



**STATE CENTER COMMUNITY COLLEGE DISTRICT**  
FRESNO • REEDLEY • CLOVIS • MADERA • OAKHURST • WILLOW INTERNATIONAL

## **2012 – 2016 STRATEGIC PLAN**

**July 3, 2012**

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## Core Beliefs

### Mission

State Center Community College District is committed to student learning and success, while providing accessible, high quality, innovative educational programs and student support services to our diverse community by offering associate degrees, university transfer courses and career technical programs that meet the academic and workforce needs of the San Joaquin Valley and cultivate an educationally prepared citizenry.

### Vision

State Center Community college District will demonstrate exemplary educational leadership to foster and cultivate a skilled workforce and an educated citizenry who are well prepared professionally and personally to contribute to our community.

### Values

**Excellence:** So that every student will have the opportunity to benefit from an educational experience of the highest quality, we are committed to excellent teaching, learning, quality instruction, support services, and co-curricular activities.

**Diversity:** We are committed to cultivating a welcoming environment for all and we will promote and celebrate diversity in our student body, faculty, staff and administration.

**Integrity:** We will be accountable, honest, transparent and adhere to the highest professional standards to ensure that every student has the opportunity to receive an excellent education. We are committed to moving barriers to student success.

**Continual Improvement:** We will continually evaluate our policies and practices to sustain and improve the quality of our programs and services. We will utilize effective planning procedures and commit to making decisions based upon the systematic use of relevant data.

**Stewardship:** We are committed to the enhancement, preservation, conservation, and effective utilization of our resources.

**Community:** We value the community we serve and strive to work as a good neighbor, and partner with the people, businesses and organizations of the San Joaquin Valley.

Communication: We are committed to open communication among all members of the District, and with the external community of which we are an integral part. We will ensure freedom of speech, collaboration and mutual respect.

## Strategic Directions

The State Center Community College District Goals and Objectives were developed in collaboration with the SCCCDC Strategic Planning Committee, based upon extensive analysis of information regarding the internal and external communities of the district. The development of the goals and objectives relied upon documentation included in the 2012 ACCJC Accreditation letters, the District's Data Portfolio, the College Brain Trust documents known as "Organization Review of Centralized Services", "Lessons Learned from the Data" and "Challenges and Opportunities: Implications From the SCCCDC Data Portfolio."

### Goal 1: Student Success

SCCCDC is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.

- 1.1 Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success;
- 1.2 Improve student success rates by increasing persistence and completion rates for all students;
- 1.3 Create a comprehensive Student Services Delivery Plan for all campuses and centers;
- 1.4 Analyze current student assessment processes and outcomes and ensure cohesion across all District locations;
- 1.5 Increase students' campus and community engagement.

## **Goal 2: Student Access**

SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.

2.1 Evaluate student access for all communities and develop a districtwide Enrollment Management Plan to optimize the District presence in all areas of the District;

2.2 Maintain and improve student admission, registration, counseling and orientation processes to maximize student educational planning;

2.3 Enhance student support program coordination and development in areas such as outreach, recruitment, co-curricular and career awareness activities throughout the District.

## **Goal 3: Teaching and Learning Effectiveness**

SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.

3.1 Create a comprehensive Basic Skills Delivery Plan;

3.2 Coordinate curriculum and Signature Programs, and develop new Signature Programs as appropriate throughout the District.

3.3 Develop a comprehensive Distance Learning Delivery Plan and increase the number of courses and enrollments delivered at a distance;

3.4 Ensure continuous integration and implementation of the colleges' cycles of Program Review and Student Learning Outcomes assessment to improve institutional effectiveness.

3.5 Provide faculty development opportunities to support excellent teaching and learning in areas such as distance learning, innovative teaching methods, the use of technology for learning, and learning communities

#### **Goal 4: Economic and Workforce Development**

SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.

4.1 Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners;

4.2 Regularly assess workforce program and skill needs based upon up to date, relevant employment and other business data;

4.3 Increase persistence and completion rates for students in career technical programs;

4.4 Increase the number of quality work experience, apprenticeship, job shadowing, service learning and internship experiences.

#### **Goal 5: Communication**

SCCCD is committed to open and clear communication among its constituent groups and with its external communities.

5.1 Develop and implement a District Governance Model;

5.2 Increase regular reporting of District and Board activities and actions to the colleges' communities through various means such as newsletters, meetings and discussion sessions;

5.3 Expand and improve communication throughout the district;

5.4 Maintain and improve relationships with the District's community, economic and workforce partners.

## **Goal 6: Organizational Effectiveness**

SCCCD is committed to continually improve its organizational process to ensure its institutional effectiveness and accountability.

6.1 Develop and implement a District Resource Allocation Plan;

6.2 Review and update the District Technology Plan;

6.3 Finalize and implement a District Facilities Master Plan;

6.4 Develop and implement a Human Resources Staffing Plan that recognizes the staff diversity needs, expected retirements in the near future and the organizational and curricular changes of the District, and the need for staff training;

6.5 Develop a plan for growth of the District's campuses and centers, including planned phases for enrollment, staffing, resource allocation, organizational structures and facilities needs;

6.6 Develop an effective planning and research infrastructure at the district level to enhance institutional research across the District with coordination mechanisms, an annual district research agenda, common research projects and additional research needed for assisting in planned growth for SCCC;D;

6.7 Implement an integrated Strategic Planning Model that includes regular assessment of progress toward goals.

## **Goal 7: Community and Resource Development**

SCCCD is committed to optimizing its resources while maintaining its fiscal integrity.

7.1 Maintain prudent financial practices to ensure and support the fiscal health and wellbeing of the District;

7.2 Create a Resource Development Plan to enhance revenue generation and external giving;

7.3 Develop a systematic process to maximize mission driven grants acquisition.