Sacramento City College

2017 Strategic Plan

Founded in 1916 as a department of Sacramento High School, Sacramento City College is the seventh oldest public community college in California and the oldest institution of higher learning in Sacramento.

Sacramento City College has a proud history as a pioneer in the region for diversity, quality education, and community partnership. Rare for its time, SCC was founded by a woman (Belle Cooledge) and with an all female class as its first graduates, the college began with the spirit of inclusion at its very heart. First known as Sacramento Junior College, Cooledge founded the college to provide a safe, welcoming place for students to learn the basics for a college education, and to be a gathering spot for extra-curricular activities that would bring the community together. With this founding principle, Sacramento Junior College opened in 1916 on the top floor of Sacramento High School with 46 students and 16 part-time instructors.

The college eventually gained its own campus at the corner of Sutterville and Freeport where it opened its doors to students in 1926. The campus consisted of just two buildings at the time. Thirty-eight years later, as a result of a March 17, 1964 election, Sacramento City College separated from the Sacramento City Unified School District to join the newly organized Los Rios Junior College District which assumed the operation of American River College and Sacramento City College. In 1970 the newly renamed Los Rios Community College District opened a third campus, Cosumnes River College. Folsom Lake College became the fourth fully accredited college in the District in 2003.

SCC has grown in leaps and bounds in many ways. Now, nearly 100 years later, SCC has certainly evolved with the times, but at its heart the college vision remains the same: to create a learning community that celebrates diversity, nurtures personal growth, and inspires academic and economic leadership.

MISSION, VISION & VALUES

The parameters of strategic planning at SCC are created through the alignment of SCC's Mission, Vision, and Values statements.

OUR MISSION

Sacramento City College is an open-access, comprehensive community college, serving a diverse student population. We provide a wide range of educational opportunities and support services designed to foster the success of all students seeking transfer, career advancement, associate degree and certificate attainment, basic skills development, and personal enrichment. Our commitment to continuous improvement through outcome-guided assessment, planning, and evaluation, promotes student learning. Through these efforts, we contribute to the intellectual, cultural, and economic vitality of the community.

OUR VISION

Sacramento City College seeks to create a learning community that celebrates diversity, nurtures personal growth, and inspires academic and economic leadership.

OUR VALUES

Working Together, Pursuing Excellence, and Inspiring Achievement.

STRATEGIC PRIORITY AREAS

Common threads run throughout the strategic plan; these strengthen the organization and guide our work toward the future.

High-quality teaching and learning that support student success, retention, and persistence

- increased access and success
- effective student support services
- innovative curriculum
- affordable educational resources

A college environment that embraces equity and diversity and reduces disproportionate impacts between student populations

- a culturally responsive college culture
- support for disproportionately impacted groups
- increasing faculty/staff diversity

Clear maps for students leading to completion of educational goals

- clear curriculum maps and educational planning
- workforce pathways that meet community needs
- a focus on first-time freshmen

Successful enrollment management supported by effective scheduling processes

- a focus on student retention and enrollment growth
- effective course scheduling, including online education
- community connections & outreach

Modernized, coordinated and sustainable college processes and infrastructure/facilities supported by effective college communication

- effective communication in a welcoming culture
- sustainable processes and practices
- modernized college processes
- infrastructure & resource allocation that supports academic excellence
- up-to-date technology resources

COLLEGE GOALS

The College Goals are key elements of the SCC Strategic Plan and create an institutional fabric that connects the work of groups and individuals across the college into an overarching plan.

Goal A. Deliver programs and services that demonstrate a commitment to high quality teaching and learning in support of student success and achievement.

Goal B. Align processes and practices to assist students in moving from first enrollment to goal completion.

Goal C. Support employee engagement and organizational effectiveness by providing an excellent working environment.

Goal D. Provide a college environment that embraces equity and diversity and reduces disproportionate impacts between student populations.

Goal E. Enhance connections to the Sacramento region with a focus on serving the community, including meeting workforce needs.

STRATEGIES AND INDICATORS

The Strategies and Indicators outline key actions and evaluation tools, leading to feedback processes that are incorporated into the planning cycle.

Goal A. Deliver programs and services that demonstrate a commitment to high quality teaching and learning in support of student success and achievement.

Strategies

1. Promote the engagement and success of all students, with a special emphasis on first-year students and disproportionately impacted groups.

2. Implement practices and activities that reduce achievement gaps in student success.

3. Deliver services, curriculum, and instruction that result in equivalent student outcomes for all modalities and locations.

4. Assess outcomes and student learning at the course, program, and institutional levels. Use those assessments to make appropriate changes that support student achievement.

5. Improve basic skills competencies in reading, writing, math, and information and technological competency across the curriculum.

6. Identify and disseminate educational research and practice-based information about curriculum and teaching methods that are effective for a diverse student body.

7. Ensure that students have opportunities to be involved in a range of activities at the college and in the community.

Indicators
- Overall course success at SCC moving toward the Institutional Effectiveness Partnership Initiative (IEPI) goal of 70% (Institutionally set baseline standard = 63%).
- Evidence of high student engagement, e.g. from the Community College Survey of Student Engagement (CCSSE) and other surveys.
- Implementation of the California Common Assessment Initiative for placement assessment.
- Equivalent student outcomes in all locations and modalities.

Note: SCC strategies also support the indicators in the LRCCD Strategic Plan.

Goal B. Align processes and practices to assist students in moving from first enrollment to goal completion.

Strategies

1. Implement an effective course scheduling system that is integrated with services to students.

2. Support community outreach, student recruitment, and "front door" programs and practices that assist students with the transition to college.

3. Provide students with clear maps to goal completion and ensure campus-wide communication about college pathways and programs.

4. Provide students with the tools and resources that they need to plan and carry out their education, complete degrees and certificates, and/or transfer.

5. Provide programs and services that help students overcome barriers to goal completion.

6. Present relevant professional development opportunities about current innovations aimed at improving student success and completion.

7. Develop an effective multi-constituent process to make recommendations regarding new program opportunities.

Indicators
- Increased Fall enrollment at SCC - exceeding the Fall 2015 value of 23, 229 students (unduplicated headcount).
- Increased Fall-to-Fall persistence at SCC - exceeding the Fall 2015 value of 44% (Institutionally set baseline standard = 37%).
- Increased number of degrees and certificates awarded - exceeding the 2015-16 value of 1582 degrees and 479 certificates (Institutionally set baseline standard = 1,000 degrees and 350 certificates annually).
- Increased number of students transferring to UC or CSUS - exceeding the 2015-16 value of 735 transfers to UC/CSUS (Institutionally set baseline standard = 700 transfers to UC/ CSU).
- Evidence of students' satisfaction with their progress and with the support provided by the college (e.g. from the Perception of Progress Survey and the CCSSE).

  Note: SCC strategies also support the indicators in the LRCCD Strategic Plan.

Goal C. Support employee engagement and organizational effectiveness by providing an excellent working environment.

Strategies

1. Review college processes and modify as needed in order to make them more effective and inclusive.

2. Implement modernized and coordinated business practices, information technology, and infrastructure.

3. Encourage a campus-wide culture of creativity and scholarly innovation.

4. Promote health, wellness and safety throughout the institution.

5. Utilize quantitative and qualitative data to guide decision-making throughout the institution.

6. Continue to exercise transparent and fiscally sound financial management.

7. Encourage collegiality, recognition of achievement and participation in decision-making at the college.

8. Maintain the quality and effectiveness of the physical plant in order to support access and success for students (i.e. modernization, TAP improvements, equipment purchases, etc.).

9. Coordinate and communicate college sustainability efforts to further implement best practices across the College.

10. Support participation in professional development activities for all college employee groups.

Indicators
- Evidence of increased engagement with college processes such as planning and participatory decision-making (e.g. from the Communication and Governance Survey).
- Completion of associated Actionable Improvement Plans identified in the 2015 accreditation Self-Evaluation Report.
- Increased participation in professional development activities.
- Identification and use of key metrics related to business practices and infrastructure.

  Note: SCC strategies also support the indicators in the LRCCD Strategic Plan.

Goal D. Provide a college environment that embraces equity and diversity and reduces disproportionate impacts between student populations.

Strategies

1. Identify and disseminate educational research and practice-based information about curriculum and teaching methods that are effective for a diverse student body.

2. Implement practices and activities that reduce achievement gaps in student success.

3. Scale up SCC programs that have demonstrated success in achieving positive outcomes for disproportionately impacted student groups.

4. Use multiple methods to disseminate information to diverse student groups in order to engage them with learning in the college community.

5. Provide programs and services that help students overcome barriers to goal completion.

6. Build and retain an effective staff that reflects the diversity of our students and community.

7. Develop direct student support programs that enable low-income students, unprepared students, and disproportionately impacted (DI) student groups to persist and complete educational goals.

8. Provide professional development related to student equity for faculty, staff, and administration.

Indicators:

- Improve all Student Equity indicator scores by five percentage points or until they no longer meet the three percentage point difference metric for determining disproportionate impact.
- College completion rate for unprepared students – moving toward the IEPI 6 year goal (54.3%).
- Evidence of a welcoming campus climate (e.g. from SCC Campus Climate survey).

   Note: SCC strategies also support the indicators in the LRCCD Strategic Plan

Goal E. Enhance connections to the Sacramento region with a focus on serving the community, including meeting workforce needs.

Strategies

1. Revise or develop courses, programs, schedules and services based on assessment of emerging community needs and available college resources.

2. Expand interactions with community partners in order to increase student opportunities for experiences that help them transition to college and careers.

3. Ensure that CTE program offerings, including dual enrollment align with emerging regional needs.

4. Expand college connections to community-based activities and workforce learning.

5. Establish partnerships with community groups with a primary emphasis on serving groups that show disproportionate impact (DI) at the college, e.g. community based organizations, businesses, and social service programs.

6. Increase the effectiveness of communication both within the college and between the college and the external community.

Indicators:
- CTE program licensure exam pass rates – exceeding institutionally set baseline standards (80-85% depending on program).
- CTE program graduate employment rates – exceeding institutionally set baseline standards (60 to 75% depending on program).
- Implementation of the West Sacramento Promise program.
- Evidence of effective communication with the local community (e.g. from surveys, marketing metrics, etc.).
- Increases in college involvement in community-based activities and workforce learning.

Note: SCC strategies also support the indicators in the LRCCD Strategic Plan.

INTEGRATED PLANNING OVERVIEW

The College's Mission, Vision and Values, supported by the strategic directions lead to the operational work of the College. Continuous improvement is led by the indicators of college effectiveness associated with each goal.
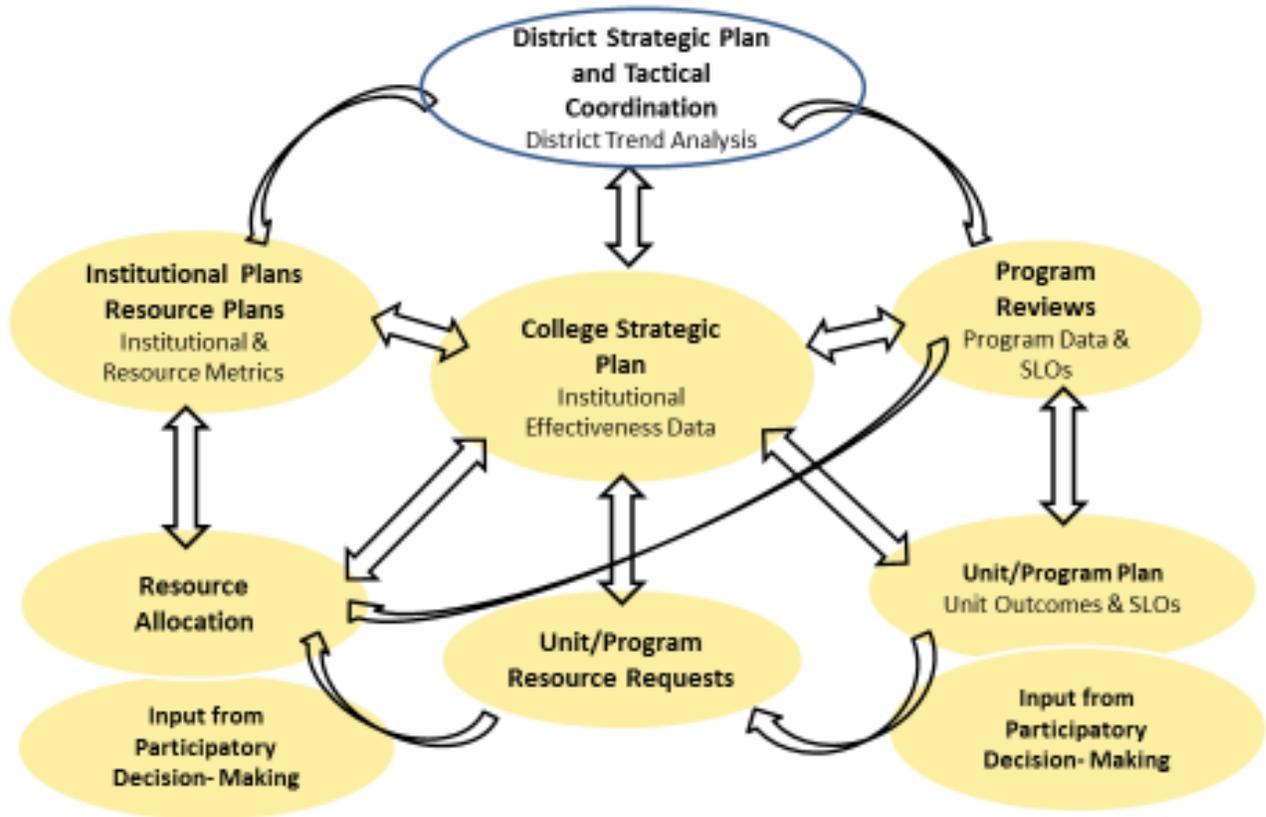
Feedback loops connect district and college planning processes. This allows the college to conduct an annual cycle of evaluating data, setting goals, identifying objectives, allocating resources, implementing the plan, and evaluating results.

The Sacramento City College Family of Plans are integrated into a whole by accountability and alignment.

SCC Educational Master Plan

CSA Master Plans

SCC Resource Plans

Institutional Plans

Cross-Divisional Program Plans

Unit Plans

- **Accountability**
  - Engaged, connected people who take pride in and responsibility for their function in the larger institution.

- **Alignment**
  - Consistency and alignment with common goals, shared understanding of goals, complimentary measures.

- **Integration**
  - Fully connected units, full mutual understanding of functions, fully shared goals.