

Note: 2005-06 Strategic Priorities are shaded & bold

GOAL # 1--Cultivate an environment that encourages diversity and supports learning for all members of the college community.

Objectives:

1. Consider student learning as primary criteria for decision-making.
 2. Continue to evolve as a learning college.
 - 3. Provide students with an educational environment that promotes and develops an understanding of diversity with a global perspective.**
 - 4. Encourage and support the professional growth of faculty, staff, and trustees.**
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- Following a three-year, in-depth process, the college adopted a new General Education Program with 11 Learning Values and measurable Learning Outcomes for each of the Values. Implementation of the new program was initiated.
- Multiple assessment projects were completed by faculty and staff in support of the new General Education program, including the development of rubrics for a number of Learning Outcomes.
- An inclusive Strategic Planning process resulted in a comprehensive document with mission, vision, core values, general education values, and strategic goals and objectives to guide college efforts and activities in the near future.
- Through the organization and support of such programs as the Dia de los Muertos, the Fiesta de Campo, and the May 1st Teach-In, the college drew hundreds of Latino/Chicano community members to SVC for cultural sharing and learning opportunities.
- SVC MEChA students, working with faculty, staff & dean, act as ambassadors for SVC as they help organize these events, tutor high school students and support each other in completing their degrees.
- Meetings with the President's Latino Advisory Council contributed to SVC's participation in the Gear-Up Grant with our local school districts, Yakima Valley College, Yakima school districts, and the University of Washington.

- Efforts to recruit and retain students of color are also the focus of the Diversity Steering committee, General Education Task Force, and Enrollment Management Committee.
- The International Education Advisory Group met regularly during the year, focusing on disseminating information college-wide, creating opportunities for global discussions and events, and facilitating additional exchange opportunities for faculty, staff and students.
- The college increased the number of bilingual staff in student services to assist non-English speaking students with finding and using services and support resources
- The college hosted the appearance of African-American poet and kora player Kurt Lamkin in the Fall quarter and built upon that outstanding success with a “Parade of Poets” in the Spring Quarter, working in collaboration with Student Services to feature six poets with diverse themes over an eight week period.
- The college has provided support for administrators who serve on statewide committees, in capacities with national organizations, and are pursuing doctoral degrees.
- The Early Childhood Education program has enabled 32 students to attend SVC over the five-year period of the grant.
- The college increased Family Life outreach to Latino and Native American communities by hiring instructors and coordinators who are bilingual to teach and train off site parenting classes in Upper Skagit and MV School District.
- Twenty-seven faculty, staff and administrators went to China in June, an educational and outreach event organized jointly by BMT program and International Director. Participants studied culture and business operation, and developed contacts for further faculty/student exchanges.
- An SVC faculty member completed his first year in China as an exchange instructor with the Beijing Foreign Studies University, and the college again hosted an instructor from the University this year.
- Professional/Technical faculty were trained on the new criteria and reporting procedures for the implementation of the Washington Skills Standards certification and training requirements.

GOAL #2--Provide learners with up-to-date programs using multiple delivery options.

Objectives:

1. Improve distance education delivery and services.
2. Increase multiple instructional delivery options and timeframes.
3. Identify, acquire and maintain resources for instructional delivery with emerging technologies.

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- Funds were provided to faculty for DE course development, resulting in the creation of 17 courses available for DE delivery which were not previously available.
 - Over forty faculty members (full- & part-time) in the Academic unit were trained on using Blackboard for online delivery. Eighteen hybrid courses were included in the Winter quarter schedule and twenty were offered in Spring.
 - Over 60% of the full-time faculty at WIC delivered on-line instruction in at least one course. South Whidbey Center offered its first on-line course this year.
 - CIS was moved to a completely on-line delivery mode, with optional on-site student assistance.
 - The Professional/Technical unit increased Distance Education and hybrid offerings in a number of programs including Office Technology, Medical Assisting, Paralegal, Business Management Technology, Human Services, Early Childhood Education, Truck Driving, and Computer Information Systems.
 - A number of Library resources were added to support students, including a new e-book collection and new databases (i.e., ARTstor, CQ Researcher, CultureGrams, Alt-Presswatch, and Ethnic NewsWatch); EZ Proxy was implemented to facilitate access by off-site students and faculty.
 - The college initiated a new in Pharmacy Technician program and new certificates in Retail Management, Bakery, Medical Transcription, and Aluminum Welding.
 - At the San Juan Center new courses were created and offered in Community Service and two new Elderhostel programs were developed for the 2006/2007 season.

GOAL #3--Increase student access and success.

Objectives:

1. Ensure that college-ready students are able to receive a two-year degree in two years
- 2. Increase enrollments throughout the district.**
3. Develop and evaluate the success of strategies designed to increase student retention.
4. Provide diverse methods and environments for teaching and learning basic skills that result in the long-term success of students.

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- The Enrollment Management Committee developed the framework for and began implementation of a college-wide marketing plan to guide enrollment and marketing management efforts, with measurable FTE goals and strategies to reach those goals.
 - Multiple surveys of students, staff, and employers were conducted in support of the Enrollment Management Committee's marketing plan development.
 - Numerous events were held at the campuses and centers to increase community awareness and participation, including the Career Fair, Transfer Days, Running Start Information Nights, a Disability Awareness Event, Try a Professional Trade Day, Town Hall Forums, and Strategic Planning Focus Groups. Parent information and orientation sessions were held at the local high schools and at Skagit Valley College facilities, resulting in dedicated parent information centers and web page development.
 - Through the budget process, the college identified funding for new programs to be developed in the coming year, including a Part-Time evening and weekend Nursing program and a Physical Fitness Technician program at WIC.
 - Our work with the Early College in the High School Program promises to bring La Conner High School graduates to SVC to complete the degree with us that they are able to begin while still in high school.
 - The college established Math Centers at both campuses this year. The MV Math Center is staffed from 8:30 – 3:30 daily using aid tutors combined with LIA students. Math faculty continued to devote several hours a week at the Center. At the WIC Math Center, courses, staffing, scheduling and student progression are being tracked.
 - The college moved to using an online supplemental program for all developmental math programs. "MyMathLab" has been a huge success, and the faculty spent countless hours setting up materials online for our students to access. The feedback has been good and we will continue this in the coming year.

- In support of transitioning ESL students, the college expanded WorkFirst Life Skills classes, Integrated Basic Skills courses, tutoring assistance, and career exploration classes to assist with transition into bridge classes.
- Procedures for registering ESL students have been changed to enable students to learn about college procedures and obtain assistance from registration staff. ESL students also attend an advising session.
- Forty-five (45) students completed the Integrated Basic Skills program in 2005-06.
- The college began offering morning ESL courses off-campus and afternoon ABE courses on-campus.
- An ESL Computer Basics course and Spanish GED courses were implemented.
- The transition from outsourced intensive language instruction to our own program, the Intensive English Language Institute (IELI), is complete and the program has moved from Johnson House to much more appropriate and accommodating (and much renovated!) Davidson House.
- The Calling All Colors club's fund-raising events resulted in approximately \$30,000 to fund several scholarships.

GOAL #4--Improve the effectiveness and efficiency of our infrastructure and systems.

Objectives:

1. Enhance and improve the appearance of the college (i.e., landscaping, signage)
2. Enhance facilities to support learning and teaching.
3. **Identify and redesign ineffective and or inefficient processes and systems.**
4. Continue to implement the ongoing SVC assessments and evaluations.

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- The college acquired funding for the fire loop, a \$1.6 million project essential for future capital projects on the Mount Vernon Campus.
 - The proposal to replace Lewis Hall ranked as a high priority by the SBCTC and will be presented to the Legislature in January 2007. Work on the new Science/Allied Health Building continues.
 - Approval for a budget plan for the Campus Center Project was obtained; the design is near completion and will be bid in late summer.
 - The San Juan Center facility was upgraded with new painting and landscaping; upgrades were made to the student computer center; and classroom equipment (i.e., TV/DVD) was installed.
 - Facilities remodeling projects completed during the year supported growth in programs (Automotive, Medical Assisting, Pharmacy Technician, and Fire) and Information Technology. The college allocated \$50,000 to centralize Information Technology equipment in the Technology Building and to increase the number of servers. Permanent projection systems were installed in a number of classrooms throughout the college.
 - Through the budget process, the college identified \$100,000 in additional funds to be used for classroom technology.
 - A Systems User's Group was established to enhance data consistency and to facilitate discussions about data entry, MIS reporting, and Re-hosting.
 - Work on the revised Operational Policies and Procedures Manual continued with a new format and criteria employed.

GOAL #5--Develop community partnerships that promote jointly the goals of the college and the needs of the community.

Objectives:

1. Develop and support work force training programs that respond to employment needs
 2. Develop relationships with business and other community organizations that enhance long-term support for the college, and provide resource development for the community.
 3. Develop partnerships with K-12 and other higher education institutions that promote learning opportunities for all students.
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- The college established a partnership with Skagit Community Action to put ABE/ESL instructional services with the college, and childcare and transportation services with Community Action to increase enrollments and support for the area's ABE/ESL population.
- The role of the college's radio station, KSVR, was expanded; a New Spanish Language Director was hired to provide programming of interest to our local Latino community.
- The college—in partnership with city, county and community-based organizations—committed \$10,000 to provide programming of interest on a new Spanish Television station, Channel 26.
- The college acquired funding for Interactive Television (ITV) classrooms the Science/Allied Health Building to further the college's goal of developing a University Center in collaboration with other higher education institutions.
- Strong and promising ties have been established with the AVID Program at Mount Vernon, Sedro-Woolley, La Conner, and Burlington High Schools (and some Middle Schools). The college will be providing AVID-trained student tutors for several of these schools in 2006-07.
- Science faculty completed another successful year as a partner in the National Science Foundation-funded grant, offering a complete science sequence based entirely on hands-on, inquiry and constructivist paradigms for science learning, and awarding nine (9) student scholarships.
- The college began an active campaign to establish a Regional Skills Center in partnership with the high schools in the college district.
- Seven (7) new Tech Prep articulations with area high schools were developed.
- The college significantly increased the number of state work study (SWS) working as tutors in the public schools.

Goal #6—Improve fiscal planning and management processes.

Objectives:

- 1. Develop a planning process, utilizing the college's mission, vision and goals, that directs the district-wide budget.***
2. Develop innovative and entrepreneurial approaches to increase non-State revenue.
3. Manage programs to meet local/regional economic needs and to encourage more effective and efficient use of resources.

***This priority includes increasing compensation for all employee groups.**

- The college implemented a budget process that began with identifying strategic initiatives from the Strategic Plan and testing decisions against those strategic priorities; three budget forums were conducted for faculty and staff input.
- The SVC average faculty salary rose from the 4th (lowest) quartile in 2002-03 (\$45,156) to the 2nd quartile (high middle) in 2005-06 (\$49,996); increased the average starting salary for faculty from the 4th quartile in 2002-03 (\$39,073) to the 2nd quartile in 2005-06 (\$45,245); increased the highest faculty salary from \$52,298 in 2002-03 to \$56,734 in 2005-06.
- The college implemented the first phase of exempt salary increases in response to findings from the internal committee who oversaw the Exempt Salary Survey, a comparative process that aligned the duties and salaries of SVC exempt personnel with external baseline data
- Actual revenues for 2005/2006 were more than budgeted and the operating budget for 2006/2007 included a total of \$300,000 additional funds from Running Start and the International Program, a 13% increase over the 2005/2006 budget in those categories.
- The Business Resource Center increased revenue with a 10% increase in Community Serve offerings and 25% in customer training offerings, and additional course offerings.
- The college moved forward with the sale of the Cardinal Cove property on Big Lake.
- A quarterly Cabinet review of student/faculty ratios was initiated. As a result, we reassigned personnel to strengthen programs and reallocated resources to increase FTE in the coming year in ABE/ESL, apprenticeship contracts, and new programs. Two open positions in CIS were not replaced; low enrollments in Office Technology resulted in the reassignment of a full-time WIC faculty to Mount Vernon.
- To support the increasing enrollments in Nursing and other health-related programs, a position in Biology was funded, and a position combining Medical Assisting and Sciences was created. A vacancy in Business Management Technology will be combined with Business Administration to meet the needs of both transfer and vocational students.

- Administrative changes were made to increase operational efficiency and effectiveness, including replacing the VP for Administrative Services, creating a new Director for Basic Skills position, hiring a new Executive Director for McIntyre Hall, moving the VP for Educational Services position to an Executive VP for Instruction and Student Services, and combining Distance Education and Information Technology under one Dean.
- A flow-chart and step-by-step process was completed and approved, that detailed each step in the Purchase Request/Purchase Order process for technology-related purchases to maintain consistent processes between IT, purchasing, accounts payable, and equipment inventory.
- Meetings between trustee representatives and PFD representatives resulted in new budget options that will sustain the Hall and enhance college use of that facility.
- New cash-handling procedures were established (i.e., Armored Car Service, internal controls over cash handling and deposits, risk assessment and procedural review process, employee training district-wide, etc.) that have been reviewed and approved by the State Auditor's Office.