



**SOLANO**  
COMMUNITY COLLEGE

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# 2019-2022 STRATEGIC PLAN

*Approved by the SCCD Board of Trustees  
May 15, 2019*

## The Strategic Planning Process

Solano Community College's last guiding document was the *2014 Education Master Plan*. Since 2014, however, changes in College leadership, state legislation, and statewide community college initiatives and mandates have necessitated revisiting the goals for the College. In 2018, the Superintendent-President informed the Solano Community College Board of Trustees that a new strategic plan was necessary, one aligned more closely with new statewide directions surrounding student equity, changes to the funding formula, and Guided Pathways.

In *The Vision for Success* (hereafter, *The Vision*), the California Community Colleges Chancellor's Office lays out a clear vision for the system, with goals centered on pairing high expectations with high support to help students complete their educational and career goals. State law requires colleges to adopt local goals aligned with *The Vision* and consistent with the Guided Pathways framework and each college's Student Equity Plan.

Since Solano Community College did not have an active Strategic Plan during the launch of *The Vision for Success*, the College has taken this opportunity to build an entirely new Strategic Plan intrinsically aligned with *The Vision*. To achieve this goal, the Superintendent-President charged the Academic Senate President, in collaboration with the Vice President of Academic Affairs, to form a workgroup to develop the plan. This document is the result of this effort.

Three principles informed the strategic planning process: first, the College values broad participation by all constituency groups, so it was important that faculty, staff, student, trustee, and administrative voices were heard. Second, the Strategic Plan must align with *The Vision* to ensure that our local efforts contribute to the statewide goals set by the Chancellor's Office. Third, every decision must address what is in the best interest of our students.

To form the Strategic Planning Workgroup, the Academic Senate President and Vice President of Academic Affairs sought out staff with expertise in all areas of campus operations, from instruction to student services to facilities to fiscal services. The eventual membership of the workgroup includes everyone from front-line staff to senior managers. Additionally, the workgroup was careful not to duplicate or contradict planning efforts already underway at the College. Thus, where existing committees were already addressing strategic planning objectives, those groups took leadership in the development of goals and objectives. For example, the Student Equity and Success Council led the writing of Goal 5 to address improvements in the success of our disproportionately impacted student groups; the Guided Pathways Steering Committee wrote the objectives related to Goals 1 and 3 regarding timely completion; and the Fiscal Advisory Committee developed Goal 7 informing the College's responsibility to be fiscally ethical and prudent.

As noted above, the impetus for the workgroup was the directive to align the Strategic Plan with *The Vision*. Thus, the five goals of *The Vision* align with the first five goals of this Strategic Plan. Additional local goals developed by the Strategic Planning Workgroup round out the College's 2019-2022 *Strategic Plan*. All constituent groups were regularly informed of progress toward completion of the plan, and the final draft of the Strategic Plan was vetted and approved by the Academic Senate, the College Governance Council, the Associated Students of Solano College, and the Board of Trustees.

**Participants in the Strategic Planning Process**  
*(Duplication reflects individuals serving on multiple committees)*

**Strategic Planning Workgroup**

LaNae Jaimez, Academic Senate President, Co-Chair  
David Williams, Vice President of Academic Affairs, Co-Chair  
Amy Obegi, Faculty, Child Development, Assessment Coordinator  
Andrew McGee, Faculty, Automotive Technology  
Cristina Young, Faculty, Biology  
Damany Fisher, Interim Dean of Research and Planning  
Danielle Gonzalez, Administrative Assistant  
Douglas Green, Faculty, Mechatronics  
Ferdinanda Florence, Faculty, Art, Program Review Chair  
Greg Brown, Vice President of Student Services  
Jeff Lehfeldt, Local 39  
Jenny Gonzalez, Student Services Generalist  
Joshua Scott, Faculty, English, Student Equity and Success Council Chair  
Marcie McDaniels, Faculty, Counselor  
Michael Wyly, Faculty, English, Guided Pathways Coordinator  
Nicholas Cittadino, Faculty, Counselor  
Robert Diamond, Vice President of Finance and Administration  
Robert Payawal, TRIO Director  
Shannon Beckham, Controller  
Debra Berrett, Faculty, Occupational Education

**Guided Pathways Steering Committee**

Michael Wyly, Guided Pathways Director	Marcie McDaniels
Alysa Borelli	Melissa Reeve
Damany Fisher	Michelle Mack
Debra Berrett	Patricia Young
Douglas Green	Rachel Dwiggins-Beeler
Dwayne Hunt	Rebecca LaCount
Greg Brown	Ruth Fuller
James DeKloe	Saki Cabrera
Joshua Scott	Sandra Hernandez
Kristin Conner	Sarah Donovan
LaNae Jaimez	Tanesha Gipson
Maeghan Aten	David Williams

### **Student Equity and Success Committee**

Joshua Scott, Co-Chair  
Dwayne Hunt, Co-Chair  
Neil Glines  
Pei-Lin Van't Hul  
Terri Pearson-Bloom  
Salvatore Abbate  
Carlene Coury  
George Olgin  
Greg Brown  
Candace Rowe  
Melissa Reeve  
Jose Cortes  
Sarah McKinnon  
Jonathan Schouten  
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Isabel Anderson  
Dawn Carpenter  
LaNae Jaimez  
Claudia Tenty  
Tracy Schneider

Brad Paschal  
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Nicholas Cittadino  
Rebecca LaCount  
Michael Wyly  
Robert Payawal  
Heather Watson-Perez  
Erica Beam  
Sarah Donovan  
Danielle Widemann  
Atticus Frey  
Maria Isip-Bautista  
Megan Audette  
Jocelyn Mouton  
Damany Fisher  
Irma Rodriguez  
Oanh Lam  
Antoinette Troupe-Gardner  
Mauricio Avello Quiroz

### **Fiscal Advisory Committee**

Robert Diamond, Chair  
Erica Beam  
Greg Brown  
Erin Farmer  
LaNae Jaimez  
Jeff Lehfeldt  
Rischa Slade  
Curt Johnston  
David Williams  
Ruth Fuller  
Candyce Guerra  
Maire Morinec  
Damany Fisher

## Solano Community Mission, Vision, and Core Values

### **Mission Statement:**

Solano Community College's mission is to educate a culturally and academically diverse student population drawn from our local communities and beyond. We are committed to student learning and achievement and to helping our students achieve their educational, professional, and personal goals. Solano transforms students' lives with undergraduate education, transfer courses, career-and-technical education, certificate programs, workforce development and training, basic-skills education, and lifelong-learning opportunities.

### **Vision Statement**

Solano Community College will be a recognized leader in educational excellence – transforming students' lives.

### **Core Values**

- **Integrity** – firm adherence to a code of ethical values in thought and behavior
- **Critical Thinking** – the use of intellectually disciplined, logically sound processes involving data-driven decision making
- **Mutual Respect** – valuing the intrinsic worth of each person in an atmosphere of collegiality
- **Collaboration** – working together across areas of responsibility or interest to achieve common goals and objectives
- **Innovation** – the search for and use of effective processes or procedures
- **Accountability** – individual and collective responsibility for achieving the highest level of performance
- **Student Well-being** – considering and addressing the impact on students of any and all actions or inactions

## SUMMARY

- Goal 1: Honor and empower students by helping them succeed in achieving their educational or career goals.**  
*(Aligns with Vision for Success Goal 1)*
- Goal 2: Honor and empower students to transfer in a timely fashion.**  
*(Aligns with Vision for Success Goal 2)*
- Goal 3: Honor and empower students to attain their education goals in a timely fashion while embracing the process of learning.**  
*(Aligns with Vision for Success Goal 3)*
- Goal 4: Honor and empower students to gain meaningful employment/careers in their chosen field of study.**  
*(Aligns with Vision for Success Goal 4)*
- Goal 5: Honor and empower student equity and success by eliminating equity gaps with a focus on disproportionately impacted populations.**  
*(Aligns with Vision for Success Goal 5)*
- Goal 6: Strengthen ties to the community and local school districts to ensure access to college for all students.**
- Goal 7: Honor and empower the college community by maintaining adequate and sustainable financial resources to create an environment that supports teaching and learning.**
- Goal 8: Maintain a campus culture that honors and empowers teaching and learning.**

## **GOAL 1: Honor and empower students by helping them succeed in achieving their educational or career goals**

*Reference to Vision for Success Systemwide Goal 1: Completion – Increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.*

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**Overview:** *Solano Community College values the importance of helping students achieve their educational and career goals. To achieve the following objectives, the College will focus on Guided Pathways, increasing access to counseling, and introducing more students to the College's robust Student Equity and support programs.*

### **OBJECTIVE 1.1:**

**Create clear and accessible Guided Pathways for all degrees and certificates to help students' education planning and attainment.**

- Increase the percentage of students who receive comprehensive education plans by the time they have earned 30 units from 51% in 2016-17 to 65% in 2021-22, an increase of 27%.
- Increase the number of completed ADT degrees from 185 in 2016-17 to 204 in 2021-22, and increase of 10%. (*Vision for Success goal*)
- Increase the number of completed associate degrees from 578 in 2016-17 to 636 in 2021-22, an increase of 10%. (*Vision for Success goal*)
- Increase the number of completed CCCCO-approved certificates from 132 in 2016-17 to 145 in 2021-22, an increase of 10%. (*Vision for Success goal*)

### **OBJECTIVE 1.2:**

**Ensure access to student support programs and services without regard to circumstances or identity.**

- Enhance the availability of SCC cohort programs (such as M.E.N., Puente, TRIO, Umoja, SOAR) and categorical programs (such as CalWORKs, DSP, EOPS/CARE, Veterans).
- Increase outreach and exposure across the campus for students and faculty by hosting one support services fair each semester.
- Increase the number of students who participate in ASTC and MAC services from 3,440 in 2017-18 to 3,784 in 2021-22, an increase of 10%.

### **OBJECTIVE 1.3:**

**Foster a student's sense of belonging and community within their discipline and within the College.**

- Increase discipline specific and identity-oriented clubs and cohorts to promote engagement and investment in the college.
- Increase student contact with faculty within the student's selected discipline or pathway by establishing at least one social activity each semester with increased participation annually.



## Goal 2: Honor and empower students to transfer in a timely fashion

Reference to Vision for Success Systemwide Goal 2: Transfer – Increase by 35 percent the number of CCC students systemwide transferring annually to a UC or CSU.

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**Overview:** Solano Community College values the role of the community college in facilitating efficient and timely transfer to four-year institutions. To achieve the following objectives, the College will focus on creating clear program maps aligned with transfer requirements, empowering discipline faculty and counselors to assist students in making transfer decisions, and by supporting increased programs and accessibility to the Transfer Center.

### OBJECTIVE 2.1:

**Empower students to explore, select and complete a transfer pathway.**

- Increase the number of transfers to UC/CSU from 630 in 2016–17 to 788 in 2021–22, an increase of 25%. (*Vision for Success goal*)
- Increase by 25% the number of students who transfer to a non-UC/CSU 4-year program, including Historically Black Colleges and Universities (HBCUs).

### OBJECTIVE 2.2:

**Increase outreach and resources for transfer students.**

- Establish an advisor/mentor program for each discipline by the beginning of Fall 2021.
- Increase the number of students participating in transfer services and activities from 418 in 2018–19 to 502 in 2021–22, an increase of 20%.

### OBJECTIVE 2.3:

**Empower students to complete college level math and English in their first year by offering guided self-placement and support services.**

- Increase the number of degree-seeking students completing both math and English in their first year from 204 (out of 1,479) in 2016–17 (14%) (the last year of reliable data) to 50% in 2021–22.

## Goal 3: Honor and empower students to attain their education goals in a timely fashion while embracing the process of learning

Reference to Vision for Success Systemwide Goal 3: Unit Accumulation – *Decrease the average number of units accumulated by CCC students earning associate degrees, from approximately 87 total units to 79 total units – a decrease of 10 percent.*

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**Overview:** *Solano Community College values the time and financial commitment required of students attending college. To achieve the following objectives, the College will focus on implementing Guided Pathways initiatives like the creation of course sequencing maps for all programs and allowing guided self-placement through exposure to the Pathways for Academic and Career Excellence (PACE); encouraging higher unit-taking by students; and building a robust First Year Experience program.*

### OBJECTIVE 3.1:

**Orient and direct students to programs of interest based on their career goals.**

- Develop course sequencing maps for all programs by the beginning of Fall 2020.
- Use course sequencing maps to inform class schedule by Fall 2020.
- Increase the number of students successfully participating in the First Year Experience program from 108 in fall 2019 to 200 in 2021–22, an increase of 85%.

### OBJECTIVE 3.2:

**Increase the number of applicable units completed in the first year.**

- Increase the number of students who complete nine or more units in a CTE program from 205 (out of 1,239) (16%) in 2016–17 to 25% in 2021–22.
- Increase the number of degree-seeking students who successfully complete a minimum of 24 units in their first year from 599 (out of 9,136) (7%) in 2016–17 to 25% in 2021–22.
- Decrease the average length of time required to transfer from 5.5 years in 2016–17 to 4.5 years in 2021–22, a decrease of 18%.
- Decrease the average length of time to complete a certificate from 57 months in 2016–17 to 36 months in 2021–22, a decrease of 58%.
- Decrease the average units earned per completed associate degree from 91 in 2016-17 to 79 in 2021–22, a decrease of 13%. (*Vision for Success goal*)

## Goal 4: Honor and empower students to gain meaningful employment/careers in their chosen field of study

*Reference to Vision for Success Systemwide Goal 4: Workforce – Increase the percent of exiting students who report being employed in their field of study, from the most recent statewide average of 69 percent to 76 percent, an increase of 10 percent.*

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**Overview:** *Solano Community College values the importance of preparing students to enter the workforce. To achieve the following objectives, the College will focus on exposing more students to internships and occupational education courses, employing more students on campus to help them gain job experience and soft skills, and increasing access to employers from the community.*

### **OBJECTIVE 4.1:**

**Increase the number of students participating in internships and/or work experience opportunities.**

- Increase number of students in occupational education courses from 120 in 2016–17 to 132 in 2021–22, an increase of 10%.
- Increase the number of students in off-site internship/apprentice programs from 35 in 2016–17 to 47 in 2021–22, an increase of 10%.
- Increase the number of students employed and mentored on campus, from 62 in 2016–17 to 93 in 2021–22, an increase of 50%.

### **OBJECTIVE 4.2:**

**Connect SCC programs to local industries and businesses to increase employment opportunities.**

- Improve collaboration between CTE programs and industry partners by increasing the number of industry experts represented on advisory committees by 10%.
- Increase median annual earnings 12 months after completion for students who did not transfer to a four-year institution from \$24,000 in 2015-16 to \$25,200 in 2021-22, an increase of 5%.
- Increase the percent of students who report being employed 6 months after completion in their field of study from 60% from 2014-15 (the last date of reliable data) to 76% in 2021-22, an increase of 27%. (*Vision for Success goal*)

## Goal 5: Honor and empower student equity and success by eliminating equity gaps with a focus on disproportionately impacted populations

Reference to Vision for Success Systemwide Goal 5: Equity- Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups.

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**Overview:** Solano Community College values the primacy of equity in all decisions related to student success. To achieve the following objectives, the College will focus on implementing initiatives identified in the Student Equity and Achievement (SEA) Plan. The college commits to continuous self-evaluation, including identification and elimination of equity gaps.

### OBJECTIVE 5.1:

**Reduce the equity gaps for completion of a degree or certificate for traditionally underrepresented student groups.** (Baseline of DI groups from Student Equity Plan: from 105 in 2017-18 to 131 in 2021-22, an increase of 25% increase)

- Increase by 10% the number of completed ADT degrees by the DI groups identified in the College's SEA Plan.
- Increase by 10% the number of completed associate degrees by the DI groups identified in the College's SEA Plan.
- Increase by 10% the number of completed CCCC-approved certificates by the DI groups identified in the College's SEA Plan.

### OBJECTIVE 5.2:

**Reduce the equity gaps for traditionally underrepresented student groups transferring to UC or CSU.** (Baseline of DI groups in Student Equity Plan: from 425 in 2017-18 to 559 in 2021-22, an increase of 32% increase)

- Increase by 10% the number of transfers to UC/CSU from the DI groups identified in the College's SEA Plan.
- Increase by 5% the number of students from the DI groups identified in the College's SEA Plan who transfer to a non-UC/CSU 4-year program.

### OBJECTIVE 5.3:

**Reduce the equity gaps for traditionally underrepresented student groups so they can attain their education goals in a timely fashion.**

- Decrease by 10% the average length of time to transfer for the DI groups identified in the College's SEA Plan.
- Decrease by 10% the average units earned per completed associate degree for the DI groups identified in the College's SEA Plan.

## **OBJECTIVE 5.4:**

**Reduce the equity gaps for traditionally underrepresented student groups acquiring employment in their field of study.**

- Increase by 10% the percent of students from the DI groups identified in the College's SEA Plan who report being employed in their area of study 12 months after completion.

*Note: The metrics in this Goal are necessarily general; the Student Equity (SEA) Plan includes disaggregated data by Disproportionately Impacted (DI) groups specific to each metric.*

## Goal 6: Strengthen ties to the community and local school districts to ensure access to college for all students.

Reference to Vision for Success Systemwide Goal: *This is a local Solano Community College Goal*

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**Overview:** *Solano Community College values the role of the College as the higher education destination for our community and values the importance of providing access to college for those who might not consider themselves college-bound. To achieve the following objectives, the College will focus on increasing articulation agreements and dual enrollment in local school districts and increasing community outreach.*

### **OBJECTIVE 6.1:**

**Strengthen connections to local area high schools through articulation agreements and dual enrollment, where appropriate, as well as regular high school outreach.**

- Develop an online tool kit for the articulation processes at SCC for high school courses by the beginning of Fall 2021.
- Establish, by the end of Fall 2019, a standard CCAP agreement in collaboration with local feeder school districts.
- Offer at least one course under a CCAP agreement in each service area Unified School District by the end AY 2021-22.
- Increase the number and regularity of SCC-sponsored outreach efforts at the local high schools.

### **OBJECTIVE 6.2**

**Strengthen ties to community groups that serve or represent DI populations (e.g. adult schools, churches, mosques, Pride organizations)**

- Involve the Campus Minority Coalition to assist in identifying community groups that serve DI populations.
- Create a contact list for the identified community groups and include them in campus messaging about events.
- Provide campus materials such as catalogs, class schedules, and financial aid and enrollment information to community groups.
- Create an annual “Diversity Resource Fair” and invite identified community groups to display at the event.
- Host an annual minoritized hiring fair on the Solano College main campus and at the centers.

## **Goal 7: Honor and empower the college community by maintaining adequate and sustainable financial resources to create an environment that supports teaching and learning.**

Reference to Vision for Success Systemwide Goal: *This is a local Solano Community College Goal*

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**Overview:** *Solano Community College values the ethical responsibility of conducting itself as an effective and efficient steward of federal and state funds and understands the importance of practicing sound fiscal policy. To achieve the following objectives, the College will focus on involving all campus constituencies in budgetary discussions, adhering to accreditation standards related to fiscal stability, and implementing sustainable practices in facilities and educational programs.*

### **OBJECTIVE 7.1:**

**Maintain reserves that equal or exceed the state average for California community colleges**

- Maintain a minimum Board reserve of at least 10% of annual expenditures, with total reserves at or above 21%.
- Meet all accreditation standards and goals for fiscal stability.
- Maintain total compensation (salary and benefits) costs at 75% to 80% of total expenditures.
- In addition to the annual budget, utilize multi-year budget projections for three additional budget years.
- Maintain an unmodified financial audit opinion.

### **OBJECTIVE 7.2:**

**Engage all constituencies of the college community in financial planning to ensure transparency**

- Engage all campus shared governance committees in financial planning and decision making as part of an integrated planning process
- Collaborate with the College Fiscal Advisory Committee on a regular basis
- Fiscal staff will participate in enrollment management processes

### **OBJECTIVE 7.3:**

**Implement and expand sustainability practices across facilities and educational programs**

- Consider proven sustainability solutions, when fiscally prudent, when making decisions about issues related to recycling/reusing, energy efficiency in building projects, and selection of outside vendors.
- Create a symposium of current efforts regarding climate change and/or environmental activism
- Encourage faculty to incorporate environmental components into the curriculum

- Expose students to non-traditional fields in science and technology through programs on campus such as FYE, Umoja, Puente, and TRIO.

## **OBJECTIVE 7.4:**

### **Prioritize maintenance on existing buildings to ensure a safe and pleasing learning environment**

- Direct existing funding toward routine maintenance needs to ensure that classrooms have necessities such as adequate lighting, working SMART technology, furniture in good condition, and wall and floor treatments that are clean and free of wear.



## Goal 8: Maintain a campus culture that honors and empowers teaching and learning.

Reference to Vision for Success Systemwide Goal: *This is a local Solano Community College Goal*

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**Overview:** *Solano Community College values the importance of equity-informed teaching practice and is committed to hiring and retaining a diverse and qualified staff. To achieve the following objectives, the College will focus on expanded recruiting of diverse pools of candidates, regularly assessing the campus cultural climate, and engaging DI groups in discussions about teaching and learning.*

### OBJECTIVE 8.1:

#### **Proactively recruit and train diverse candidates for faculty and staff positions**

- Send teams (faculty, staff, and administration) to culturally diverse hiring fairs to actively sell the vision of Solano College and recruit candidates.
- Work with the minority coalition to solicit feedback on both the recruitment and hiring process.
- Evaluate campus programs, like the Teaching Apprentice Program, to assess their effectiveness in recruiting/developing a local pool of future faculty and staff.
- Regularly survey the campus community to understand the larger dynamics and campus traditions that may adversely affect faculty and staff of color.
- Increase the diversity of the College's staff to accurately reflect the surrounding community.

### OBJECTIVE 8.2:

#### **Develop new faculty/staff orientation and training programs**

- Begin tenure review process cohort model support for new hires in Fall 2019.
- Develop faculty and staff mentoring programs by the end of AY 2019-2020.
- Expand professional development opportunities for faculty and staff.

### OBJECTIVE 8.3:

#### **Develop safe space training and support safe spaces on campus**

- Engage the campus in discussions to understand larger dynamics and campus traditions that may adversely affect DI student populations.
- Expand equity focused support groups intentionally focused on DI populations (e.g. Umoja, Puente)
- Engage the campus community in creating a welcoming environment for all students, including our LGBTQI and Dreamer students.
- Collaborate with community organizations (e.g. Solano Pride) to train faculty and staff to be allies of DI groups.