



STRATEGIC PLAN
2021-2030



LETTER TO THE COMMUNITY

The Yuba Community College District (YCCD) Governing Board is pleased to announce the new 2021-2030 YCCD Strategic Plan. This strategic plan represents over a year of thoughtful and concerted effort by the campus community and community leaders who committed themselves to capturing the colleges' mission, values, vision, and potential in the goals and activities of our strategic plan.

Our district's core values, and overarching goals are focused on promoting equitable student success and strengthening our community. This strategic plan is evidence of our district's dedication to ongoing institutional assessment, continuous improvement, and focus on equity and social justice.

As you read this document, you'll understand our district's passion to enhance the lives of students and our urgency to meet the needs of our community. The 2021-2030 YCCD Strategic Plan is our roadmap, a constant north-star and guide as we move forward into the future.

The YCCD Governing Board is grateful to all who lent their imagination, analysis, and commitment to our students in the creation of this strategic plan.

Thank you for taking the time to read this plan, and for partnering with us to successfully implement it.

In Community,

Susan Alves
President, Board of Trustees
Yuba Community College District



MESSAGE FROM CHANCELLOR HOUPIS

Our District, two Colleges, two campuses and one center has been serving our region for over 90 years. Over that period, we have been a beacon of hope and a source of encouragement for our students and our community. As in the past and into the future, we are committed to access to higher education with a student first philosophy, with outstanding faculty and staff committed to helping students achieve their dreams and their educational goals. Our students experience an environment that is intellectually sound, innovative, socially responsible, and alert to change; and that is recognized for excellence in preparing students for their place in society and prepared for the future.

In terms of our District's road to the future, it is paved with a sound strategic plan. Our strategic plan provides our collective goals that will ensure that we not only achieve our stated mission but will realize our future vision. While our plan will guide us over the next ten years, it is important to note that our strategic plan will be dynamic and adaptable as new circumstances and unforeseen challenges arise. Our strategic plan will not gather dust on a shelf but will be a living document that will provide accountability to the students and communities we serve. Quoting John Sheehan "Say what you mean, mean what you say, and do what you say you'll do." This is the essence of our strategic plan.

I am very appreciative for the hard work and dedication of Vice Chancellor Sonja Lolland and the Strategic Planning Committee in creating our Strategic Plan, as well as the significant input from the College community and from Community Leaders. The result is an outstanding 2021-2030 Strategic Plan that we can all take pride in.

Warm Regards,

Dr. Jim Houpis
Chancellor

OVERVIEW OF THE PLAN DEVELOPMENT PROCESS

For over 90 years, the faculty and staff of the Yuba Community College District (YCCD) have continuously demonstrated a commitment to our students, their achievement, and academic success.

To support student learning and provide increased access, YCCD is dedicated to a process of systematic quality improvement. The Integrated Planning Model summarizes the long- and short-term planning that the District engages in to improve the quality of our programs and services.

YCCD Board Policy 3250 – Institutional Planning references this responsibility: “The Chancellor shall ensure that the District has and implements a broad-based comprehensive, systematic and integrated system of planning that involves appropriate segments of the college community and is supported by institutional effectiveness research.” (BP 3250).

During the 2020-2021 academic year, the District engaged in the work of creating a new YCCD Strategic Plan. The following planning priorities were articulated by the Chancellor and Board of Trustees and guided this work:

- **Community Oriented:** Focused on our communities’ education, economic, civic/social, and health priorities;
- **Future Facing:** Anticipating and shaping the future of education, the future of work, and the future of our communities; and will
- **Leverage Partnerships:** Extend access to a broad array of educational programs through strategic partnerships.

As we worked to define and articulate our vision for the future, we engaged in conversations that explored questions that included:

- Who are the college students of 2030? What are their needs?
- What is the future of teaching and learning?
- What does the higher education environment look like post COVID-19?
- How will our district fulfill our evolving mission?
- How does YCCD transform the lives of our students and the futures of the communities we serve?

Our goal was to engage our communities in a planning process that was collaborative and future-facing. We are striving to develop an organizational culture that is prepared for the future, and responsive and equitable in serving all students and our communities. Although our most recent Strategic Plan Development cycle is complete, we will continue to engage our internal and external communities to actively co-construct the future we want.

MISSION

Yuba Community College District provides all individuals in our diverse communities access to high-quality, affordable higher education that is responsive to student needs. Our mission is to inspire and advocate for student success through our passion and commitment to teaching, learning, and social justice.

VISION

Our vision is to empower our students and strengthen our communities by providing equitable, student-centered learning opportunities.

VALUES

- **Equity-Minded:** Yuba Community College District champions diversity, equity and inclusion through purposeful acts to ensure all students achieve equitable outcomes. We are committed to cultivating a safe environment that treats all people with dignity and respect.
- **Holistic Support:** Yuba Community College District is committed to providing support that addresses all the needs of students beyond academic support to include personal and basic needs.
- **Data-Informed Decision Making:** Yuba Community College District is committed to developing a data informed decision-making culture within our district and establishing institutional procedures of accountability that are guided by data and research.
- **Workforce and Economic Development:** Yuba Community College District strives to improve the quality of life of students, communities, and local businesses by providing clear pathways and opportunities for staff, faculty, and students to grow their skills and develop the tools they need for success in the workplace and in life.
- **Accountability:** Yuba Community College District is accountable for stewarding resources effectively to meet the diverse needs of our communities and region.
- **Community Oriented:** Yuba Community College District values community engagement and collaborates with local community leadership, local businesses, and high schools.
- **Communication:** Yuba Community College District embraces transparency and clear, honest communication. We welcome feedback and ideas from all members of the district, colleges, and the members of the communities we serve.
- **Social Justice:** Based on the acknowledgement that underrepresented groups have been historically marginalized, Yuba Community College District is committed to working together to promote equality, equity, respect, and the assurance of rights within and between communities and social groups.
- **Intellectual Diversity:** In order to achieve meaningful inquiry and intellectual debate, Yuba Community College District is committed to critical thinking, encouraging new ideas and sharing a variety of perspectives.





GOALS

1. Increase student success and maximize the student experience through andragogy, curriculum and well-aligned student services programs designed to enhance student learning and completion by 2023.

- a. Increase by at least 20 percent the number of students annually who acquire associate's degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job;
- b. Increase by 35 percent the number of students transferring annually to a UC or CSU;
- c. Decrease the average number of units accumulated by students earning associate's degrees to 79 units;
- d. Increase to 76 percent the percentage of CTE students who report being employed in their field of study;
- e. Reduce by 40 percent the equity gaps across all the above measures through faster improvements among traditionally underrepresented student groups; fully closing those achievement gaps within 10 years;
- f. Over five years, reduce achievement gaps across all of the above measures through faster improvements in our service area, focused on campuses with the lowest educational attainment for adult learners.

2. We will foster diversity, equity, and inclusion by providing support structures, access, as well as reviewing our current processes to ensure equitable outcomes.

- a. Ensuring all students have access to technology to be successful in their studies.
 - i. Including being competitive in an online environment.
 - ii. Providing equitable access for students in all circumstances.
- b. Create opportunities for professional development that promotes anti-racism, equity and the elimination of bias.*
- c. Adopt practices that focus on improving the diversity of faculty and staff to better reflect the students and communities we serve.

* See Board Policy 1300: Commitment to Diversity, Equity, and Inclusion

3. Continuously improve integrated planning and institutional effectiveness processes within a collaborative culture of evidence.

- a. Analyze internal and external data to inform decision making.
- b. Enhance collaborative planning and programming between the colleges to improve outcomes for students and our communities.
- c. Increase professional development opportunities to better utilize available data tools.
- d. Improve enrollment management through accountability and use of resources, available tools and strategic foresight.
- e. Ensure that the colleges meet or exceed all accreditation standards.

4. Refine standards, processes, roles and responsibilities to be a more collaborative and efficient multi-college district while allowing individual colleges to embrace their unique places in our diverse communities.

- a. Develop a resource allocation model that is equitable and reflects the needs of a multi-college district.
- b. Create and/or refine service level agreements to better define the relationships between Colleges and all district service's departments.
- c. Become an employer of choice in our region by developing practices to recruit and retain employees by offering professional development, fostering employee innovation, and competitive compensation.

5. Integrate strategic foresight into our planning to better anticipate the future needs of our students and communities through innovation and technology.

- a. Embrace innovation and provide the latest technology that increases student learning, enrollment, retention, persistence, graduation and transfer rates.
- b. Provide facility spaces that are adaptable to the changing needs of instruction and student services.
- c. Provide technology solutions to ensure accessibility and equity for everyone.

6. Offer safe, reliable and welcoming environments and provide services that contribute to a safety net for students and the college communities.

- a. Address the basic needs of students through partnerships and advocacy in regard to health services and food and housing insecurities.
- b. Provide modern and safe facilities that are conducive to learning and working.
- c. Update and maintain on-campus emergency action plans that include interjurisdictional agency collaboration and are inclusive of natural disasters.
- d. Provide regular training and drills on emergency action plans for employees at all district locations.

7. Commit to community partnerships and relationships and being actively involved in the local communities we serve.

- a. Build partnerships with local businesses and focus programs and services on advancing the well-being of our communities.
- b. Support essential collaboration across education systems between the K-12 sector and community colleges, or intersegmental partnerships, with involvement from industry businesses and organizations in strengthening CTE programs and pathways aligned with regional workforce needs.

YCCD STRATEGIC PLAN WRITING TEAMS

Mission: Co-Chairs	Christopher Howerton	Sonja Lolland
Alisan Hastey, Douglas Houston, Adam Pharris, Renee Hamilton, Jennifer Hanson, Annette Lee, Kasey Gardner, Kuldeep Kaur, Winifred Taliaferro		
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Yuba Community College District thanks all the individuals who took time out of their busy schedules during a challenging pandemic environment to participate as members of the YCCD Strategic Plan Writing Teams. The District is also deeply appreciative of those who contributed thoughts, ideas and feedback in the Community Focus Groups, at FLEX workshops, through participation in the Community of Practice, and via surveys. Thank you to Renee Hamilton who tirelessly provided organizational support throughout the development process. The District also wants to recognize Julie Bruno and Johnnie Terry for their outstanding work on the *Yuba Community College District Office, Colleges and Community Forums Theme Analysis Report*.

Plan Adopted October 14, 2021

