



# STRATEGIC GOALS: HIGHLIGHTS OF ACTIVITIES & ACHIEVEMENTS FOR THE 2004-2005 ACADEMIC YEAR

Adopted by Solano Community College's Governing Board of Trustees in June 1997 (and reaffirmed in June 2000), the Strategic Plan for Solano Community College contains the vision, mission, values, directions, and goal statements that help guide the College in planning and decision-making processes. In Spring 2005, the College worked on updating its mission statement, which was approved by the Governing Board in June 2005. The College's new mission is:

**To provide the highest quality academic, occupational, cultural, developmental, and continuing education programs that are dedicated to the achievement of student learning outcomes and responsive to the needs of our community. In fulfilling our mission, we are committed to a diverse educational and cultural campus environment that prepares our students for productive participation in the 21st century.**

The following pages report activities and achievements related to each of the strategic goals that were made during the 2004-2005 academic year. This information for this document was submitted by the College's division deans and academic administrators. The final document was reviewed by the members of the College's Strategic Planning Council (SPCC), each of whom is charged with oversight of one of the seven strategic directions. This document is not meant to be exhaustive, but only presents the highlights of activities carried out and achievements accomplished during the past academic year. More specific details are contained in each area's three-year and operational plans.

## **DIRECTION 1: QUALITY TEACHING & LEARNING**

Quality Teaching and Learning is based on establishing and maintaining high academic standards. Solano's programs are focused on student needs and, as a result, quality teaching and learning is central to achieving our Vision and Mission. Maintaining high quality as a consistent academic standard will create pride in our institution and foster student learning and success. Supporting the delivery of quality instruction is a priority in making instructional and programmatic decisions and allocating resources.

### **Goal 1: Improve the quality of instruction.**

- The Photography and Nutrition Programs were re-invigorated through the hiring of two new full-time instructors
- The Nursing Program was able to maintain a clinical faculty-to-student ratio of 8:1 in the first year compared to 9:1 or 10:1 for the second year
- A Health Occupations faculty member completed the NCSBN online course in test construction and item writing
- The Health Occupations faculty completed a self-study for accreditation of the Emergency Medical Technician (EMT) Program
- New curriculum, including online Pharmacology, Nursing Work Study (externship), and Preparation for Nursing courses, were developed by Health Occupations faculty members
- Full-time technician positions were expanded from 10 to 12 months per year to support ongoing needs in the laboratory sciences
- Modified the College Mission Statement to emphasize "student learning outcomes"
- The Fire Technology Program received accreditation from the California State Fire Marshall and has been relocated to the Vacaville Center area along with the Aeronautics Program at the Nut Tree Airport (Vacaville)
- Faculty-to-student ratios were maintained through the creation and filling of sixteen new full-time faculty positions

### **Goal 2: Improve Student Success**

- The College's Speech & Debate Team received the Gold Award in the national Phi Ro Pi Community College National Championship Speech and Debate Tournament and a second place in the California Community College Forensics Association State Championship Tournament
- Graduates (May 2004) of the Nursing Program achieved an 87% first-time pass rate on the National Council Licensure Examination (NCLEX) given by the National Council of State Boards of Nursing (NCSBN)
- The MESA, Puente, and the Tutoring Center programs have increased activities in support of students
- Ninety SCC student-athletes attained over a 3.00 grade point average in the fall of 2004; in the spring, 64 (more than 50%) did so. In addition, the College's 2004-05 women's basketball team was recognized by the national Women's Basketball Coaches Association as one of the top 25 academic honor roll teams (third place in the Junior/Community College division)
- Over 25 student-athletes have earned athletic scholarships to four-year colleges for the fall of 2005
- The faculty completed review of Auto Technology courses to comply with National Institute for Automotive Service Excellence/ National Automotive Technicians Education Foundation (ASE/NATEF) standards
- The number of degrees awarded increased by 13.8% (from 781 to 889) over the prior academic year

## **DIRECTION 2: STUDENT ACCESS**

Ensuring student access requires us to provide a range of educational opportunities that maximize our students' potentials and enable them to succeed. Our commitment to student access to education at Solano College is a central focus of the institution.

### **Goal 1: Improve the "user friendliness" of SCC for entering students.**

- Career Technical Education Division faculty were trained on the use of the Online Tech-Prep Program for articulating community college classes with those of our regional high schools and the Solano County Regional Occupation Program (ROP)
- A Spanish translation of information about financial aid programs and Extended Opportunities Program & Services (EOPS) was made available through the College's Web site
- Faculty members prepared articulation agreements with local secondary schools for courses in Auto Technology, Horticulture, and Plant Maintenance; faculty also reviewed articulation agreements for Drafting, Fire Technology, and Air Conditioning courses
- Campus tours of vocational programs were run for at least six local secondary schools
- A "Student Information" projection system was installed in the Student Center lobby

## Goal 2: Utilize the efficient use of financial resources.

- The annual independent financial audit showed a marked and sustainable improvement in the management of financial transactions and internal controls
- Funding for the College was increased due to growth in the number of full-time equivalent students (FTES) brought about through a higher level of efficiency (as measured by "instructor load") in scheduling classes
- Building 900 was modified to hold three offices and storage space for biology classes
- A new memorandum of understanding (MOU) was drafted to enable the College to partner with the Solano County Office of Education's Regional Occupational Program (ROP) in conducting Air Conditioning & Refrigeration courses
- The Disability Services Program (DSP) negotiated an integrated program of services for deaf students, providing needed services at reduced overall costs

## DIRECTION 7: COMMUNITY RELATIONS

Solano College must be proactive in shaping its future. We must be strategically responsive to external demographic, economic, technical, and social changes. We have redefined our community to include a wide range of individuals and organizations that have a stake in our success. The College will cultivate partnerships and collaboration with local, regional, national, and international organizations such as edu-

## Goal 1: Increase SCC's presence in the community.

- SCC hosted Tech Prep county-wide Web site contest for high school students (17 entries from 6 high schools)
- Art faculty members Marc Lancet, Kathy Kearns, Kate Delos, Marc Pandone had their work featured in various exhibitions; adjunct faculty member Lisa Reinertson was selected to serve on public art commissions in California and Oregon; SCC students exhibited work at the California Conference for the Advancement of Ceramic Art
- Various instrumental and vocal ensembles performed at several community and regional venues
- Photography adjunct faculty member Debra Bloomfield was the first ever winner of a Wrangler Award for photography from the Western Heritage Association
- Faculty, staff, and students in the Theatre Arts Department were nominated for and received Elly and Artys Awards for 2003-04 performances
- The 2004-05 season provided six main theatre productions and eight youth theatre productions
- Theatre Arts faculty members George McGuire and Robert Parsons appeared in *Judgment at Nuremberg*; Mr. McGuire also received a Bay Area Critics Circle nomination for his work at Marin Shakespeare Festival's *She Stoops to Conquer*; student actors Raymond Scott and Robbie Dornaus were accepted to State University of New York's BFA program
- The Trade & Technical Division developed a marketing plan, to be initiated in summer 2005, that proposes changing the name of the Division to "Career Technical Education," more accurately reflecting its curriculum
- The College was represented on various community committees, commissions, and boards (e.g., Solano Employment Connection, Youth Advisory Council, Vacaville Economic Vitality Roundtable, Vacaville Select Committee of City and School Relations, Chamber of Commerce Education Committee, Major Employers Meetings)
- Presentations given to local groups (Rotary Club, Chamber of Commerce) and at local events (Travis Career/Education Fair, Vallejo Jazz Festival)

## Goal 2: Meet the educational needs of organizations in Solano County.

- Completed an Executive Summary Program Report, three-year business plan, including pricing strategies, and drafts of the Subject Matter Expert handbook and catalog of training courses for meeting the needs of local business through SCC's Contract Education program
- Updated vocational advisory committee lists and coordinated advisory committee meetings





**Strategic Direction**

- 1. Quality Teaching & Learning .....
- 2. Student Access .....
- 3. Institutional Diversity .....
- 4. Organizational Culture .....
- 5. Technology .....
- 6. Fiscal Strength.....
- 7. Community Relations.....

**Position Responsible**

- Vice Pres., Academic Affairs
- Vice Pres., Student Services
- Director, Human Resources
- Superintendent-President
- Vice Pres., Technology & Learning Resources
- Vice Pres., Administrative & Business Services
- Assoc. Vice Pres., Workforce/Community Development

## Goal 2: Improve access to SCC for area residents.

- A Financial Aid Outreach Program was established with one full-time Outreach Specialist to provide additional services to increase students' awareness of financial aid opportunities
- Hours of operation for the English Department's Reading Improvement Lab were increased to accommodate increased demand
- Many of the courses in the Criminal Justice, Fire Technology, Electronics, and CIS programs are now available online
- Planning has been completed for the development of the new Student Services Center (Fairfield campus), which will enable "one-stop" delivery of student services when completed in fall 2007, and of the new Vallejo Center

## DIRECTION 3: INSTITUTIONAL DIVERSITY

Our community and world is becoming increasingly diverse given the rapid pace of social change, mobility, and the impact of technology and media on our lives. Solano College will actively demonstrate a commitment to appreciating the value of differences among people at an institutional level by inclusive practices, policies, procedures, programs and activities. In order to become a premier, 21st century institution, we have an obligation to involve diverse students, staff, faculty, and administrators in decision-making and committee structures, and to provide positive role models throughout the campus. We must attack the myths about diversity that separate and divide us and appreciate how increased diversity enhances our campus community.

### Goal 1: Increase diversity throughout the SCC campus community.

- The College received the California Community Colleges' 2004 Diversity Award for Excellence as a model for achievement in staff diversity
- There has been an increase in bilingual (Spanish/English) staff in both the Counseling Division and the College Police
- The student financial aid information literature was expanded in Spanish on the web. Additional expansions will take place in Tagalog, Chinese, and Vietnamese

### Goal 2: Increase awareness that will enhance respect of multiple cultures.

- The Peace Ambassadors Program, which provides community outreach to a variety of organizations and agencies, was established through the inspiration and guidance of Psychology/Social Science faculty member Karen McCord, who was also the motivation behind the installation on campus of a hand-carved "Peace Pole"
- Faculty and staff participated in FlexCal training on "Learning Disabilities: Myths and Mysteries" and "Disability 101"
- The Ethnic Studies Program enhanced the "Enlightenment Series" of guest lectures (28 programs per year, averaging 70 attendees each), produced a video on the Ethnic Studies major, presented the Asian Pacific Islanders' Cultural Night in cooperation and with support of community organizations
- The College's Ethnic Studies Program is one of only a few such programs available in the California community colleges

## DIRECTION 4: ORGANIZATIONAL CULTURE

The Solano culture reflects the integration of personal and professional values, beliefs, and behaviors that are rooted in traditions and history as well as in our current context. We will work cooperatively and collaboratively together towards a common Strategic Plan. This Plan seeks to improve communication among people and groups and to build a climate of trusting relationships throughout the campus.

### Goal 1: Improve communication throughout the campus community.

- Presented campus-wide forums on topical issues (Measure G and State Budget) and the Superintendent-President hosted informal monthly meetings with faculty, classified staff, and students to improve the dialog among campus constituencies
- The minutes of the Executive Council, the Shared Governance Council, the Division Dean Meetings, and the Faculty Handbook are posted on the campus intranet
- The minutes of the Curriculum Committee and the agenda and minutes of the District Governing Board are posted on the campus web site (Internet)

### Goal 2: Improve campus-wide decision-making processes.

- Initiated planning for remodel and updating of Buildings 700 (Humanities) and 800 (Health Occupations)
- Developed an integrated model for program review, planning, and budget development



## **DIRECTION 5: TECHNOLOGY**

We define technology to be both classroom/laboratory equipment and computer technology used for instructional purposes and administrative support. In order to be fully effective and efficient as an organization, Solano must select appropriate and innovative applications of current technologies. Achieving and maintaining an up-to-date data and technology infrastructure will allow Solano College to offer and coordinate a range of instructional and administrative programs and delivery systems.

### **Goal 1: Increase SCC's instructional support of expanding technologies.**

- New division, Web, and streaming media servers were purchased to support the continued growth of SCC's Web Curriculum program in the Business & Computer Science Division
- Lab equipment was upgraded (Vernier probes replace computer-dependent electronic data measuring and collection devices)
- Computers in Rooms 1817 and 1305 and the Avionics Program (at the Nut Tree Airport) were upgraded
- New courses in Manufacturing Technology (MT 160 & MT 161) were designed and offered along with a new program in Home Technology
- Training was provided for all staff in the use of computer-based calendaring to improve scheduling efficiency
- SCC Mobile Scholars Grant Program was initiated and provided 13 notebook computers and training for faculty

### **Goal 2: Develop the technology infrastructure needed to improve campus services.**

- The College initiated plans for the migration to a new, integrated, computer management system for all campus operations
- The Campus Bookstore server was upgraded, significantly improving the capacity and speed of data recording and report generation
- Funds from the multi-million dollar Measure G Bond were used to upgrade technology in offices, computer labs, to create new "smart" (i.e., technology-rich) classrooms, and to rewire remodeled buildings
- The College completed a major phone service upgrade, which included E911, caller ID, and better resource management

## **DIRECTION 6: FISCAL STRENGTH**

Solano College will provide sufficient fiscal resources to create, maintain, and enhance meaningful educational programs and services to achieve the College's Strategic Plan. An appropriate level of financial resources provides a reasonable expectation of financial viability for hiring highly qualified personnel, purchasing equipment and maintaining facilities necessary to achieve our Plan. To identify new sources of funding required to support innovation, the District will cultivate mutually beneficial collaborative partnerships with local businesses, industries, educational institutions, and agencies.

### **Goal 1: Increase the level of financial support for college priorities.**

- The College sold Series A bonds (\$80 million) from the Measure G Bond to support a broad-based building program and refinanced these, adding \$8.4 million to available building funds
- The College initiated planning and buildout of Vallejo Center and some campus-based upgrades
- The College achieved the maximum level of funded growth (3%) for the year
- Successful efforts in securing grants, gifts, and partnership programs included —
  - ❑ ECE faculty member Maureen McSweeney received a Family & Consumer Sciences Partnership Model Mini Grant and was reappointed to Solano County's First Five Commission.
  - ❑ The Physical Education Division raised over \$145,000 in 2004-05 to go toward supporting student programs
  - ❑ Community partnerships to provide supplies and materials were developed between the Fire Technology Program and the Dixon and the Cordelia Fire Departments, the Electronics Program and the security departments of Genentech and of Cache Creek Resort
  - ❑ Donations from segments of local industries were received (two automotive air conditioning service machines, fire protection equipment, computer equipment; a digitizer and metal for welding, and cosmetology equipment)
  - ❑ Discussions on a memorandum of understanding (MOU) were begun between the College and the Solano-Napa Counties Training Officers Association to enhance revenue sharing with local fire districts and sister community colleges
- After meeting with eighteen local organizations, the College secured five contracts for training programs, with four additional contracts still pending
- The SCC Education Foundation raised \$20,275 to support various College and student needs
- The College secured funding from Northbay Medical Center and Kaiser Permanente to support additional part-time faculty positions, expanding the College's Registered Nursing program to help meet the State's current nursing shortage