

YOUR COMMUNITY COLLEGE

SLCC STRATEGIC PLAN 2016-2023

2019 UPDATE





Dr. Deneece G. Huftalin
SLCC President

SALT LAKE COMMUNITY COLLEGE

will celebrate its 75th anniversary in fall 2023. This milestone is a testament to past accomplishments and a catalyst for transforming the college in the future. We've come a long way since our founding as a small technical college in 1948. We now serve tens of thousands of students at 11 sites throughout the Salt Lake Valley.

In 2016, we launched our strategic plan, setting a vision for how the college will look in 2023 and how successful our students will be. That plan laid out five goals for the college:

1. Increase student completion
2. Improve transfer preparation and articulation
3. Align with and respond to workforce needs
4. Achieve equity in student participation and completion
5. Secure institutional sustainability and capacity

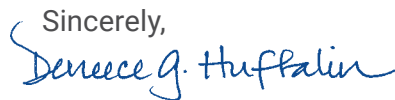
Even as we've experienced great success, planning is a continual and dynamic process. Throughout the 2018-2019 academic year, the college planning council reviewed the strategic plan and proposed 19 new strategies to guide college work through 2021. These new strategies were presented and vetted through discussion at three public forums and other college-wide gatherings. After much thoughtful discussion, the draft strategies were revised and edited. The final strategies are presented here.

Our plan continues to answer fundamental questions. What are the primary needs of students today and in the future? How do we craft the best possible learning experiences to meet their needs? And how will SLCC contribute to and strengthen the economic and educational wellbeing of the state?

By focusing on students, the plan secures the college's foundational position as a driving factor in the state economy and a leader in the evolving educational landscape.

What will 2023 look like? It's up to us, and we invite you to bring your energies, talents and resources to our plan for SLCC's future.

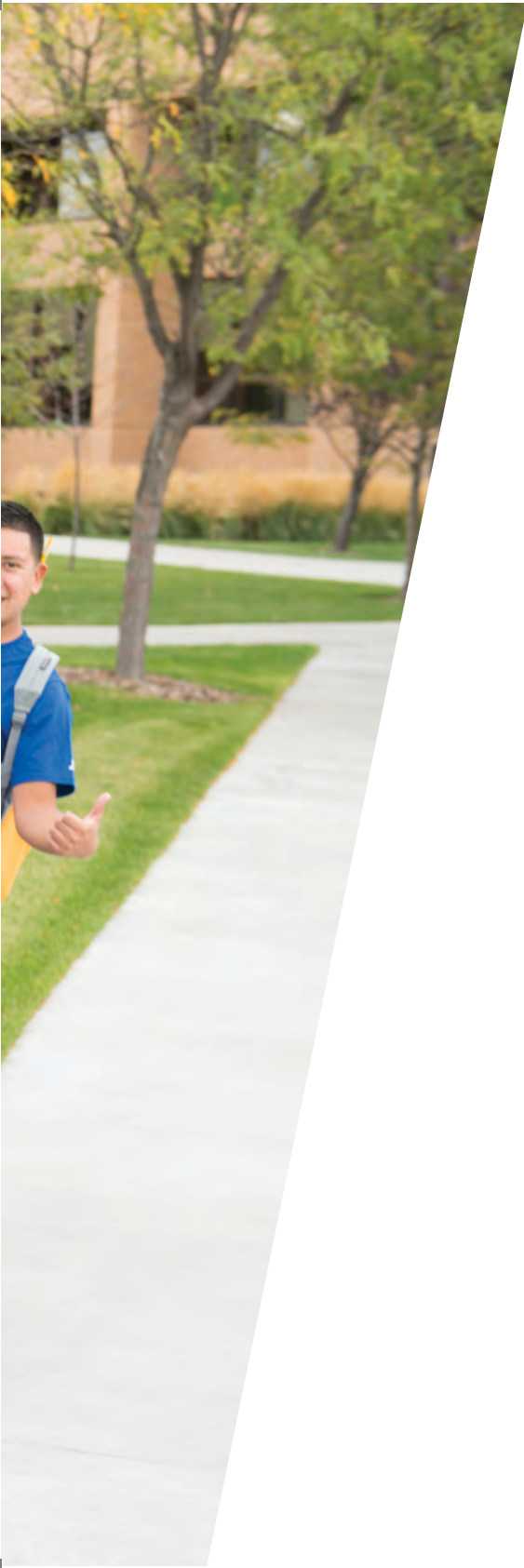
Here's to a bright tomorrow for our students and the communities we serve!

Sincerely,

Deneece G. Huftalin, PhD
SLCC President









VISION

Salt Lake Community College will be a model for inclusive and transformative education, strengthening the communities we serve through the success of our students.

MISSION

Salt Lake Community College is your community college. We engage and support students in educational pathways leading to successful transfer and meaningful employment.

VALUES

Collaboration

We believe we're better when we work together.

Community

We partner with our community in the transformative, public good of educating students.

Inclusivity

We seek to cultivate an environment of respect and empathy, advanced by diverse cultures and perspectives.

Integrity

We do the right things for the right reasons.

Innovation

We value fresh thinking and encourage the energy of new ideas and initiatives.

Learning

We learn as a college by building outstanding educational experiences for students and by supporting faculty and staff in their professional development.

Trust

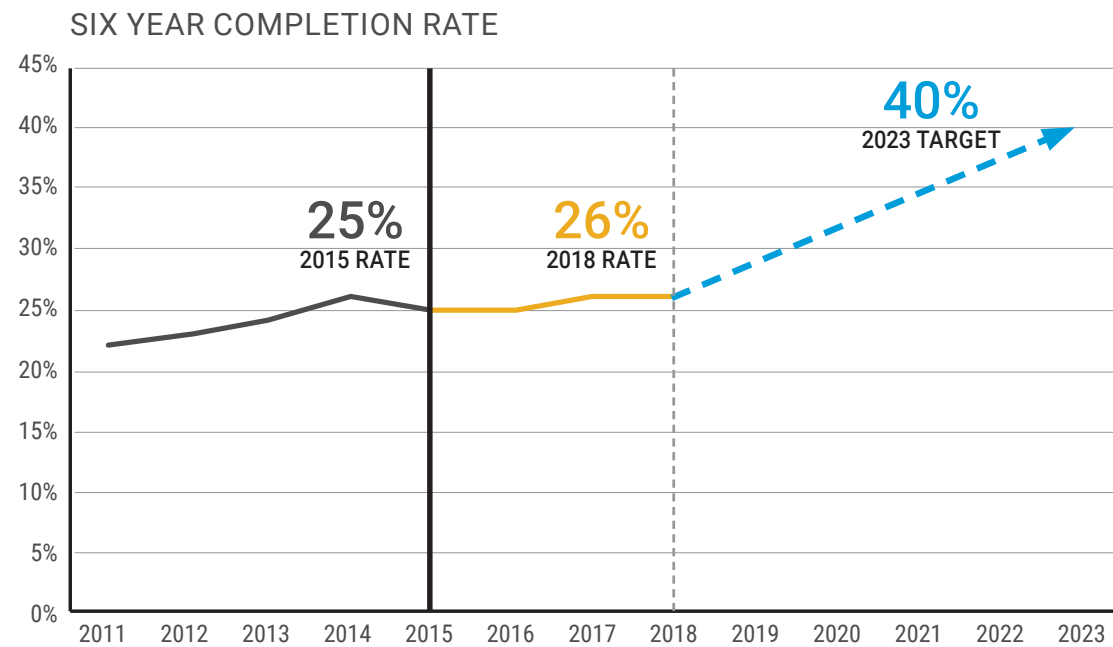
We build trust by working together in good faith and goodwill to fulfill the college's mission.

GOAL 1



Increase Student Completion

Early indicators suggest completion is trending upward, but in order to achieve our goal of a 40% six-year completion rate, we need to support an additional 1,000 students in finishing their studies at SLCC.



Note: The status represents the percent of students who earn a degree or certificate within six years of enrollment, e.g., the 2018 status is based on the fall 2012 cohort. Transfers without earning degrees or certificates are not included.



Completion Strategies (2019–2021)

Strategy No. 1: Implement SLCC Pathways

Create and integrate guided areas of study intentionally designed to enhance learning and clarify a student's route to program completion, a career and further education. Successful implementation will provide a holistic academic, advising and student-supported experience while reinforcing student development.

Strategy No. 2: Scale student analytics

Adopt enterprise-level production of focused analytics applications to provide timely and actionable information to faculty, staff, leaders and students.

Strategy No. 3: Deploy online education strategically

Market targeted online courses to students who are close to completion to help them finish their degrees and identify specific, fully-online programs to market to mature, working learners.

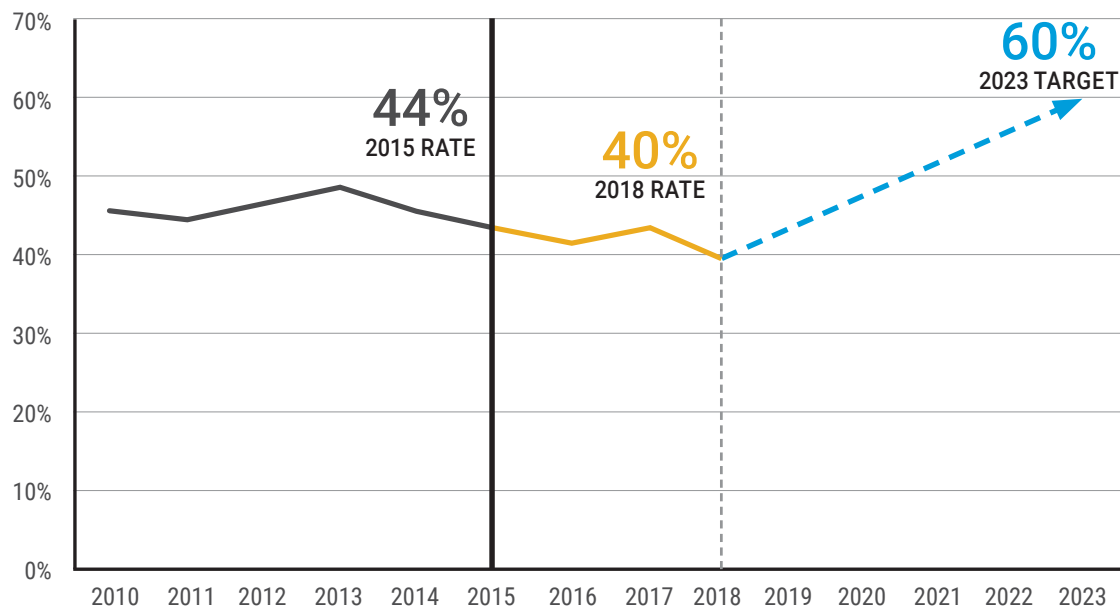
GOAL 2

Improve Transfer Preparation and Articulation

Most SLCC students express an interest in eventually earning a bachelor's degree. We must ensure they are academically prepared for upper-division coursework and that our programs articulate seamlessly. Successful transfers require institutional partnerships. Utah's transfer to bachelor's -completion rate is low and suggests SLCC must assume a broader statewide leadership role.



TRANSFER DEGREE CONVERSION RATE



Note: Transfer preparation and articulation represents the percent of AA/AS/APE graduates who earn a bachelor's degree.



Transfer Strategies (2019–2021)

Strategy No. 4: Establish and formalize a system for junior-status program articulation.

Work with university partners and the Utah System of Higher Education to create more seamless articulation agreements and transfer processes.

Strategy No. 5: Develop 2+2 university partnerships at SLCC for programs that are difficult to enter at the University of Utah.

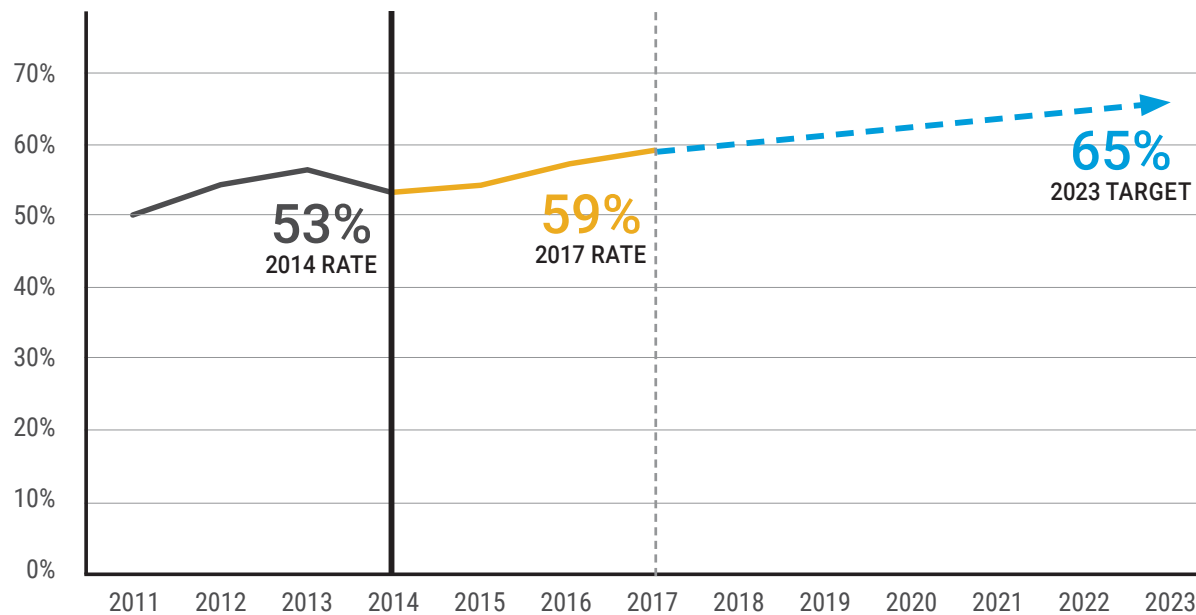
Work with an additional university partner to develop and offer programs at SLCC.

GOAL 3

Align With and Respond to Workforce Needs

SLCC provides workforce training in two ways. The first is measured among our “credit” and “competency” offerings, which focus on certificate and degree programs. The second is through industry partnerships we develop through specialized training and continuing education. These efforts are sometimes referred to as “noncredit” offerings. Our goal for these programs is that SLCC graduates become the most sought-after candidates for hiring.

CTE GRADUATES EARNING A COMPETITIVE WAGE



Note: The competitive wage is a measure of the percent of CTE graduates who earn above the Salt Lake County median wage for those with some college or an associate's degree (about \$35,000 in 2015), one year after graduation. The benchmark of 65% is the standard at which SLCC graduates will be considered highly sought after. Wage data is provided by the Utah Department of Workforce Services.



Workforce Strategies (2019–2021)

Strategy No. 6: Increase the number of awards in high-wage, high-demand programs.

Endeavor to raise the number of students who earn a certificate or degree in state-identified education programs that align with high-wage occupations.

Strategy No. 7: Expand enrollments and industry partnerships in noncredit specialized trainings.

Create standardized reporting and targeted strategies for workforce training areas that are prime for expansion.

Strategy No. 8: Strategically develop competency-based education (CBE).

Establish and articulate parameters and requirements for CBE as it is integrated into credit programs and courses.

Strategy No. 9: Explore a scalable model for prior learning assessment.

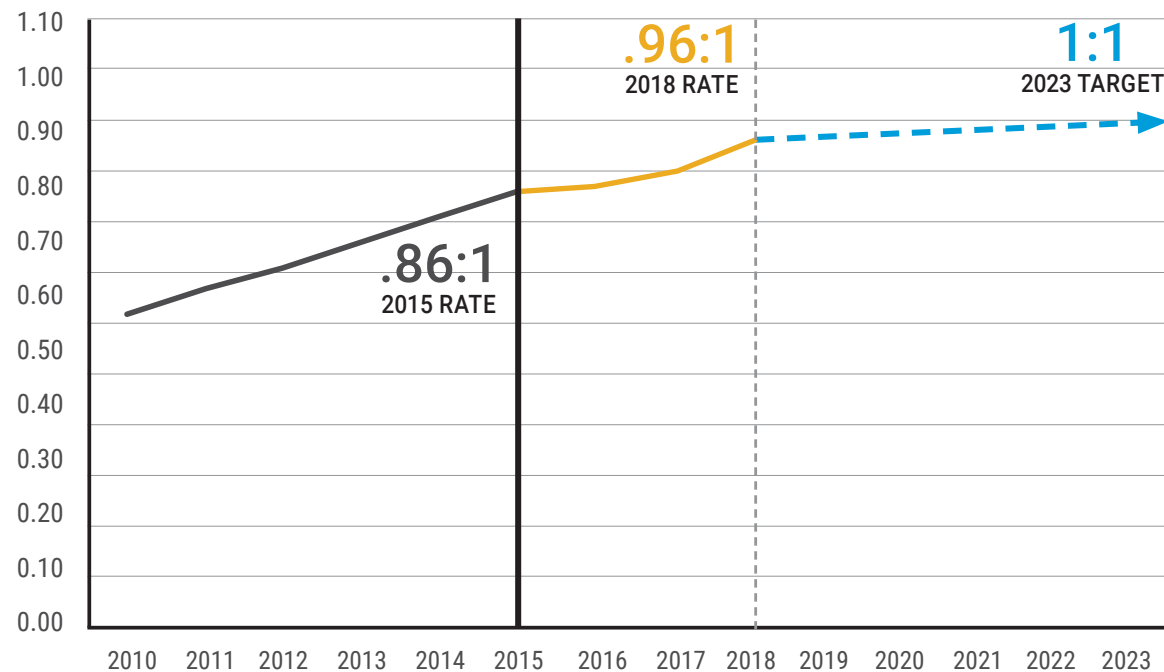
Pilot, implement and assess a model that will award credit for learning accomplished in nonacademic environments and accelerate completion times.

GOAL 4

Achieve Equity in Student Participation and Completion

SLCC will continue to become more inclusive in our services, curriculum and hiring. Our shared values will ensure transformative educational experiences for the diverse communities we serve. Our strategies connect access with success to ensure equitable results in student participation and completion.

PARTICIPATION RATIOS



Note: SLCC measures enrollment equity through a minority student participation ratio. If the college has an equal proportion of minority populations as that of the surrounding community, the ratio equals 1:1. If the college student body is more diverse, the ratio rises above one, and if the student body is less diverse the ratio falls below one.

Equity and Completion Strategies (2019–2021)

SLCC is the most diverse institution of higher education in Utah, but its student population is less diverse than that of Salt Lake County. SLCC actively seeks to equitably represent all populations in enrollment and graduation at a 1:1 ratio, mirroring county demographics. To achieve our participation and completion goals, we will improve equity, inclusion and diversity across the college.

Strategy No. 10: Close the completion gap through targeted student support.

Design support systems to help students of color and/or first-generation students navigate unfamiliar or potentially biased landscapes and processes.

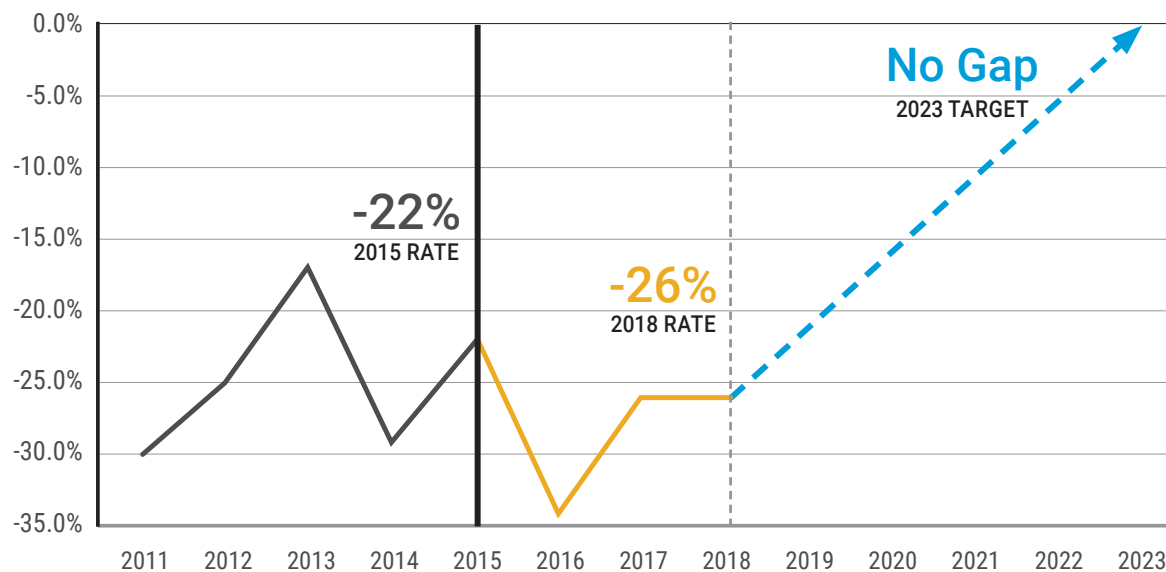
Strategy No. 11: Scale the use of search advocates and increase diversity fellowships.

Broaden our diversity in hiring to reflect racial, ethnic and/or gender identity in faculty and staff to better reflect our student population.

Strategy No. 12: Embrace equity-mindedness and inclusive practices in workplace and academic culture.

Identify and adopt policies, practices and cultural habits that contribute to a more welcoming and inclusive environment for all students, faculty and staff.

ACHIEVEMENT GAP



Note:The completion gap measures the difference between **completion rates** for minority students and their white peers. The minority completion rate has climbed from 15% in 2011 to 20% in 2017, and the white student completion rate climbed from 19% to 24% over the same period.

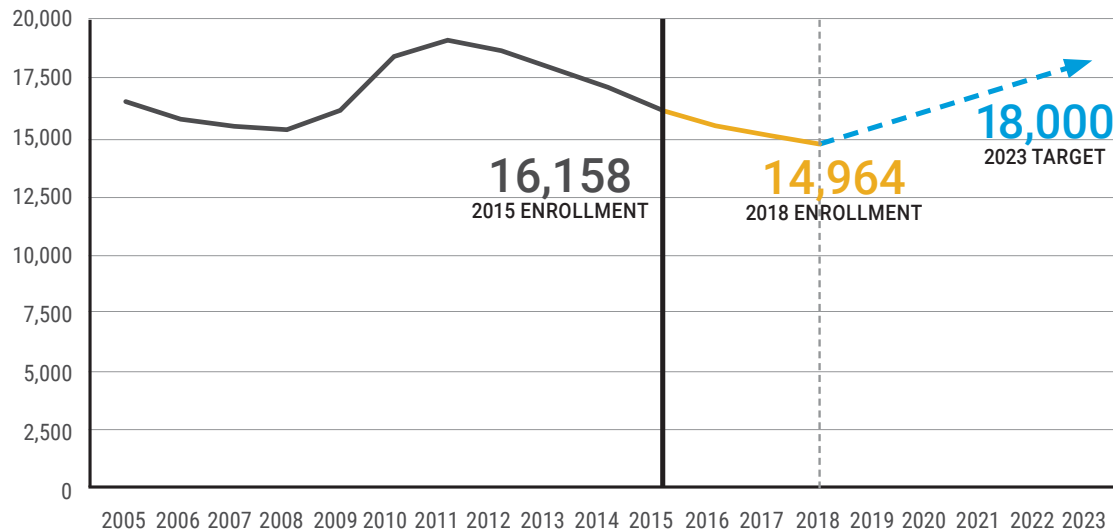
GOAL 5

Secure Institutional Sustainability and Capacity

SLCC is a fiscally healthy and vibrant institution. Student enrollment for the past 20 years has followed economic trends. While enrollment patterns have not changed significantly, rapidly changing technology, increased pressure around accountability and efficiency, and changing demographics must be addressed. The demands of a knowledge economy have strained our capacity to accomplish goals.



ANNUALIZED FULL-TIME EQUIVALENT BUDGET-RELATED ENROLLMENT



Note: The annualized budget-related FTE (full-time equivalent) count measures college revenue from student enrollment. FTE enrollment is calculated by dividing the total number of credit hours by 15. Annualizing averages the FTE across the academic year. This means that across fall and spring semesters in 2018, the college averaged an FTE enrollment of 14,964.



Institutional Sustainability and Capacity Strategies (2019–2021)

Strategy No. 13: Increase college participation.

Strengthen the college-enrollment pipeline in Salt Lake County, re-engage former students and strengthen our outreach to nontraditional learners.

Strategy No. 14: Mature processes to improve productivity and data-informed decision-making.

Eliminate inconsistent or contradictory business processes and implement efficiencies that allow people to spend their time where they contribute most. Improve the use of data-informed decision-making.

Strategy No. 15: Strengthen program review.

Review existing processes and programs and develop new approaches that consistently create improvements.

Strategy No. 16: Grow alternative revenue sources.

Anchor college sustainability and support strategic goals with our \$40M capital campaign and strategic sponsored projects and grants.

Strategy No. 17: Deploy strategic course scheduling.

Explore ways to improve schedule efficiency for students and departments, facilitating higher credit loads and improving retention and completion.

Strategy No. 18: Optimize space utilization.

Enhance student access and success and increase efficiency by making better use of our buildings and spaces as we provide educational access through multiple locations in Salt Lake County.

Strategy No. 19: Invest in our people and workplace culture.

We will continue to be a destination workplace with committed and engaged employees who feel supported and trusted.



Implementation

These 19 strategies represent the strategic work for SLCC over the next two to three years. The College Planning Council (CPC) will guide implementation through a series of commissions and reports. Every year, the council will evaluate the need to commission specific collaborative work teams (CWTs) to advance selected strategies.

While every strategy does not need a CWT, each has an executive sponsor from the president's cabinet. Sponsors are responsible for oversight, implementation and reporting to the college community on progress. They also ensure the necessary plans, resources and assessments are in place for success. You can track progress on each strategy at slcc.edu/plan.

Every one of us has a role in implementing our plan. Consider asking your supervisor to discuss the plan at a future staff or department meeting. If you are a supervisor, review the strategies with your team and brainstorm ways to support them. Feel free to reach out to the strategy leads to get more information and ask them to present to your department regarding progress and ways you can help. For general assistance or questions on aligning your work to the college's strategies, please contact the Assistant Vice President for Strategy and Analysis.

Accomplishing our goals will require all of us to reach beyond our usual way of thinking and working. Let's start today to find ways to support our goals and set SLCC and Utah on the path to a brighter future.

