

<b>Sierra College Strategic Goals</b>
<b>Goal 1:</b> Increase the number of students who complete certificates, degrees, transfer to four-year colleges and universities, or earn a living wage while maintaining high levels of academic integrity
<b>Goal 2:</b> Identify and close success and equity gaps amongst underserved and/or underrepresented student populations

**Board of Trustees and Superintendent/President  
Priorities & Goals 2024-25**

**I. Student Success**

- A. Innovative and Responsive Programs and Services:** Encourage development and expansion of innovative programs, partnerships, and delivery methods.
1. Continue to develop innovative programs and practices to improve college readiness, ease the transition to higher education, and increase degree completion in close partnership with local school districts and four-year universities.
  2. Continue development of Strong Workforce Initiatives in partnership with the regional business community and regional workforce development groups to increase the number of students enrolled in and completing programs leading to high-demand, high-wage jobs.
  3. Expand experiential and work-based learning, incorporating the Learning-Aligned Employment Program (LAEP), for all students to enhance their socioeconomic mobility.
  4. Continue to be responsive to the unique needs and contributions of the Nevada County Campus and the Tahoe-Truckee Campus.
  5. Implement LIFE program for individuals with intellectual and developmental disabilities.
  6. Healthcare: Expand access to healthcare pathway programs with particular attention to nursing, mental and behavioral health.
  7. STEM: Expand success, access and support in science, technology, engineering and math disciplines for historically underrepresented students.
  8. Education: Increase system capacity to decrease faculty shortages in key sectors including nursing, early childhood pathways and education.
- B. Enrollment Management:** Develop and implement enrollment and scheduling strategies to improve student success, reduce equity gaps, and increase enrollment.
1. Expand alternative scheduling options to better support student success, such as shorter-term courses.
  2. Strategically expand offerings where necessary to improve student pathways and access, success and support to quality online, on-ground and hybrid programs of study.
  3. Increase dual enrollment with equity by ensuring completion of a certificate, and/or Associate Degree for Transfer.
  4. Increase Veterans, foster youth, and justice-involved Californians' enrollment in degree pathways and certificate completion.
  5. Increase flexible term structures, flexible schedules and credit for prior learning opportunities to support working adult learners to increase their full-time course intensity.
  6. Increase the number of eligible students who apply for, and receive federal, state and local financial aid grants, including the federal Pell Grant, the state Cal Grant and the California College Promise Grant.
  7. Increase credit mobility and transfer opportunities and decrease credits lost from California Community Colleges to California State University and University of California systems through improved articulation and program pathway mapping.
- C. Prioritize data-based, student-centered strategies** to bring Sierra College to our communities and equitably strengthen outcomes for all students and the surrounding public.
1. Modernize system technology infrastructure and expand the use of real-time data analytics and systemwide data resources to support online education delivery and faculty.
  2. Develop an analysis of the impact of generative AI technology and its potential implications for teaching and learning and take the necessary action in policy reform, systems development, and practices to advance success, access and support for our students.

- II. Campus Climate: Foster a safe environment, without racism, bigotry and discrimination, that values equity, inclusion and civility.
  - A. Enact all actions, policies and procedures with a focus on equity and inclusion.
  - B. Continue to ensure safe and secure campuses by maintaining strong partnerships with local public safety agencies, providing equity and CARE training for Community Safety staff, providing emergency response training for faculty, staff and students, and responding appropriately to regular campus safety assessments.
  - C. Provide robust professional development for faculty and staff to gain additional knowledge and skills to facilitate student success and operational efficiencies.
  - D. Continue to work collaboratively with staff and faculty to provide equitable compensation packages while maintaining a balanced budget and ample reserves.
  - E. Provide employee engagement and appreciation opportunities to build better connections among employees and support a positive culture.
  - F. Build Board of Trustees engagement with staff on all campuses through program visits and department updates.
  - G. Continue to increase diversity in campus staff hiring.
  - H. Continue to monitor data to ensure equitable treatment of all members of our campus community.
  
- III. College Operations and Facilities: Continue to practice sound fiscal management by developing and implementing a variety of strategies to provide college facilities for current and future student program needs.
  - A. Continue implementing Facilities Master Plan including operation of the Measure E Citizens' Bond Oversight Committee and construction of Rocklin Campus capital improvement projects.
  - B. Continue the process to compete for state capital outlay funding.
  - C. Continue progress toward generating revenues with the College properties adjacent to the Rocklin Campus.
  - D. Continue close collaboration with the Foundation to provide resources to support college goals including capital projects.
  - E. Continue to closely collaborate with CSUS on the Placer Center satellite campus and prioritize needs based on projected enrollment.
  - F. Lead regional effort to develop a public safety training center that will serve our instructional programs and also provide training opportunities for participating agencies.
  - G. Finalize Student Housing Operations Plan
    - 1. Fully develop staffing plan and begin hiring
    - 2. Complete all operational guidelines
    - 3. Develop student facing materials including web page and marketing plan
  
- IV. Community Partnerships/Governmental Relations: Increase public support for the college through enhanced visibility, community involvement, and advocacy efforts.
  - A. Continue external local and regional efforts to sustain a high level of public knowledge about Sierra College, focusing on increasing college visibility, public participation, and support for college programs and our students.
  - B. Continue to advocate for the college by meeting regularly with local, county and state officials and by participating in local and statewide organizations.
  - C. Continue to identify and support legislative efforts to improve California Community Colleges.
  - D. Convene local and regional business leaders, local chambers of commerce, community workforce partners, and business development organizations to promote Sierra College's impact on economic development and support the growth of the local economy.
  - E. Attend specialized trustee trainings and workshops to strengthen board actions and build Sierra College's network of community college advocates.
  - F. Create external marketing strategy to increase market presence in community

*Board approved 10/8/2024*