

| Equity and Student Completion Guided Pathways Strategic Goals   |   |   |  |  |   |
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| <p><b>Goal 1</b><br/>Increase the number of students who complete certificates, degrees, transfer to four-year colleges and universities, or earn a living wage while maintaining high levels of academic integrity</p> | <p><b>Goal 2</b><br/>Identify and close success and equity gaps amongst underserved and/or underrepresented student populations</p> | <p><b>Goal 3</b><br/>Increase opportunities for students to engage in lifelong learning, gain job skills, or transition to credit bearing college programs.</p> | <p><b>Goal 4</b><br/>Provide professional development programs that support highly effective teaching and learning, support services, and operational areas.</p> | <p><b>Goal 5</b><br/>Implement the Facilities and Technology Master Plans in a manner that maximizes the public's return on investment of Measure E funds, while advancing the Sierra College Mission.</p> | <p><b>Goal 6</b><br/>Stabilize or grow student enrollment by increasing the number of students at Sierra College and/or increasing the proportion of students attending fulltime.</p> |

**Board of Trustees and Superintendent/President  
Priorities & Goals 2022-23**

- I. Student Success (aligns with Equity and Student Completion Guided Pathways Strategic Goals 1, 2 & 3)
  - A. Innovative and Responsive Programs and Services: Encourage development and expansion of innovative programs, partnerships, and delivery methods.
    - 1. Continue implementation of the Equity and Student Completion Guided Pathways Strategic Plan.
    - 2. Continue to develop innovative programs and practices to improve college readiness, ease the transition to higher education, and increase degree completion in close partnership with local school districts and four-year universities.
    - 3. Continue development of Strong Workforce Initiatives in partnership with the regional business community and regional workforce development groups to increase the number of students enrolled in and completing programs leading to high-demand, high-wage jobs.
    - 4. Increase the number of internships or other work-based learning opportunities for students.
    - 5. Continue to be responsive to the unique needs and contributions of the Nevada County Campus and the Tahoe-Truckee Campus.
    - 6. Pursue funding opportunities and implement campus program for individuals with intellectual and developmental disabilities.
    - 7. Build data-informed systems for holistic caseload management to support all students in their journey, and to prioritize equity in guided pathways.
  - B. Enrollment Management: Develop and implement enrollment and scheduling strategies to improve student success, reduce equity gaps, and increase enrollment.
    - 1. Further develop the structure and continue implementation of Interest Areas that better define the pathway for students to progress towards a degree or certificate and/or transfer requirements.
    - 2. Strategically manage course offerings to address obstacles to student course progression including scheduling, room usage, and the effective utilization of the Ad Astra software for this purpose.
    - 3. Explore alternative scheduling options to better support student success, such as shorter-term courses.

4. Strategically expand offerings where necessary to improve student pathways.
  5. Continue to work with feeder high school districts to build out effective dual enrollment pathways.
- C. Student Achievement: Support efforts to eliminate the equity gap for all students including underrepresented and underserved students.
  - D. Offer a balance of on ground, online, and hybrid classes that maximizes choice and flexibility for students, and ensure students can access support services through various modalities.
- II. Campus Climate: Foster a safe environment, without racism, bigotry and discrimination, that values equity, inclusion and civility. (aligns with Equity and Student Completion Guided Pathways Strategic Goals 2 & 4)
- A. Continue to provide students an environment of academic excellence while demonstrating the values of respect and inclusion.
  - B. Continue to ensure safe and secure campuses by maintaining strong partnerships with local public safety agencies, providing emergency response training for staff and students, and responding appropriately to regular campus safety assessments.
  - C. Provide robust professional development for faculty and staff to gain additional knowledge and skills to facilitate student success and operational efficiencies.
  - D. Continue to work collaboratively with staff and faculty to provide equitable compensation packages while maintaining a balanced budget and ample reserves.
  - E. Provide employee engagement and appreciation opportunities to build better connection among employees and support a positive culture
  - F. Build Board of Trustees engagement with staff on all campuses through program visits and department updates.
  - G. Continue to increase diversity in campus staff hiring.
  - H. Continue to monitor data to ensure equitable treatment of all members of our campus community.
- III. College Operations and Facilities: Continue to practice sound fiscal management by developing and implementing a variety of strategies to provide college facilities for current and future student program needs. (aligns with Equity and Student Completion Guided Pathways Strategic Goal 5)
- A. Continue implementing Facilities Master Plan including operation of the Measure E Citizens' Bond Oversight Committee and construction of Rocklin Campus capital improvement projects.
  - B. Continue the process to compete for state capital outlay funding.
  - C. Effectively manage community-support revenue and budgeting while continuing adherence to prudent and responsible fiscal practices.
  - D. Continue progress toward generating revenues with the College properties adjacent to the Rocklin Campus.
  - E. Continue close collaboration with the Foundation to provide resources to support college goals.
  - F. Seek innovative opportunities to secure sufficient funding to provide high quality educational facilities to meet the needs of current and future students.
  - G. Continue to closely collaborate with CSUS on the Placer Center satellite campus and prioritize needs based on projected enrollment.
  - H. Lead regional effort to develop a public safety training center that will serve our instructional programs and also provide training opportunities for participating agencies.
  - I. Ensure that Sierra College remains a prominent leader in sustainable practices.

- IV. Community Partnerships/Governmental Relations: Increase public support for the college through enhanced visibility, community involvement, and advocacy efforts. (aligns with Equity and Student Completion Guided Pathways Strategic Goal 6)
- A. Focus on increasing college visibility, public participation, and support for college programs and our students.
    - 1. Continue external local and regional efforts to sustain a high level of public knowledge about and support of Sierra College
  - B. Continue to advocate for the college by meeting regularly with local, county and state officials and by participating in local and statewide organizations.
  - C. Continue to identify and support legislative efforts to improve California Community Colleges.
  - D. Establish community leaders panel to solicit feedback regarding community expectations of Sierra College, regional employer needs, and opportunities available to students.
  - E. Increase interaction with local and regional businesses, local chambers of commerce, community workforce partners, and business development organizations to promote Sierra College's impact on economic development, and support the recovery and growth of the local economy.
  - F. Attend specialized trustee trainings and workshops to strengthen board actions and build Sierra College's network of community college advocates.

*Board approved 10/11/2022*