certificates, and transfer requirements.

b. Shasta-Tehama-Trinity Joint Community College District will use technology and other innovations to provide students with improved access to instruction and student services across the District’s large geographic area.

c. Shasta-Tehama-Trinity Joint Community College District will increase students’ academic and career success through civic and community engagement with educational institutions, businesses and organizations.

d. Shasta-Tehama-Trinity Joint Community College District will institutionalize effective planning practices through the implementation, assessment, and periodic revision of integrated planning processes that are transparent and participatory and that link the allocation of resources to planning priorities.

(Approved by the Board of Trustees 6/13/2012)
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Development of the 2015-2018 Strategic Plan

The Strategic Plan is a critical component of the integrated planning cycle at Shasta College. It is the short-term planning document that derives from the 2012-2030 Educational Master Plan and the Institutional Goals. The role of the Strategic Plan in the College's integrated planning cycle is outlined in the Integrated Planning Manual.

To develop this 2015-2018 Strategic Plan, College Council authorized the formation of a task force consisting of faculty, classified staff and administrators in fall 2014. The Director of Research and Planning served as a resource person to the task force. Over several meetings, this group reviewed the Educational Master Plan, annual reports on the 2012-15 Strategic Plan and other related research documents in order to develop Institutional Objectives and a draft 2015-2018 Strategic Plan. College Council provided feedback to revise the draft in early spring 2015.

This draft of the Strategic Plan was distributed District-wide to the various constituency groups for input in April 2015. That input was considered at College Council, appropriate revisions were made, and the plan was finalized and approved on May 5, 2015. It was subsequently presented to Academic Senate and the Board of Trustees.
Institutional Goal 1

Shasta-Tehama-Trinity Joint Community College District will use innovative best practices in instruction and student services for transfer, career technical, and basic skills students to increase the rate at which students complete degrees, certificates, and transfer requirements.

Institutional Objective 1.1

Increase the rate of students who progress through the foundational skills sequence into degree-applicable courses. (Use internal tracking data to assess results.)

Activities:

a. Implement best practices in developmental education such as accelerated and flexible course options and English and math success academies.

b. Investigate the feasibility of providing diagnostic assessments of college readiness to high school students, and, if feasible, implement a pilot program and assess results.

Institutional Objective 1.2

Increase the rate of students attaining associate degrees and certificates each academic year. (Rate is defined as the unduplicated number of scorecard eligible students who complete divided by the total unduplicated number of scorecard eligible students.)

Activities:

a. Implement best practices such as first-year experience learning communities, alternative course scheduling and supplemental instruction to increase the rate of student attainment.

b. Implement the Enrollment Management Plan and report results to College Council.

c. Promote the Center for Excellence in Learning and Teaching as a hub for faculty interaction and innovation.

d. Streamline and strengthen pathways to degrees and certificates and report to College Council.
Institutional Objective 1.3

Increase the number of students who transfer and/or are transfer prepared.

(Use National Student Loan Clearinghouse, Student Success Scorecard, and internally collected data to assess results.)

Activities:

a. Increase the number of students who annually attain ADT (Associate Degree for Transfer) degrees through promotional efforts that include success stories of transfer students, especially those from disproportionately impacted groups.

b. In cooperation with K-12 partners, implement transfer pathways such as a college honors program, accelerated scheduling, and expanded dual and concurrent enrollment.

c. Develop required services and begin to offer upper division courses to the first cohort of students in the pilot Health Information Management baccalaureate degree program.
Institutional Goal 2

Shasta-Tehama-Trinity Joint Community College District will use technology and other innovations to provide students with improved access to instruction and student services across the District’s large geographic area.

Institutional Objective 2.1

Improve access to instruction through a variety of innovative practices.

Activities:

a. Implement technology improvements that support instruction such as increased offerings and use of the Learning Management System and the creation of additional internet hot spots.

b. Implement and assess a modern integrated library system to improve discovery and access to research material for students and faculty.

c. Implement expanded academic support strategies such as online tutoring for basic skills and general education.

Institutional Objective 2.2

Improve access to student services through a variety of innovative practices.

Activities:

a. Implement innovative technology-enabled student support services to ease access to existing on-line student support services.

b. Implement technology innovations such as a mobile app and redesigned website to improve access.

c. Develop and implement marketing strategies to increase the overall student participation rate of students living in outlying areas who take online or traditional courses.
Institutional Goal 3

Shasta-Tehama-Trinity Joint Community College District will increase students’ academic and career success through civic and community engagement with educational institutions, businesses and organizations.

Institutional Objective 3.1

Enhance student success through the cultivation of collaborative partnerships with three sectors: K-12 partners, four-year institutions, and business and industry.

Activities:

a. Create linkages between academic segments and career fields to provide clearly defined career pathways leading to living wage jobs with career ladder opportunities as evidenced by completions and labor market information.

b. Increase participation in collaborative efforts to improve college readiness as measured by local high school graduates’ college going rates, remediation rates and Shasta College’s transfer rates to four-year institutions.

c. Identify additional local opportunities to obtain BA and BS degrees via partnerships with four-year colleges/universities and develop additional partnerships with four-year institutions to increase student transfer opportunities.

d. Enhance student success through involvement in civic and community engagement opportunities as measured by the number of students involved, faculty adding civic and community engagement opportunities to their courses, higher student persistence and raised scores on the student engagement survey.

Institutional Objective 3.2

Develop an infrastructure to increase collaboration with local businesses and agencies to increase student work-based and experiential-based learning (e.g., apprenticeships, internships, work experience, education mentoring, volunteering, clinical experience, work study programs and service learning).

Activities:

a. Develop an online portal/platform which will serve as a civic and community engagement database (to track offerings and participation) for students, faculty, staff and community partners to share and track information about opportunities.

b. Develop a communications plan for the community engagement web portal relevant to students, schools, businesses and other community partners resulting in a 10% increase in student work-based learning experiences.
Institutional Goal 4

Shasta-Tehama-Trinity Joint Community College District will institutionalize effective planning practices through the implementation, assessment, and periodic revision of integrated planning processes that are transparent and participatory and that link the allocation of resources to planning priorities.

Institutional Objective 4.1

Continue implementation and assessment of the integrated planning cycle as described in the Integrated Planning Manual and update other plans and manuals as needed.

Activities:

a. Complete and/or update all necessary plans that support institutional effectiveness, such as the Technology Plan and the second phase of the Facilities Master Plan.

b. Update the Participatory Governance Manual and assess representative groups’ participation levels and understanding of the institution’s participatory governance and planning processes.

c. Update the Staff and Faculty Diversity Plan and then assess the effects of the efforts outlined in the plan as it relates to demographics of the various employee groups.

Institutional Objective 4.2

Ensure continued compliance with all Accrediting Commission for Community and Junior Colleges’ standards, with special effort on professional development to excel at those standards related to student learning and planning.

Activities:

a. Develop, assess and appropriately publicize all course-level Student Learning Outcomes and Program Learning Outcomes on an identified cycle with Annual Area Plans and Program Reviews.

b. Through the Annual Area Plan and Program Review process, assess student attainment of Student Learning Outcomes and Program Learning Outcomes, implement changes to improve results to select outcomes, and assess the implemented changes.

c. Plan for, develop and complete the Institutional Self-Evaluation in preparation for the next comprehensive accreditation visit in October 2017.
d. Obtain specialized and regional accreditation for the baccalaureate in Health Information Management.

e. Offer professional development activities for faculty and staff which facilitate improvements in such things as pedagogic methods, staff efficiency, leadership development and succession planning, student equity, and student learning and report to College Council, the Academic Senate and the Professional Development Committee on results.

**Institutional Objective 4.3**

Provide fiscal support for maintaining programs and priorities that are developed through the established participatory planning processes.

**Activities:**

a. Ensure that the fiscal health of the District is maintained at a level which meets longer term obligations (e.g., OPEB contributions, STRS and PERS employer contributions, the projected effects of the Proposition 30 temporary taxes expiring) while maintaining adequate reserves at a level which does not require special borrowing (e.g., TRANs borrowing).

b. Pursue special funding sources outside of State funding (e.g., grants, categorical funding, general fundraising activities in partnership with the Shasta College Foundation) to enhance the District’s mission.
Relation to Other Planning Processes

As described in the Integrated Planning Manual, the 2015-2018 Strategic Plan is derived from the 2012-2030 Educational Master Plan (EMP) and the four Institutional Goals that are based on the EMP. Through the strategic planning process, Institutional Objectives were developed as well as specific Activities to support those objectives. The Strategic Plan informs the Annual Area Plans and Program Reviews. In those documents, Initiatives will be developed that describe how an area or program will contribute to the achievement of the Institutional Goals and/or Objectives directly or through support of the Activities outlined in the Strategic Plan.

The Management Group will meet and discuss which administrators will be responsible for implementation, tracking and reporting on the progress of each Activity and Institutional Objective. Periodic mid-year reports to College Council are allowed if warranted. Annually, a Progress Report on the Strategic Plan will be produced, reviewed and disseminated. These progress reports will be used to develop subsequent strategic plans and will inform the development of Annual Area Plans.