



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

STRATEGIC PLAN

2012-2015

11555 Old Oregon Trail
P.O. Box 496006
Redding, CA 96049-6006
Phone • (530) 242-7500
www.shastacollege.edu

Shasta-Tehama-Trinity Joint Community College District

Mission Statement

Shasta College provides students of diverse backgrounds, interests, and abilities with open access to educational and life-long learning opportunities, thereby contributing to the social, cultural, and economic development of our region. The District offers programs and extensive distance education offerings in general education and transfer curriculum, career-technical education, and basic skills education where students are provided opportunities to practice and improve critical thinking, effective communication, quantitative reasoning, information competency, community and global awareness, self-efficacy, and workplace skills.

(Approved by the Board of Trustees 6/8/2011)

Institutional Goals 2012- 2030

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.
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.
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.
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.

(Approved by the Board of Trustees 6/13/2012)

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Development of the 2012-2015 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 2012-2015 Strategic Plan, the Superintendent/President asked College Council to authorize the formation of a task force consisting of faculty, classified staff and administrators in June 2012. The Director of Research and Planning and the Associate Vice President of Information Services and Technology served as resource persons to the task force. Over several meetings, this group reviewed the draft Educational Master Plan and Institutional Goals in order to develop Institutional Objectives. Once the Objectives were clear, Activities, Responsible Administrators and Target Dates were identified.

The draft Strategic Plan was presented to College Council in August 2012 and simultaneously was distributed District-wide for input. That input was considered at College Council, appropriate revisions were made, and the plan was finalized and approved on September 4, 2012. 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 number of students completing associate degrees and certificates each academic year by five percent.

Responsible Administrator: Vice President, Academic Affairs

Activities:

- a. *Identify best practices for increasing the number of students completing degrees and certificates, and report to College Council.*

Target Completion Date: May 2013

- b. *Implement at least three best practices for increasing the number of students completing degrees and certificates, and assess results.*

Target Completion Date: May 2014

- c. *Gain Chancellor's Office approval for at least three additional AA-T or AS-T degrees each year for three years.*

Target Completion Date: May 2015

- d. *Increase the persistence rate from fall to spring and from fall to fall by two percent each year.*

Target Completion Date: May 2015

- e. *Systematically evaluate CTE curriculum to create stronger pathways to degrees and certificates, and report to College Council.*

Target Completion Date: December 2013

Institutional Objective 1.2

Increase the number of first time students¹ who transfer and/or are transfer prepared so that the District's transfer rate exceeds the state-wide average for California community colleges as reported in the ARCC report.

Responsible Administrator: Associate Vice President, Student Services

Activities:

- a. *Identify best practices to facilitate student transfer and report findings to College Council on the feasibility of implementing and/or expanding these best practices.*

Target Completion Date: March 2013

- b. *Implement and/or expand successful student transfer practices and assess results.*

Target Completion Date: May 2015

- c. *Increase the number of students who complete a transfer level math course in their first year of study by five percent over three years.*

Target Completion Date: May 2015

- d. *Increase the number of students who complete a transfer level English course in their first year of study by five percent over three years.*

Target Completion Date: May 2015

Institutional Objective 1.3

Increase the number of students who progress through the basic skills sequence into degree-applicable courses by two percent annually.

Responsible Administrator: Vice President, Academic Affairs

Activities:

- a. *Research placement effectiveness and innovative best practices to guide improvements in placement practices, and report to College Council on the feasibility of implementing these best practices.*

Target Completion Date: August 2013

¹ For ARCC, a first time student is defined by course taking patterns. The cohort includes all students that have earned at least 12 units AND attempted either a degree applicable math or English course OR a vocational course with SAM code A (apprenticeship) or B (advanced occupational).

- b. Implement innovative practices in placement and assess results.*

Target Completion Date: May 2015

- c. Increase the number of students completing degree-applicable English courses who began their studies in basic skills English courses by at least two percent per year.*

Target Completion Date: May 2015

- d. Increase the percentage of students completing degree-applicable math courses who began their studies in basic skills math courses by at least two percent per year.*

Target Completion Date: May 2015

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

Increase access to instruction by increasing the number of sections using the Learning Management System² to 60% in any given semester over three years.

Responsible Administrator: Associate Vice President, Information Services and Technology /
Vice President, Academic Affairs

Activities:

- a. *Analyze different LMS hosting options to determine which would allow for higher availability to students, greater technology support for instructors, and greater flexibility with course design, and report to College Council.*

Target Completion Date: March 2013

- b. *Identify best practices to encourage instructors to use the LMS to web-enhance their courses so as to provide greater student access to instructional materials.*

Target Completion Date: May 2013

- c. *Implement best practices that have proven to be effective in encouraging instructors to use the LMS to web-enhance courses, and assess results.*

Target Completion Date: May 2015

- d. *Develop at least 10 new online courses that allow students to complete transfer or general education requirements.*

Target Completion Date: May 2015

² Courses using the LMS include fully online, hybrid, and web-enhanced courses.

Institutional Objective 2.2

Increase access to instruction by implementing alternative course delivery options as appropriate.

Responsible Administrator: Vice President, Academic Affairs

Activities:

- a. *Research student need for alternative delivery options, and report to College Council.*

Target Completion Date: April 2013

- b. *Implement changes based on student needs, and assess results.*

Target Completion Date: May 2015

- c. *Research students in outlying areas who are taking courses and identify common factors resulting in enrollment.*

Target Completion Date: December 2013

- d. *Develop and implement strategies to increase the overall number of students living in outlying areas who take online or traditional courses.*

Target Completion Date: May 2014

Institutional Objective 2.3

Increase the number of and access to new and existing types of technology-enabled student support services.

Responsible Administrator: Associate Vice President, Student Services /
Associate Vice President, Information Services and Technology

Activities:

- a. *Research the effectiveness of existing and new types of technology-enabled student support services and report to College Council on the feasibility of implementing these new types of technology-enabled student support services.*

Target Completion Date: May 2013

- b. *Implement new and innovative technology-enabled student support services and assess results.*

Target Completion Date: May 2014

- c. *Redesign the campus website to address any needs indicated by research, and assess the effect of the changes.*

Target Completion Date: August 2014

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

Support effective existing and develop at least three new collaborative partnerships with other educational institutions, businesses and organizations.

Responsible Administrator: Superintendent/President

Activities:

- a. Analyze the effectiveness of current college partnerships providing work experience opportunities to students.*

Target Completion Date: May 2013

- b. Increase student work experience opportunities by 10% over three years through collaboration with local businesses and agencies.*

Target Completion Date: May 2015

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

Target Completion Date: May 2014

- d. Identify additional local opportunities to obtain BA and BS degrees via partnerships with four-year colleges/universities.*

Target Completion Date: May 2013

- e. Develop at least two additional partnerships with four-year institutions to increase student transfer opportunities.*

Target Completion Date: May 2015

Institutional Objective 3.2

Increase campus involvement in civic and community engagement opportunities/benefits as measured by doubling the number of students involved.

Responsible Administrator: Dean, Economic and Workforce Development

Activities:

- a. Identify best practices for faculty to add civic and community engagement opportunities to their courses.*

Target Completion Date: December 2012

- b. Implement best practices to encourage faculty to add civic and community engagement opportunities to their courses, and assess the number of faculty who added civic and community engagement activities to their course syllabi.*

Target Completion Date: May 2014

- c. Develop a plan to make civic and community engagement activities financially self-sustaining.*

Target Completion Date: December 2012

- d. Implement a plan to make civic and community engagement activities financially self-sustaining.*

Target Completion Date: May 2013

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

Complete and assess the integrated planning cycle as described in the Integrated Planning Manual.

Responsible Administrator: Superintendent/President

Activities:

- a. Implement use of TracDat for Annual Area Plans, Program Reviews and SLO tracking.*

Target Completion Date: December 2012

- b. Complete and/or update all necessary plans that support institutional effectiveness.*

Target Completion Date: May 2013

- c. Assess effectiveness of planning activities annually according to the schedule in the Integrated Planning Manual.*

Target Completion Date: May 2013 and annually thereafter

Institutional Objective 4.2

Obtain Sustainable Continuous Quality Improvement level for Student Learning Outcomes as defined in the Accrediting Commission for Community and Junior Colleges' rubric.

Responsible Administrator: Vice President, Academic Affairs.

Activities:

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

Target Completion Date: December 2012 and ongoing

- b. Through the Annual Area Plan and Program Review process, assess student attainment of Student Learning Outcomes and Program Learning Outcomes, implement changes, and assess the implemented changes.*

Target Completion Date: May 2013 and annually thereafter

- c. Maintain college-wide dialogue about learning outcome assessment results.*

Target Completion Date: May 2013

- d. Allocate resources to support learning outcomes through the integrated planning cycle.*

Target Completion Date: May 2013 and annually thereafter

Institutional Objective 4.3

Evaluate and document the participatory governance structure.

Responsible Administrator: Superintendent/President

Activities:

- a. Evaluate the current governance structure and decision-making processes, and revise processes as needed as a result of institutional dialogue.*

Target Completion Date: December 2012

- b. Create a decision-making handbook.*

Target Completion Date: May 2013

- c. Educate District staff and faculty about decision-making processes.*

Target Completion Date: August 2013

Relation to Other Planning Processes

As described in the Integrated Planning Manual, the 2012-2015 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.

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 Annual Area Plans.