



SVC | Skagit Valley College

2021 - 2023

Operational Plan

Equity in Access —

- Improve access to Basic Education for Adults (BEdA) programs:
 - o Hire High School Completion Navigator;
 - o Align (BEdA) intake processes within Student Services;
 - o Integrate Bilingual Program Coordinator into Enrollment Services;
 - o Integrate CASAS and ELA testing into Enrollment Services and sustain funding for full-time BEdA Assessment Specialist;
 - o Implement directed self-placement for students pursuing High School Diploma;
 - o Hire temporary staff to build crosswalk curriculum mapping for all high school pathways.
- Investigate new instructional efforts:
 - o Expand Diesel program;
 - o Create Health Information Management AAS option;
 - o Create Graphic Design AAS-T;
 - o Create Sustainable Agriculture Academy;
 - o Create pathway for Engine Machining;
 - o Create Bookkeeping Certificate.
- Develop and launch new instructional programs:
 - o 2021 Healthcare Management Track within Applied Management BAS, Multi-Occupational Trades two-year degree, and revised AAS & AAS-T Engineering Technology programs;
 - o 2022-BAS Applications Development and Dental Therapy AAS;
 - o 2023-BAS Product Development and BAS Early Childhood Development;
 - o 2024-BAS Data Analytics and Bachelor of Science in Nursing.
- Restore enrollment funding support for Northwest Career & Technical Academy;
- Offer selected degrees and certificates in a fully online format and develop appropriate marketing plans;
- Hire a full-time Director of Outreach and Recruitment;
- Assign and integrate testing and placement processes under the supervision of the Director of Entry Services;
- Expand dual enrollment opportunities for students:
 - o Hire a full-time Enrollment Services position focused on Dual Credit and BAS support;
 - o Implement program maps for College and Technical Education Dual Credit students;
 - o Implement data sharing agreements to expand College in the High School (CHS)/CTE Dual Credit student outreach;
 - o Increase faculty stipends to incentivize requested

- levels of College in the High School offerings.
 - Investigate implementing Direct Admission initiatives with partner high schools;
 - Continue funding International Programs recruitment position and increase recruitment/travel budget.
- Equity in Achievement —
- Further develop and implement the College's Student Achievement Strategy:
 - o Fund the Cardinal Complete program;
 - o Develop proactive email and phone campaigns to invite Dual Credit students to pursue college degree pathways;
 - o Implement a “Year Two Completion Coaching” model, including expansion of the Cardinal Complete program;
 - o Continue advising model implementation, including career development integration into Area of Study pathways;
 - o Investigate career specialist and career program development;
 - o Enhance integration of high impact practices and assessment between Instruction and Student Life;
 - o Identify and develop enhanced student support in critical courses;
 - o Implement auto-awarding and embed certificates in program and degrees;
 - o Develop consistent, effective delivery of required First Quarter Experience (FQE) courses, including revising and updating outcomes.
 - Expand I-BEST in all eligible Workforce programs, including:
 - o Early Childhood Education;
 - o Human Services;
 - o Manufacturing;
 - o Welding;
 - o Pre-Nursing;
 - o Certified Nursing Assistant;
 - o Allied Health Education.
 - Streamline ENVC, SAGE and GIS Programs; redesign BASEC and enroll 2021-22 student cohort;
 - Hire part-time Librarian on Mount Vernon Campus;
 - Centrally fund tutoring services and streamline budget sourcing;
 - Increase Manufacturing Lab Tech position to full-time. Restore funding for faculty Coordinators for Integrated Learning and Assessment;
 - Offer faculty training and support to develop curriculum consistent with proposed Equity degree requirement;
 - Expand/sustain Mobile Food Lab operations;
 - Investigate Student Life capacity and organizational assignments.

Equity in Community —

- Update and continue to implement plan to become a Hispanic-Serving Institution;
 - Hire Community Liaisons to engage with our diverse community;
 - Develop and implement Mariachi Band;
 - Assign faculty lead to oversee proposed Equity requirement;
 - Fully fund 2 sessions each year of Escuela de Padres;
 - Provide sustainable funding model for Toltec partnership;
 - Identify processes, staffing, and resources needed to advance SVC as an anti-racist, multicultural institution;
 - Collaborate with local county corrections centers to develop reentry programs & practices for community members to transition to college from justice system;
 - Investigate offering citizenship classes in collaboration with local community-based organizations;
 - Investigate offering BEdA course in community organizations to build pathways for outreach, access, and college transition;
 - Collaborate with school districts, non-profits, and city organizations to build trainings and conversations surrounding equity, inclusion and diversity;
 - Evaluate and revise the student Code of Conduct as indicated by task force review;
 - Evaluate institutional capacity for administration of Student Code of Conduct;
 - Continue to implement Title IX training for employees.
- Institutional Capacity —
- Hire tenure-track faculty positions effective Fall 2021:
 - o Information Management and Data Science;
 - o Physics;
 - o College and Career Bridge (CCB) Math;
 - o Applications Development;
 - o Nursing (2 positions);
 - o Emergency Medical Technician.
 - Hire full-time temporary faculty positions effective Fall Quarter 2021:
 - o English;
 - o English Language Acquisition;
 - o I-BEST;
 - o Communication Studies;
 - o Welding;
 - o INVEST.
 - Recruit and hire tenure-track faculty positions effective Fall Quarter— 2022:
 - o Communication Studies (2 positions);
 - o Math (3 positions);
 - o English;

- o Engineering;
- o Environmental Conservation;
- o History;
- o English Language Acquisition;
- o Social Science;
- o I-BEST;
- o Multimedia & Interactive Technology.
- Continue funding for Curriculum Coordinator position; monitor, track and publish curriculum changes in Acalog and on the website;
- Integrate Community Ed. and Contract programs;
- Continue funding for Admin. Assistant for BEdA;
- Institutionalize Financial Aid Navigator position;
- Hire full-time credential evaluator.
- Fully fund TargetX Communications Consultant position.
- Hire additional Institutional Planning and Research capacity and expertise;
- Provide for the ongoing functionality of the College's Website:
 - o Hire Technical Web Developer;
 - o Hire Web Content Specialist.
- Continue funding for Grants & Contracts Accountant;
- Ensure success of ctcLink Implementation:
 - o Create new ctcLink functional analyst position for Campus Solutions Pillar (Student Services and Instruction) ;
 - o Create new ctcLink functional analyst position for Finance Pillar;
 - o Create new ctcLink functional analyst position for HCM Pillar (HR and Payroll);
 - o Continue to fund ctcLink investment plan and backfill strategies;
 - o Fund system hosting and maintenance increases;
- Complete an Information Technology accessibility inventory, including developing a policy and remediation plan;
- Complete the process to ensure Payment Card Industry (PCI) compliance for online transactions;
- Hire additional full-time Security Officer;
- Restore full-time custodial position;
- Develop & implement sustainable Food Services model;
- Strategically restore 2021 District-wide cuts to part-time hourly, travel, goods and services, equipment, and professional development budgets;
- Restore postponed sabbaticals and faculty professional development commitments consistent with the faculty Collective Bargaining Agreement.

