



**Shasta College**

**STRATEGIC PLAN**  
**2009-2012**

**Shasta-Tehama-Trinity Joint Community College District**

**11555 Old Oregon Trail**

**Redding, CA 96049-6006**

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## Signature Page

The College Council thoughtfully developed the college strategic plan using input from all of the college constituencies over the course of the fall semester 2008. After the work of the College Council in drafting the themes, strategies, and activities contained in the plan, the Cabinet assigned responsibility and accountability for each strategy to an administrator, who in turn designated a target date for each strategy under their purview. Also and appropriately, the major themes of the plan become the major goals of the college for the next three years.

### College Council

#### Administration:

William Cochran, Ed.D., V.P. of Academic Affairs (Co-Chair)  
Lucha Ortega, Ed.D., V.P. of Student Services  
Joe Wyse, V.P. of Administrative Services

#### Faculty:

Cathy Anderson  
Sue Loring (Co-Chair)  
Maureen Stephens

#### Classified:

Ken Cooper  
Sherry Nicholas

#### Confidential:

Caryn Bailey

#### Student:

Chris Hart

#### Ex-Officio Members:

Gary Lewis, Superintendent/President  
Patricia Demo, Assoc. V.P. of Human Resources  
Doug Meline, Assoc. V.P. of Information Services and Technology  
Catherine Jackson, Ph.D., Director of Research and Planning



Superintendent/President

1/20/09

Date



College Council

1/20/09

Date

## President's Message

The Shasta-Tehama-Trinity Joint Community College 2009-2012 Strategic Plan provides a comprehensive plan for improving student learning, access and success. Five planning themes and their strategies and activities will guide the institution in providing a quality, sustainable and fiscally sound learning environment for our students in the three-county District. It presents clear themes, specific strategies and the activities necessary to meet these goals in the appropriate time frame.

The strategic plan was developed through many hours of consultation with the District's participative governance constituents. The newly reorganized College Council convened twice a month over the fall 2008 semester to carefully develop the plan to best meet the learning needs of our students and provide greater opportunities to those we serve in the communities within the District.

The plan was developed recognizing Shasta College's multiple missions of transfer and general education, basic skills education, career and technical education, economic and workforce development, and community education and lifelong learning. The themes of Student Learning, Quality Staffing, Fiscal Integrity, Community Connection and Positive Campus Climate were adopted in order to improve our short-term planning efforts and to lay the groundwork for sustaining our effectiveness for years to come.

The process will require annual review that may result in adjusting our activities as needed to accomplish our goals. The process provides for continual improvements in quality and effectiveness while responding to the internal and external factors influencing the stability and growth of our District. Shasta College's commitment to strategic planning helps to ensure that the District's policies and processes respond to those factors.



Gary L. Lewis  
Superintendent/President

## **Mission, Values, Goals and Institutional Student Learning Outcomes**

### **Mission**

The mission of the Shasta-Tehama-Trinity Joint Community College District is to provide open access and opportunity for success to students who have diverse backgrounds, interests, and abilities. The District is committed to providing the knowledge and skills necessary for a student to succeed. The District recognizes that success requires specific life skills and professional skills and also effective communication, critical thinking, global consciousness and global responsibility. By offering programs leading to successful completion of a quality university-transfer program, or career-technical education, the District is responsive to the needs of our communities within a changing global society. By offering comprehensive campus and community service programs, the District enables students to achieve personal as well as academic potential and contributes to the social, cultural and economic development of our region.

### **Values**

We value:

All people • Our Earth • Community  
Integrity • Creativity • Curiosity  
Compassion • Service  
Lifelong learning

### **Goals**

Opportunities for Student Learning and  
Growth  
Quality Staffing  
Fiscal Integrity  
Strong Community Connection  
Positive Campus Climate

### **Institutional Student Learning Outcomes**

#### **Life and Professional Skills**

*Life and Professional Skills include the ability to create well developed goals and plans, the ability to make responsible decisions in support of those goals and plans, the ability to recognize and accept consequences of decisions, appropriate technical skills, the ability to work effectively as an individual and as part of a group, and the ability to resolve conflict.*

#### **Effective Communication**

*Effective communication includes the ability to convey information, ask meaningful questions, and express thoughts, ideas and feelings.*

#### **Critical Thinking Skills**

*Critical thinking includes the application of logical reasoning to collect and evaluate information, recognize and categorize patterns, contrast and compare, make decisions and reach conclusions, and solve problems.*

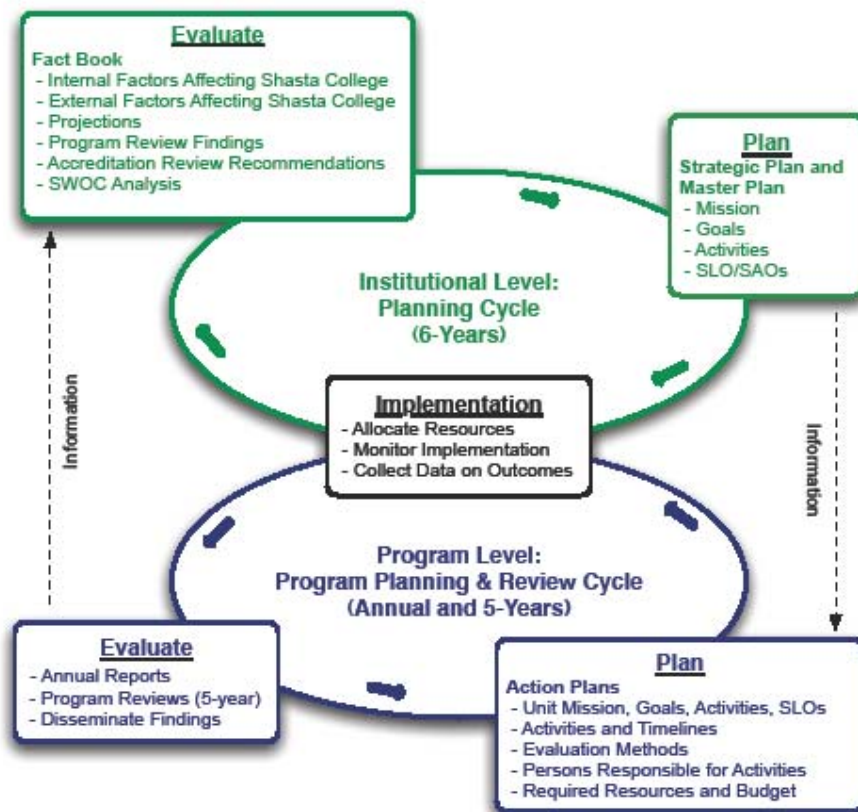
#### **Community and Global Consciousness and Responsibility**

*Community and global consciousness and responsibility include the knowledge and understanding of civic, cultural and environmental issues; knowledge of and respect for the needs, difficulties, and rights of diverse groups; an appreciation of the importance of public service; and a commitment to life-long learning.*



# Shasta College

## Shasta College Planning & Review Cycles



This diagram depicts the framework for Shasta College's planning process and program planning and review process. Student Learning Outcomes and Service Area Outcomes incorporated into the planning process at the course level, the program level, and the institutional (Degree, Certificate, General Education) level.

January 2009

## Strategic Plan

### Theme I: Student Learning and Growth

*Create an academic environment that enhances opportunities for student learning and growth.*

**Strategy I.1** *Provide faculty and students the technological tools needed to improve access to and delivery of educational materials.*

Responsible Administrator: Associate Vice President, Information Services & Technology

- Activities
- a. Create or improve online tools and “How to” tutorials for faculty, staff and students for the following:
    - Assessing computer competency skills
    - Accessing and navigating online classes
    - Accessing instructor websites
    - Accessing and navigating online library materials
    - Accessing and using an educational planner
    - Accessing information about enrollment processes, policies and procedures.

Responsible Administrator: Associate Vice President, Information Services & Technology

Target Completion Date: December 2011

- b. Designate funds for technology asset replacement such as “smart” classroom technology, computers in student labs and instructor workstations.

Responsible Administrator: Associate Vice President, Information Services & Technology

Target Completion Date: December 2009

**Strategy I.2** *Offer curriculum that is responsive to the needs of students and the community.*

Responsible Administrator: Vice President, Academic Affairs

- Activities
- a. Develop the concepts of sustainability and infuse them throughout the college community.

Responsible Administrator: Instructional Deans

Target Completion Date: June 2012

- b. Offer more alternative schedules, such as short-term and weekend classes.

Responsible Administrator: Instructional Deans

Target Completion Date: January 2010

- c. Biennially review emerging trends in higher education and industry; respond by creating appropriate curriculum and delivery to support the trends.

Responsible Administrator: Instructional Deans

Target Completion Date: December 2010

- d. Develop research opportunities for students.

Responsible Administrator: Instructional Deans

Target Completion Date: June 2011

**Strategy 1.3    *Develop services and retention strategies to increase the rate at which students successfully complete their academic goals.***

Responsible Administrator: Vice President, Academic Affairs

- Activities
- a. Provide training to faculty and staff on effective student retention strategies.

Responsible Administrator: Associate Vice President, Human Resources & Dean, Enrollment Services

Target Completion Date: December 2010

- b. Investigate a system to assess student readiness for online class participation, and implement it if appropriate.

Responsible Administrator: Dean, Extended Education

Target Completion Date: December 2010

- c. Implement ways to improve the ability of students to acquire or access textbooks and/or other instructional materials.

Responsible Administrator: Capital Outlay and Special Projects Analyst

Target Completion Date: June 2010

- d. Work with regional public transportation agencies to help students travel to and from the college campuses for classes and activities.

Responsible Administrator: Vice President, Administrative Services

Target Completion Date: June 2010



- e. Increase partnerships with four-year universities and colleges to promote higher education to the Shasta College service area.

Responsible Administrator: Vice President, Academic Affairs  
Target Completion Date: June 2012

- f. Improve the dissemination of information about programs and services available to students throughout the District.

Responsible Administrator: Public Information Officer  
Target Completion Date: December 2009

- g. Expand the use of the Communication Management System in Datatel.

Responsible Administrator: Associate Vice President, Information  
Services & Technology  
Target Completion Date: December 2009

**Strategy 1.4**    ***Ensure that accreditation standards are met at the highest level, including a sustained effort for SLO and SAO implementation, assessment, and evaluation for improving student learning, program development, and college planning.***

Responsible Administrator: Vice President, Academic Affairs

- Activities
- a. Provide SLO/SAO training to newly hired faculty and staff.

Responsible Administrator: Associate Vice President, Human  
Resources & SLO Administrative  
Co-Chair  
Target Completion Date: August 2010

- b. Establish a permanent Accreditation Steering Committee to direct and monitor the institution's efforts to maintain accreditation standards.

Responsible Administrator: Accreditation Liaison Officer(s)  
Target Completion Date: August 2009

- c. Review the job duties of the SLO Coordinator; move the data collection and reporting functions to the Office of Institutional Research.

Responsible Administrator: Vice President, Academic Affairs  
Target Completion Date: June 2009

## Theme II: Quality Staffing

*Attract, retain and develop excellent employees.*

**Strategy II.1 *Implement strategies to attract a diverse pool of highly qualified applicants for all employment opportunities.***

Responsible Administrator: Associate Vice President, Human Resources

- Activities      a. Develop and implement a plan to enhance the recruitment and interview process for hiring faculty, staff, and administrators.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: June 2011

- b. Develop and implement a plan to review and update job descriptions and align compensation as appropriate.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: June 2012

**Strategy II.2 *Provide all employees with a wide range of training and development opportunities to foster their professional growth.***

Responsible Administrator: Associate Vice President, Human Resources

- Activities      a. Implement training and develop manuals for classified staff to standardize processes across offices for like jobs, duties, and functions.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: June 2011

- b. Increase staff development opportunities and identify alternative sources of funding.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: June 2010

- c. Train managers on the performance evaluation processes.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: December 2009

- d. Implement a program for developing leaders from within the college.

Responsible Administrator: Vice President, Academic Affairs

Target Completion Date: August 2009

## Theme III: Fiscal Integrity

*Ensure the maintenance of the District's fiscal integrity.*

**Strategy III.1 Create improved efficiencies through continual evaluation and revision of existing college/district processes.**

Responsible Administrator: Vice President, Administrative Services

- Activities
- a. Conduct a comprehensive analysis of the effective use of college resources, and plan accordingly.

Responsible Administrator: Vice President, Administrative Services  
Target Completion Date: June 2012

- b. Implement the following features of the Datatel system:
  - Degree Audit
  - Budgeting, including purchase orders/requisitions/approvals
  - Leave Accounting and Time Entry
  - Reporting tools

Responsible Administrator: Associate Vice President, Information  
Services & Technology  
Target Completion Date: December 2011

- c. Purchase and implement Schedule 25 to link with Resource 25

Responsible Administrator: Vice President, Academic Affairs  
Target Completion Date: August 2011

- d. Re-establish the Environmental Resources Committee.
  - Provide training for staff on ways to strengthen sustainability college-wide.
  - Formalize a college plan related to sustainability.

Responsible Administrator: Vice President, Administrative Services  
Target Completion Date: January 2011; Committee, September 2009

- e. Centralize budgets for software used in more than one area to allow for better coordination of purchasing.

Responsible Administrator: Associate Vice President, Information  
Services & Technology  
Target Completion Date: February 2010

**Strategy III.2 Engage in activities designed to increase the funding available to the college.**

Responsible Administrator: Vice President, Administrative Services

- Activities      a. Improve data collection/analysis in Career/Technical areas through an online Perkins survey to enhance receipt of Perkins funds.

Responsible Administrator: Director, Research and Planning  
Target Completion Date: June 2010

- b. Identify and pursue alternative sources of funding such as grants, facility usage fees, and international students' enrollment fees.

Responsible Administrator: All Vice Presidents  
Target Completion Date: June 2012

**Strategy III.3 Maintain a balanced budget with adequate reserves.**

Responsible Administrator: Vice President, Administrative Services

- Activities      a. Develop and implement a college-wide equipment replacement plan.

Responsible Administrator: Vice President, Administrative Services  
Target Completion Date: June 2011

- b. Develop and implement a college-wide facility plan.

Responsible Administrator: Vice President, Administrative Services  
Target Completion Date: June 2012

- c. Explore the possibility of "roll-over" budgets for specific line items to encourage frugality in spending.

Responsible Administrator: Vice President, Administrative Services  
Target Completion Date: June 2010

## **Theme IV: Community Connection**

*Build a connection with the community that fosters awareness, excitement and appreciation of Shasta College.*

### **Strategy IV.1 *Promote Shasta College through local organizations, the media and a user-friendly website.***

Responsible Administrator: President

- Activities
- a. Expand participation of college employees on community boards and committees, and in clubs and activities. Examples include Shasta Forward, Rotary clubs and Chambers of Commerce.

Responsible Administrator: President

Target Completion Date: June 2010

- b. Increase and improve the college's public presence through a variety of media, including FaceBook, MySpace, radio, television, and print.

Responsible Administrator: Public Information Officer

Target Completion Date: June 2010

- c. Establish a leadership role in the community related to sustainability efforts.

Responsible Administrator: Dean, EWD

Target Completion Date: June 2012

### **Strategy IV.2 *Develop opportunities to increase community involvement with Shasta College, and Shasta College involvement with the community.***

Responsible Administrator: Vice President, Academic Affairs

- Activities
- a. Develop and maintain a central calendar of District activities for easy reference by the college community and the general public.

Responsible Administrator: Vice President, Administrative Services

Target Completion Date: December 2010

- b. Form a President's Community Advisory Committee.

Responsible Administrator: President

Target Completion Date: December 2009

- c. Develop a schedule of open houses, tours, activities, and events to promote community involvement, collaboration, and familiarity with college programs and services.

Responsible Administrator: Vice President, Student Services

Target Completion Date: June 2010

## **Theme V: Positive Campus Climate**

*Create a positive college environment geared toward employee and student satisfaction.*

### **Strategy V.1 *Create a strong sense of trust and community for all students and employees.***

Responsible Administrator: President

Activities

- a. Increase recognition activities and events for faculty and staff.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: December 2010

- b. Produce college publications that highlight contributions to the community from students, faculty, staff, and administrators.

Responsible Administrator: Public Information Officer

Target Completion Date: June 2010

- c. Produce and disseminate a staff directory with pictures both online and hard copy formats.

Responsible Administrator: Associate Vice President, Human Resources

Target Completion Date: December 2010

- d. Reinstate and publish the Dean's List of students.

Responsible Administrator: Vice President, Student Services

Target Completion Date: June 2010

- e. Develop a plan to address infrastructure issues relating to safety and building access/security.

Responsible Administrator: Vice President, Administrative Services

Target Completion Date: June 2012

### **Strategy V.2 *Provide sufficient resources for pleasing and sustainable buildings and grounds.***

Responsible Administrator: Vice President, Administrative Services

Activities

- a. Enhance the physical image of the college through signs, flags, attractive entrances, etc.



Responsible Administrator: Director, Physical Plant  
Target Completion Date: June 2010

- b. Create a "coffee bar" in the remodeled Library as an inviting and pleasing environment for students.

Responsible Administrator: Associate Dean, Library Services  
Target Completion Date: June 2012

- c. Identify potential future opportunities for "green" or sustainable buildings and designs.

Responsible Administrator: Vice President, Administrative Services  
Target Completion Date: December 2010

***Strategy V.3    Develop a culture of innovation that encourages new ideas and cultivates a vibrant intellectual setting.***

Responsible Administrator: Vice President, Academic Affairs

- Activities
- a. Bring people together to generate innovative ideas that will benefit the College and District.

Responsible Administrator: Vice President, Student Services  
Target Completion Date: June 2010

- b. Establish incentives for ideas that benefit the college.

Responsible Administrator: President  
Target Completion Date: June 2010

## **Progress Reporting Timeline**

As the strategic plan is implemented, the responsible administrator for each strategy will prepare written progress reports, and a final report, for each activity that supports the strategy. The reports will be submitted to the College Council for review and evaluation. The content of the reports will include progress to date and, if applicable, clear identification of reasons for any potential/actual variance from the projected completion date and/or scope of the activity.

### **Due Dates**

May 1, 2010 – Progress Report

May 1, 2011 – Progress Report

May 1, 2012 – Final Report

## **Appendix A**

### **Progress Reporting Form**



# Shasta College

## **STRATEGIC PLAN 2009-2012 Annual Progress Report Form**

**Date Submitted:**\_\_\_\_\_

**Theme:**

**Strategy:**

**Responsible Administrator:**

**Progress to Date:**

**Comments:**