

College of the Siskiyous

Institutional Master Plan – DRAFT

June, 2019

Background

As a small rural California community college serving Siskiyou County since 1957, College of the Siskiyous is proud to provide for the diverse educational needs of its service area. The college offers not only a range of transfer-level coursework and intercollegiate athletic programs, but also a number of strong career and technical education programs such as Nursing, Fire Science, and Administration of Justice. **All of these programs of study receive regular, and thorough, analysis to ensure rigor, relevancy, and full compliance with appropriate accreditation standards.** Moreover, despite being in a district serving fewer than 4,000 students, the college maintains both a main campus with on-campus lodges in Weed and a thriving second campus in Yreka to better serve the needs of a sparsely populated county larger than the state of Connecticut. At the same time, the college commits to fully using advances in distance education to provide meaningful instructional opportunities to students across the county. Finally, the college continues to build a robust set of noncredit offerings to provide meaningful instruction to the sizable number of nontraditional students in the community.

Vision

Transforming students' lives through lifelong learning and success.

Mission

We are a comprehensive community college serving the economic, educational, lifelong-learning, and workforce needs of Siskiyou County and the other communities our programs reach. We understand the transformative power of higher education and seek to inspire students by offering inclusive and practical learning experiences that are relevant in today's global economy and environment. We strive to prepare our students to align their newly-gained skills and experiences with those best suited to the work they wish to pursue and the lives they wish to lead. At the same time, we aim to inspire our students to engage actively, question deeply, reason critically, think boldly, communicate effectively, act innovatively, work collaboratively, and live ethically.

FOCUS AREA #1: Building Institutional Capacity

College of the Siskiyous works to establish strong institutional capacity through which individuals, groups and learning institutions can enhance their abilities to perform core functions, solve problems, and define and achieve objectives in a broad context and sustainable manner. The college will continue to pursue opportunities to improve its financial position, planning processes, and lines of communication as continuous quality improvement efforts.

Major Action Steps

- Identify funding streams or business opportunities to support the expansion of current facilities to include lecture and lab educational spaces, lodges, police and fire academies, and complexes for arts and athletics with a process that consistently assesses emerging program needs.
- Centralize data collected at the district level and provide access to college constituents allowing educated decisions to take place during planning **and accreditation processes**.
- Enhance and streamline communication between departments and campus stakeholders. Develop clear mapping and mechanisms for reviewing information, making decisions, and communicating information back to all campus constituents.
- Create a framework that helps the district monitor the progress of diversity and inclusion efforts to ensure that they remain integrated, intentional, and central to the core mission of the college.

Indicators

- Reports from the proposed Facilities Institutional Capacity Committee that identify the number of emerging opportunities in the areas of grants, state funds, community partnerships or private capital investment groups.
- Number and quality of access points for faculty, staff and administrators to review collected college data.
- Percentage of faculty, staff and administrators who respond at Planning Day that they understand the college mapping of communication and decision-making process.
- Patterns and responses from diversity and inclusion datasets and institutional capacity surveys of faculty, staff, and students.
- Results from the Institutional Capacity Assessment Tool (Achieving the Dream).

FOCUS AREA #2: Outreach

College of the Siskiyou strives to maintain a high quality, organized, and comprehensive outreach program that connects high schools, businesses, and the community at large to the college. These efforts represent an ongoing process to ensure future students from all walks of life can connect with the College from the time that they are prospective students through enrollment in their first classes all the way to inclusion in a strong alumni network.

Major Action Steps

- Conduct outreach to prospective students of the college and their families.
- Establish clearly identified lines of communication between District departments and external contacts such as local high schools, industry partners, and community organizations.
- Create information, marketing and communication materials for prospective and incoming students.
- Ensure prospective students have sufficient access to current students, faculty and staff, and community ambassadors as they decide on their college options.
- Conduct a wide range of outreach events such as open houses, workshops, and cultural events for continuing, new, and prospective students.
- Enhance partnerships and collaboration with local business, industry, early education, K-12, performing and fine arts organizations, parks and recreation for joint projects, leveraging of facilities and equipment.

Indicators

- Enrollment at the college, measured through headcounts and FTES.
- Comparison of college and service area demographics to identify groups of potential students that could benefit from increased recruitment efforts.
- Key performance indicators from different social media platforms.
- Percentage of first-time matriculating students participating in orientation and assessment.
- First-time student cohort placement levels in English, Math, and ESL.

FOCUS AREA #3: Engagement

College of the Siskiyous draws from a variety of curricular and co-curricular activities to create a supportive learning environment for its students that integrates cultural competency, student leadership, advocacy, transformation, and self-efficacy. The college will continue to invest in further opportunities for students and employees to build connections that will enable greater levels of student success and a shared sense of community.

Major Action Steps

- Create dynamic educational environments that facilitate student collaboration.
- Increase culturally relevant curricular and co-curricular campus activities and opportunities for students, faculty, and staff in order to build meaningful connections.
- Offer programs and activities to build student leadership skills, as well as strengthen academic support services.
- Provide professional development opportunities that focus on increased student engagement, both in the classroom and across campus.
- Strengthen institutional capacity to improve student preparation, transition, and successful course completion in distance education and online learning through initiatives such as an online campus model and a distance education support center.

Indicators

- Percentage of students participating in student leadership activities and academic support services.
- Percentage of faculty participating in professional development opportunities focused on student engagement and implementing activities in the classroom.
- Responses to student focus groups to gather input and suggestions for increasing student engagement.
- Number of courses registered through the OEI and success metrics for students in distance education sections, both over time and in comparison to traditional modalities.
- Persistence rates of various student cohorts, particularly from historically underrepresented populations and groups with recent evidence of disproportionate impact in retention and persistence metrics.

FOCUS AREA #4: Success

College of the Siskiyou pairs high expectations with enlightened support to keep students in classes and on track for success in achieving their educational goals. The college will continue to develop efficient instructional and student service solutions that aim to improve student performance, reduce equity gaps, align with state and national initiatives, and fully satisfy accreditation standards.

Major Action Steps

- Formalize goals for student success based on the Student Centered Funding Formula, Guided Pathways, and the Vision for Success.
- Fully implement Base Camp as a one-stop-shop for student services support.
- Promote a case management approach for low-population disproportionately impacted student groups.
- Develop schedule of classes with focus on maximizing student success in course and program completion.
- Encourage review of existing programs to streamline program requirements and align with scheduling constraints.

Indicators

- Results from regularly-administered student satisfaction survey.
- Number of student touchpoints to success-oriented student service programs.
- Course retention and success rates across programs and modalities.
- Metrics attached to Vision for Success Goals: degree/certificate completion, transfers, and number of units attempted in semester, academic year, and program completion.
- Presence of disproportionate impact on student populations in key academic metrics.

FOCUS AREA #5: Outcomes & Next Level Attainment

College of the Siskiyous enables student success in post-secondary endeavors through rigorous preparation for transfer and dynamic career programs built through strong partnerships within the community. The college will continue to pursue new initiatives and employer partnerships to support students' preparation for further learning or entry into the workforce.

Major Action Steps

- Promote student participation in Interstate Passport and Associate's Degrees for Transfer to minimize potential barriers for transferring to four-year institutions.
- Work with local employers to facilitate more internship and employment opportunities
- Develop instructional offerings that enable nontraditional students to upskill for improved compensation or position.
- Reach out to traditionally underrepresented groups of students to inspire them in pursuing career and technical education programs.
- Maintain contact with former students to enable reliable local data on post-secondary employment history.

Indicators

- Number and percentage of students earning credentials (degrees/certificates).
- Percentage of students in career and technical education programs earning a living wage and/or employed in their field.
- Metrics concerning transfer to four-year institutions such as rate, time, and location
- Results from surveys of frequent employers of College of the Siskiyous graduates on initial level of job preparation.
- Percentage of historically underrepresented students in career programs.

Appendix A: Local Alignment with Vision for Success Goals

College of the Siskiyous proudly works alongside the efforts of the California Community College Chancellor's Office to increase student success across a number of academic and career outcomes. The college will continue to pursue the goals incorporated into its planning documents as a full commitment to aligning local efforts to the systemwide goals.

Local Goals: Vision for Success Alignment

- Unless otherwise noted, all local goals will use the 2016-2017 academic year as the baseline for future growth targets
- Goal 1: By the end of the 2021-2022 academic year, College of the Siskiyous will increase the number of students earning a certificate or degree by 20%.
- Goal 2: By the end of the 2021-2022 academic year, College of the Siskiyous will increase the number of students transferring to a four-year institution by 35%.
- Goal 3: By the end of the 2021-2022 academic year, College of the Siskiyous will lower the average number of units for degree completion to 79.
- Goal 4: By the end of the 2021-2022 academic year, College of the Siskiyous will maintain the percentage of students from career and technical education programs receiving employment closely related to their field of study at higher than 75%.
- Goal 5: By the end of the 2021-2022 academic year, College of the Siskiyous will reduce the equity gaps in performance metrics by 40%, with an additional goal for full elimination of equity gaps by the end of the 2026-2027 academic year.