



# State Center Community College District Willow International Community College Center



## 2013-2017 Strategic Plan

### Strategic Plan Goals & Objectives Summary

#### Strategic Goal One – Student Success

*Support and assist students to achieve 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*

##### Strategic Objectives:

- 1.1 Implement a clear and concise matriculation process for new students
- 1.2 Develop strategies to increase student success and transfer rates
- 1.3 Utilize Student Success Taskforce recommendations & the 2012 Student Success Act, implement Student Services Delivery Plan aligned with Districtwide plan
- 1.4 Assist in establishing Districtwide Matriculation Committee to review student assessment tests and data
- 1.5 Establish a baseline that expresses cultural awareness as a result of student engagement in campus and community activities

#### Strategic Goal Two – Student Access

*Be responsive to the population growth of the San Joaquin Valley and committed to reducing enrollment barriers*

##### Strategic Objectives:

- 2.1 Establish and implement an Enrollment Management Plan aligned with the District Enrollment Management Plan
- 2.2 Implement matriculation plan for students to complete critical matriculation steps as delineated in 2012 Student Success Act
- 2.3 Implement and modify strategies to enhance student support program coordination and develop in areas such as outreach, recruitment, co-curricular, and career awareness activities utilizing the Enrollment Management Committee

#### Strategic Goal Three – Teaching and Learning Effectiveness

*Provide highest quality instructional programs using current and emerging instructional methods and technologies*

##### Strategic Objectives:

- 3.1 Direct the planning and strategies as defined in Student Success Plan, measure the success of each goal and objective related to Basic Skills
- 3.2 Implement process to determine Signature Programs as WI plans for future development of CTE programs and facilities as delineated by Districtwide Signature Program Taskforce
- 3.3 Implement goals and strategies from Technology/Distance Education Plan supporting delivery of online courses and provide adequate classroom/campus technologies to support student success
- 3.4 Utilize assessment results, data, and results from Student Learning Outcomes, Program Learning Outcomes, General Education Learning Outcomes, and Program Review process to implement improvement strategies in support of student success
- 3.5 Increase faculty development opportunities that support student success

#### Strategic Goal Four – Economic and Workforce Development

*Partner in developing economic vitality of the community through collaboration and offer access to quality career technical programs*

##### Strategic Objectives:

- 4.1 Assess, maintain, and develop career technical programs and curriculum collaborating with external partners
- 4.2 Establish workforce program and skill needs based on regular review and analysis
- 4.3 Increase persistence and completion rates for students in career technical programs
- 4.4 Increase number of opportunities of quality work experience, job shadowing, service learning, and internship experiences for students

#### Strategic Goal Five – Communication

*Commit to open and clear communication among constituent groups and with external communities*

##### Strategic Objectives:

- 5.1 Implement goals and strategies as defined in the District Governance model
- 5.2 Support district's commitment to increased communication by sharing information through newsletters, meetings, and discussion sessions
- 5.3 Establish and maintain partnerships with community, workforce, and economic partners

#### Strategic Goal Six – Organizational Effectiveness

*Continually improve organized process to ensure institutional effectiveness and accountability*

##### Strategic Objectives:

- 6.1 Engage in districtwide allocation resource committees; provide budget workshops; and implement District Resource Allocation Model
- 6.2 Align and implement Willow Technology/Distance Education Plan with District Technology Plan
- 6.3 Update and align Willow Facilities Master Plan
- 6.4 Implement objectives and strategies from the District Human Resources Plan, Staff Development Plan, and EEO Plan
- 6.5 Implement objectives and strategies identified at district level as part of the growth plan for Willow for enrollment, staffing, resource allocation, facilities
- 6.6 Support districtwide committee to create district research plan and participate with data collection and analysis
- 6.7 Implement goals and strategies as defined in Integrated Planning Model

#### Strategic Goal Seven – Community and Resource Development

*Optimize resources while maintaining fiscal integrity*

##### Strategic Objectives:

- 7.1 Manage budget to the benefit of student learning and insure fiscal health and wellbeing
- 7.2 Implement goals and strategies defined in District Resource Development Plan that will cultivate relationships with existing and prospective donors
- 7.3 Identify gaps in program needs that could be addressed through grants and other resources

#### Strategic Goal Eight – Willow International Community College Center Accreditation

*Fulfill the accreditation and state requirements to become a stand-alone college including successful submission of Needs Study; receive Initial Accreditation after ACCJC Team Visit in Spring 2015*

##### Strategic Objectives:

- 8.1 Complete CCCCO Needs Study by Fall 2013, ACCJC Self Evaluation report by Spring 2015 in preparation for Spring 2015 ACCJC Visit
- 8.2 Ensure adequate staffing to be prepared for full college status by Fall 2015

#### Strategic Goal Nine – Fiscal Oversight

*Advocate and acquire adequate resources as the Center achieves college status*

##### Strategic Objectives:

- 9.1 Ensure adequate resources to implement programs and services including a flow-chart and DRAM to demonstrate how funding is being allocated

## Message from the Campus President

The Willow International Community College Center (WICCC) (State Center Community College District - SCCCD) continues to expand and develop its respective programs, services, and facilities relative to serving the communities in the northern part of the college district. Paramount to the success of Willow International is a comprehensive plan that will delineate the major areas in which to place our time, energy, and resources towards the goal of continual growth and improvement. Based upon the foundation of our past accomplishments, the 2013-2017 Strategic Plan was built upon the critical issues that we face in the future. The WICCC 2013-2017 Strategic Plan is also aligned with the overarching SCCCD Strategic Plan, as well as those of Reedley College and Fresno City College in regards to the overall themes and future directions of the district, colleges, and centers.

The planning process for the 2013-2017 Strategic Plan was conducted using a planning Charrette involving the public, the College Center Council (CCC), and workshops conducted at the fall and spring duty day activities involving the faculty, administration, and classified professionals. Also, a resource allocation process is utilized using action plans that directly address the strategic plan goals and objectives. An annual review of the objectives and activities will occur as part of the continual evaluation process.

In closing, I want to thank all of the individuals who have worked on the establishment and implementation of the 2013-2017 Strategic Plan as our foundation for the ongoing cycle of planning, resource allocation, implementation, and evaluation focused on the continual improvement of the Willow International Community College Center.

Deborah J. Ikeda,  
Campus President

### State Center Community College District Mission Statement

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 workforce needs of the San Joaquin Valley and cultivate an educationally prepared citizenry.

### Willow International Center Mission Statement

*Creating Opportunities: One Student at a Time:*  
We serve all students of our community; we believe good learning is based on integrity, generosity, and accountability; we foster critical, creative, and engaged thinking; we provide support for student success; we prepare students for their future and for our community's future; we cultivate community partnerships to enhance student learning and success; we engage in a reflective, data-driven cycle of research and innovation that is focused on student learning and student outcomes.

### State Center Community College District Vision Statement

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.

### Willow International Center Vision Statement

Willow International Community College Center – the college of choice for academic excellence, innovation, and student achievement.

## State Center Community College District Values

*Excellence, Diversity, Integrity, Continual Improvement, Stewardship, Community, Communication*



[www.willowinternationalcenter.com](http://www.willowinternationalcenter.com)



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