



2016-2020

# Feather River College Strategic Plan



# Strategic Plan

## President's Message

This strategic plan was developed as the overarching plan for the growth and sustainability of Feather River College over the next 4 years from 2016-2020. This plan is different in that it incorporates input from existing committees, accreditation planning, other college goals, and the program review process. The purpose of this Strategic Plan is to provide the basis for all college planning – both in terms of yearly goals and long term goals for the betterment and growth of Feather River College. This is not a standalone plan; it is a dynamic document that will change with new information and provide the basis for long term stability and to ensure alignment with ACCJC accreditation standards. The Strategic Plan provides the measurable outcomes in support of the FRC Mission. The Educational Plan, Strategic Technology Plan, Facilities Master Plan and others exist to support the overall Strategic Plan.

Major objectives:

- FRC will continue to offer quality educational programs for students in support of the FRC Mission.
- FRC will maintain 100% apportionment level funding from earned FTES.
- FRC will improve in the California Community College Student Success Scorecard measurable outcomes.
- Student Services will meet or exceed requirements for the Student Support Services Programs, Basic Skills Initiative, and Student Equity Plan.
- FRC will continue to sponsor and support, in keeping with its Mission, liberal arts and sciences. (Including general education and transfer), vocational education and developmental education
- Enrollment in general education will continue to increase, because of increased number of fulltime students.
- FRC will continue to offer intercollegiate sports. A majority of students participating in intercollegiate sports will take college-level transferable classes.
- There will be an ongoing demand for distance education, noncredit courses, Incarcerated Students Program, and other instructional service agreements.
- FRC will offer one bachelor's degree in Equine and Ranch Management.

## Structure and Philosophy of the Plan

Feather River College has many levels to its institutional planning. Annual program reviews (APRs) are submitted by each program and department to provide yearly planning goals, SLO integration, and budget development in support of program goals. Comprehensive Program Reviews (CPRs) occur every four years and is designed to provide a more in-depth analysis of data and SLO achievement information. In addition, an action plan was included with the recent ACCJC institutional self-evaluation that provided a planning agenda for recommendations from the site visit and noted self-improvement list of objectives. Finally, existing committees have been charged with developing yearly goals in support of the objectives from the Strategic Plan.

The overall goals for the Feather River College 2015-2019 Strategic Plan are organized under the four ACCJC accreditation standards and provide a foundation for integrated planning.

Feather River College uses its mission and other philosophical statements as the overarching goals for the district. Strategic Direction I assures that the college will work to improve institutional effectiveness through the execution of the mission, effective communication, quality assurance, and measuring institutional effectiveness. Strategic Direction II ensures high-quality educational programs and student support services for all students. Standard III provides for the analysis and planning of resources that support the FRC mission, including personnel, facilities, technology and providing fiscal support while maintaining fiscal stability. Strategic Direction IV defines and measures the roles of decision-making processes and ensures that the college has a sufficient structure to support the mission.

FRC allocates resources to programs to effectively support the student learning identified in the mission while maintaining fiscal stability. Program leaders will link program plans (comprehensive and annual program reviews) to strategic directions. One of the criteria for funding programs will be the degree to which proposed objectives further Feather River College's mission and strategic directions. Committees, programs, and employees of the district (through their regular duties) will work toward the execution of the mission.



## **Mission Statement**

Feather River College provides high-quality, comprehensive student education and opportunities for learning, workforce preparation, and achievement in a small college environment. The College provides general education, associate's degrees, bachelor's degrees, certificates, transfer programs, and life-long learning for a diverse student population by serving local, regional, national and international students through traditional face-to-face instruction as well as distance education. The College also serves as a cultural, and economic leader for all communities that lie within the District and embraces the opportunities afforded by its natural setting.

## Strategic Direction I

**Institutional Effectiveness: College policies and processes ensure the effectiveness of the teaching/learning culture, quality assurance and mission appropriateness while also improving communication and outreach efforts.**



- A. The President's Office will collegially develop ways to measure how the college fulfills the College Mission Statement and communicate these quality assurance measures to the campus, community, and Board of Trustees. This will be measured by the development and reporting of metrics that are directly related to measuring the mission. (Identified in Accreditation Planning Agenda)
- B. The SLOAC Committee will ensure that student learning improvement is a visible priority in practices and decision-making across the College. This will be demonstrated by (1) establishing SLO improvement as a criterion in APR prioritization, (2) developing a mini-grant process tied to comprehensive program review to fund one-time costs, and (3) finalizing and publicizing an Assessment Plan. (Identified by COI, SLOAC, Curriculum, Academic Policies)
- C. The Office of Research and Planning will publish standard reports that demonstrate the decisions and changes brought about by the SLOAC and Planning Process that improved institutional effectiveness. This will be evidenced by yearly reports that highlight activities and decisions which demonstrate improved institutional effectiveness. (Identified in Accreditation Planning Agenda)
- D. The Office of Research and Planning will collegially develop a structured process for evaluating the College's shared decision-making and committee recommendations. This will be evidenced by the development and implementation of an appropriate survey along with presentations regarding the results to the campus community. (Identified in Accreditation Planning Agenda and Accreditation Standards)
- E. The President's Office will transition the College to a new website and ensure up-to-date College publications. This will be evidenced by results from surveys and focus groups regarding the effectiveness of the website. (Identified in Accreditation Planning Agenda)

### ***Support Plans***

College governance committee planning and working documents interlink with this strategic goal. Through the execution of these plans, the college will meet the expectations of Strategic Direction I. These plans include: Comprehensive Program Reviews; Annual Program Reviews; Accreditation Self Evaluation Report Planning Agenda Items; The Strategic Technology Plan.

### ***Committee Support***

The following committees have been identified as directly supporting Strategic Direction I through their actions: Academic Policies; Budget Committee; Communication Committee; Council on Instruction; Curriculum Committee; President's Cabinet; President's Staff; Strategic Planning Committee; Student Learning Outcomes Assessment Committee; Sustainability Action Team.

## Strategic Direction II

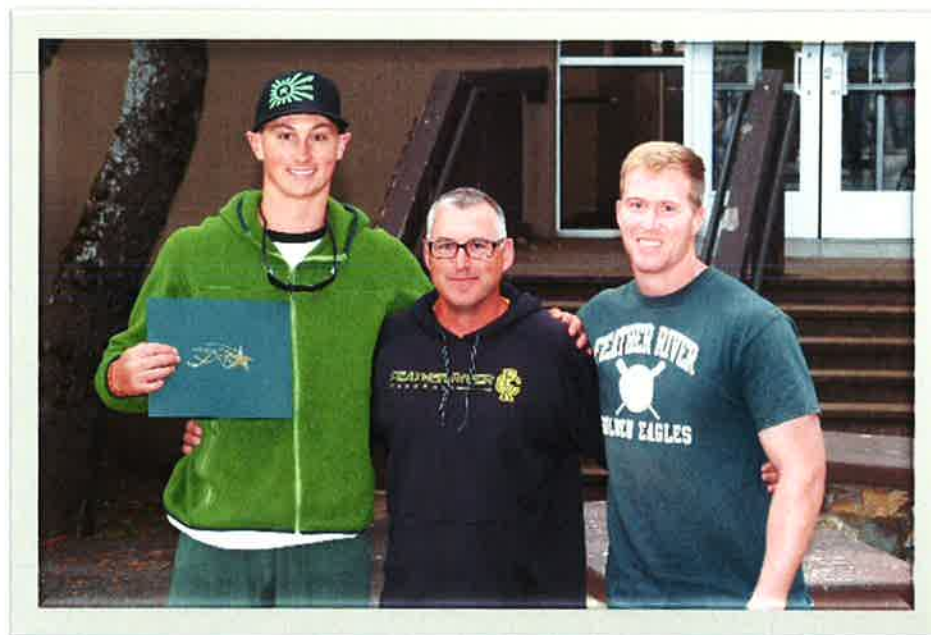
**Student Learning:** The College offers high-quality educational programs and support services that support student learning. This includes prioritizing student success initiatives, instructional programs, student services and library support to support the overall goals of student access, retention, student equity, active student life, and strong academic programs.



- A. The Strategic Enrollment Management Committee will develop a model to predict and track overall FTES and headcount by instructional delivery method defined as follows: 1) students who attend FRC primarily on campus and through distance education, 2) students enrolled in Instructional Service Agreement courses, and 3) students enrolled in the Incarcerated Student Program. FTES and headcount reports will be developed by instructional method for each term. Once implemented, the prediction model will be reviewed to determine its effectiveness and accuracy. (Identified in Accreditation Planning Agenda, Strategic Enrollment Committee)
- B. The Council on Instruction and Academic Senate will guide the development of experiences that promote skills development, improved student course choices, and a sense of community at all levels. This will be demonstrated by (1) establishing a book in common program or similar supplemental programs, (2) improving clarity of course requisite expectations and adherence, (3) implementing more culminating projects or portfolios, and (4) improved graduation and retention rates. (Identified by COI, Academic Senate, Curriculum Academic Policies)
- C. The Strategic Enrollment Management Committee will determine through data analysis and discussion with all areas an FTES/headcount goal for each instructional delivery method. The Committee will recommend strategies for growth in all delivery areas with an emphasis on on-campus students in anticipation of funding by the state of California. These recommendations will be based on facilities, personnel, and overall costs. (Identified by Strategic Enrollment Committee, Accreditation Planning Agenda)
- D. The Council on Instruction and Curriculum Committee will maintain and develop academic programs that allow the College to competitively market itself to prospective students by:
  1. Marketing FRC as a solid Liberal Arts educational institution while maintaining its strength in unique and career/technical programs, as measured by the increased availability of transfer degrees and their associated enrollment.
  2. Creating, marketing, and delivering distance education offerings that allow the College to better serve local and regional students as shown by an improved DE presence on the College website, better integration with the California Virtual Campus, established quality-assurance procedures for DE courses, and approval of DE programs and support services by the ACCJC.
  3. Improving the curriculum approval and tracking process to quickly respond to program needs as shown by the adoption of a curriculum-management system (e.g., CurricUNET). (Identified by COI, SLOAC, Curriculum, Academic Policies)
- E. The Office of Research and Planning will collaborate with the Office of Instruction to assess the effectiveness of online and correspondence courses, including student learning outcomes to ensure that effective teaching and student learning is taking

place regardless of method of instruction. This will be evidenced by a comparison of SLO achievement across all teaching disciplines. (Identified by Accreditation Planning Agenda)

- F. The Office of Research and Planning will work with the Office of Student Services to assess student support services available to distance education students. This will be demonstrated by positive responses to student surveys. (Identified by Accreditation Planning Agenda)
- G. The Diversity Committee will promote campus dialogue about the unique challenges of the various population groups we serve in relationship to race, sexual orientation, age, gender, disability, religion, and socioeconomic status, and will respond to issues that are insensitive to these population groups. This will be measured by the number of events which include audience interaction and dialog, surveys of event participants, and review of the Campus Climate Survey related to acceptance of diversity (Identified by Diversity Committee)
- H. The Council on Instruction will ensure adequate access to Library and Instructional Resource Center resources for students is available regardless of the method of course delivery. This will be demonstrated by establishing an assessment of these services by students and pertinent employees. (Identified by Accreditation Planning Committee)
- I. The Student Services Council will improve communication both within Student Services and across the college by discussing and resolving issues, disseminating pertinent information, coordinating efforts to better serve all students, and providing a consistent message about how we serve students. This will result in an enhanced image and reputation for Student Services division, as well as more meaningful partnerships within the Student Services division, across the college, and throughout the community we serve. (Identified by Student Services Council)
- J. The Student Intervention Committee will support the success of all students through an early intervention system. The effectiveness of the system will be measured by the number of faculty making referrals, the number of students referred, and the number of students who received additional services. (Identified by the Student Intervention Committee)



### **Support Plans**

College tactical plans interlink with this strategic goal. Through the execution of these plans, the college will meet the expectations of Strategic Direction II. These plans include: Annual Program Reviews; Accreditation Self Evaluation Report Planning Agenda Items; Comprehensive Program Reviews; Education Master Plan; Student Services Plan, and Student Equity Plan



### **Committee Support**

The following committees have been identified as directly supporting Strategic Direction II through their actions: Academic Policies; Basic Skills Committee; Communication Committee; Council on Instruction; Curriculum Committee; Diversity Committee; President’s Cabinet; President’s Staff; Strategic Enrollment Management Committee; Strategic Planning Committee; Student Learning Outcomes Assessment Committee; Student Services Council; Sustainability Action Team.

## **Strategic Direction III**

**Resources: The College provides resources to support the mission by appropriately planning, maintaining, training personnel, and ensuring adequate fiscal resources that support operations.**

- A. The EEO Advisory Committee will create new methodologies for the hiring process to enhance the search committee’s ability to effectively identify qualified candidates, which will be demonstrated by data from the EEO asking three short questions at the end of each selection process. (Identified by EEO Advisory Committee)
- B. The Office of Human Resources will develop and institute a new employee orientation that will provide required information and training to all new employees. (Identified Accreditation Planning Agenda)
- C. The Academic Senate will ratify a faculty staffing plan that identifies key areas where hiring should occur to support a breadth of offerings and maintain instructional balance, support enrollment growth, and stabilize instructional quality. This will be demonstrated by short-term and long-term analyses of faculty positions by COI and the Academic Senate with a final recommendation to administration. (Identified in Accreditation Planning Agenda, Academic Senate)
- D. The Professional Development Committee will review and provide professional development opportunities that enhance student learning and institutional effectiveness as evidenced by assessing those opportunities, determining funding sources for supporting those opportunities, marketing the opportunities, and by attendance at those functions. (Identified by Professional Development Committee)

- E. The Strategic Technology Committee will support student learning as evidenced by:
  - 1. Improving student access and bandwidth to network resources both in campus student computer labs and wirelessly.
  - 2. Improving and providing uniformity in the computer and A/V classroom equipment.
  - 3. Providing a platform to more effectively exchange, manage and share documents.
  - 4. Acknowledging and embracing the strategic importance of the BANNER system.
  
- F. The Budget Committee will sustain and maintain a healthy beginning fund balance with adequate resources to address unplanned required financial resources for the continual support of the mission of Feather River College. This will be evidenced by:
  - 1. Sustaining a financial reserve that is appropriate for the institution by increasing the minimum financial reserve amount to ten percent.
  - 2. Assessing and supporting reserve levels on a yearly basis. (Identified by Budget committee)

***Support Plans***

College tactical plans interlink with this strategic goal. Through the execution of these plans, the college will meet the expectations of Strategic Direction III. These plans include: Annual Program Reviews; Accreditation Self Evaluation Report Planning Agenda Items; Comprehensive Program Reviews; The EEO Plan; The Strategic Technology Plan.

***Committee Support***

The following committees have been identified as directly supporting Strategic Direction III through their actions: Academic Senate; Budget Committee; Classified Senate; Equal Employment Opportunity Committee; Professional Development Committee; President’s Cabinet; President’s Staff; Strategic Planning Committee; Strategic Technology Committee; Sustainability Action Team.





## Strategic Direction IV

**Leadership and Governance: The College will practice effective and ethical shared governance, communication and college planning processes that support the mission and instructional programs and services.**



- A. The Classified Senate will ensure that their input into shared governance is representative of the Senate as a whole by developing a comprehensive process of communication among Senate members that efficiently reports out committee activities to and collects input from the membership as needed. This will be demonstrated by:
  1. Requesting brief written summaries from Senate representatives of committee actions and activities that will be distributed to the membership as a whole, and by
  2. Establishing a Classified Senate SharePoint site for posting the brief summaries and requesting input as needed through participation in a discussion board.These processes will be instituted and reviewed yearly to see if and how often summaries are provided and the discussion board is utilized. The usefulness of the processes will be evaluated through a survey. (Identified by Classified Senate)
- B. The Sustainability Action Team will engage in ongoing planning and documentation of goals and project accomplishments of the board-adopted Sustainability Management Plan. (Identified by Sustainability Action Team)
- C. Feather River College will have a culture and mindset of sustainability among their students and employees that guides behavior, resulting in the college being known for its sustainable actions, as demonstrated by:
  1. Campus/community events and activities.
  2. Student and employee inclusiveness in sustainability efforts, events, and activities.
  3. Promoting sustainability accomplishments.
  4. Including sustainability in APR reporting. (Identified by Sustainability Action Team)
- D. The Office of Maintenance and Operations will finalize a Facilities Master Plan that plans the growth and future facilities needs of the College. This will be evidenced by creation of said plan, ranking of priorities, and annual updates. (Identified by Accreditation Planning Agenda)
- E. The President's Office will work in conjunction with SLOAC Committee to develop a mini-grant process that support changes in teaching/learning processes as evidenced by SLO data analysis and resultant changes to improve future student learning outcomes. This will be demonstrated by funding requests and tracking improvements of SLO achievement. (Identified by SLOAC, Strategic Planning Committee).
- F. The Office of Research and Planning will evaluate and improve the APR/CPR process as it fits into the planning process. This will be demonstrated through a bi-annual evaluation of the process and changes as needed for future APR/CPR processes. (Identified by Accreditation Planning Agenda, Strategic Planning Committee)

- G. The Communications Committee will review and develop a variety of strategies designed to communicate with all students. This will be measured by surveying students to determine their preferred method of receiving college information, sharing the results with the Strategic Technology Committee, and monitoring student use and satisfaction of each current and new strategy. (Identified by Communication Committee and also in the Accreditation Planning Agenda)
- H. The Communications Committee will review and develop a variety of strategies designed to market the college. This will be measured by compiling a report of current marketing policies, guidelines, practices, and budgets to determine the consistent use of core values and standard practices. (Identified by Communication Committee)
- I. The Communications Committee will review and develop policies and procedures on how faculty and staff communicate with each other through phone, electronic, and paper means. This will result in recommendations for improvement provided to Human Resources for staff training. (Identified by Communication Committee)

### ***Support Plans***

College tactical plans interlink with this strategic goal. Through the execution of these plans, the college will meet the expectations of Strategic Direction IV. These plans include: Annual Program Reviews; Accreditation Self Evaluation Report Planning Agenda Items; Comprehensive Program Reviews; Education Master Plan; Facilities Master Plan; Strategic Technology Plan; Student Services Plan; Sustainability Management Plan.

### ***Committee Support***

The following committees/organizations have been identified as directly supporting Strategic Direction IV through their actions: Academic Policies; Academic Senate; Associated Students of Feather River College; Board of Trustees; Classified Senate; Communication Committee; President's Cabinet; President's Staff; Strategic Planning Committee, Sustainability Action Team.

