

**SVC** | Skagit Valley College



**2021 - 2023**

# **Operational Plan**

## **Mid-cycle Report**

## Equity in Access

- Improve access to Basic Education for Adults (BEa) programs:
  - Hire High School Completion Navigator;
  - Align BEa intake processes within Student Services;
  - Integrate Bilingual Program Coordinator into Enrollment Services;
  - Integrate CASAS and ELA testing into Enrollment Services and sustain funding for full-time BEa Assessment Specialist;
  - Implement directed self-placement for students pursuing a high school diploma;
  - Hire temporary staff to build crosswalk curriculum mapping for all high school pathways.
- Investigate new instructional efforts:
  - Expand Diesel program;
  - Create Health Information Management AAS option;
  - Create Graphic Design AAS-T;
  - Create Sustainable Agriculture Academy;
  - Create pathway for Engine Machining;
  - Create Bookkeeping Certificate.
- Develop and launch new instructional programs:
  - 2021 Healthcare Management Track within Applied Management BAS, Multi-Occupational Trades two-year degree, and revised AAS and AAS-T Engineering Technology programs;
  - 2022 BAS Applications Development and Dental Therapy AAS;
  - 2023 BAS Product Development and BAS Early Childhood Development;
  - 2024 BAS Data Analytics and Bachelor of Science in Nursing.
- Restore enrollment funding support for Northwest Career and 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:
  - Hire a full-time Enrollment Services position focused on Career Technical Education (CTE), dual credit and BAS support;
  - Implement program maps for CTE and dual credit students;
  - Implement data sharing agreements to expand College in the High School (CHS)/CTE dual credit student outreach;
  - Increase faculty stipends to incentivize requested levels of CHS offerings.
- Investigate implementing direct admission initiatives with partner high schools;
- Continue funding International Programs recruitment position and increase recruitment/travel budget.
- Increase capacity to coordinate equity requirement. \*
- Investigate collaboration with Head Start to increase hours for Childcare Center/ECE access. \*
- Launch Dental Therapy program. \*
- Provide IT Help Desk Bilingual support. \*
- Streamline College in the High School (CHS) program. \*

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## Equity in Achievement

- Further develop and implement the college's Student Achievement Strategy:
  - Fund the Cardinal Complete program; \*\*
  - Develop proactive email and phone campaigns to invite dual credit students to pursue college degree pathways;
  - Implement a "Year Two Completion Coaching" model, including expansion of the Cardinal Complete program; \*\*
  - Continue advising model implementation, including career development integration into Areas of Study pathways;
  - Investigate career specialist and career program development; \*\*
  - Enhance integration of high impact practices and assessment between Instruction and Student Life;
  - Identify and develop enhanced student support in critical courses;
  - Implement auto-awarding and embed certificates in program and degrees;
  - 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:
  - Early Childhood Education;
  - Human Services;
  - Manufacturing;
  - Welding;
  - Pre-Nursing;
  - Certified Nursing Assistant;
  - Allied Health Education.
- Streamline ENVC, SAGE, and GIS programs; redesign BASEC and enroll the 2021-22 student cohort;
- Hire a part-time Librarian on the 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.
- Increase capacity to coordinate FQE requirement. \*
- Redesign Sustainable Agriculture program. \*
- Updated BEa Math Pathways and investigate student placement. \*
- Hire an additional staff member to support DAS and Advising. \*
- Investigate institutional capacity in Student Life. \*
- Implement anti-racist/equity efforts consistent with Annual Plan. \*
- Evaluate tutoring services and delivery as part of the Campus Commons project. \*

\* New or revised item in 2022

\*\* Discontinued/postponed

## Equity in Community

- Update and continue to implement plan to become a Hispanic-Serving Institution (HSI);
- Hire Community Liaisons to engage with our diverse community;
- Develop and implement Mariachi Band;
- Assign faculty lead to oversee proposed equity requirement;
- Fully fund two 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 and 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 courses 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 the Student Code of Conduct;
- Continue to implement Title IX training for employees.
- Institutionalize baseline funding to support Powwow and Bhangra events. \*
- Re-organize support for Leadership Whidbey; investigate creating Center for Community Leadership. \*

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## Institutional Capacity

- Hire tenure-track faculty positions effective fall 2021:
  - Information Management and Data Science;
  - Physics;
  - College and Career Bridge (CCB) Math;
  - Applications Development;
  - Nursing (two positions);
  - Emergency Medical Technician.
- Hire full-time temporary faculty positions effective fall quarter 2021:
  - English;
  - English Language Acquisition;
  - I-BEST;
  - Communication Studies;
  - Welding;
  - INVEST.
- Recruit and hire tenure-track faculty positions effective fall quarter 2022:
  - Communication Studies (two positions);
  - Math (three positions);
  - English;
  - Engineering;
  - Environmental Conservation;
  - History;
  - English Language Acquisition;
  - Social Science;
  - I-BEST;
  - Multimedia and Interactive Technology.
- Continue funding for Curriculum Coordinator position; monitor, track, and publish curriculum changes in Acalog and on the website;
- Integrate Community Education and contract programs;
- Continue funding for Administrative 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:
  - Hire Technical Web Developer; \*\*
  - Hire Web Content Specialist.
- Continue funding for Grants and Contracts Accountant;
- Ensure success of ctclink Implementation:
  - Create new ctclink functional analyst position for Campus Solutions Pillar (Student Services and Instruction);
  - Create new ctclink functional analyst position for Finance Pillar;
  - Create new ctclink functional analyst position for HCM Pillar (HR and Payroll);
  - Continue to fund ctclink investment plan and backfill strategies;
  - 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 and 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.
- Implement legislative mandate of the 1050 hours rule for part-time workers. \*
- Add funding for security overtime shift coverage. \*
- Increase capacity for Title IX investigations. \*
- Implement an Active Energy Management Program. \*
- Maintain ctclink support for all functional pillars. \*
- Hire Associate Vice President for Institutional Planning and Effectiveness. \*
- Fund Student Conduct Manager position. \*
- Conduct holistic review of Enrollment Services. \*
- Increase instructional research capacity. \*
- Recruit and hire tenure-faculty positions effective fall quarter 2023: Human Services, Biology, Math, Physics, Psychology, Civics/Social Services, Manufacturing, and English. \*

\* New or revised item in 2022

\*\* Discontinued/postponed



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