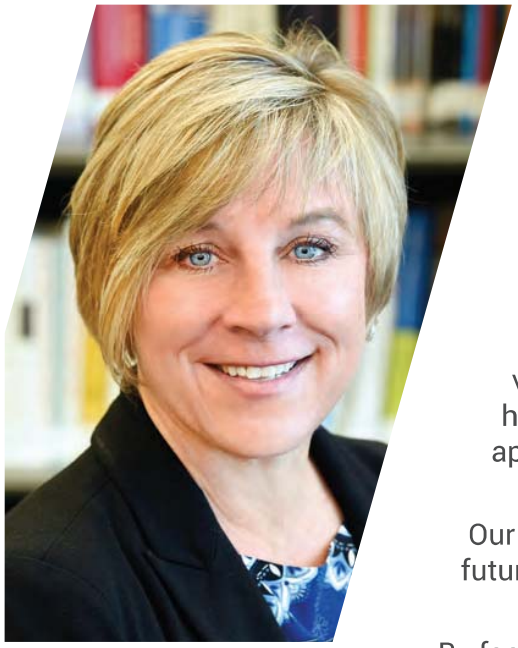
YOUR COMMUNITY COLLEGE

SLCC STRATEGIC PLAN **2016-2023**

Salt Lake Community College



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 more than 61,000 students at 10 sites throughout the Salt Lake Valley.

We have much to do to fulfill our open-access mission. Collaboration, innovation and inclusivity helped lead us here, and those same values will shape our path.

We've set lofty targets, led by a new strategic plan. It contains several elements: vision, mission, values, goals and strategies. This plan grew through community input, collegewide meetings of hundreds of faculty and staff and data-informed discussions. The process charted a proactive approach for the College over the next seven years.

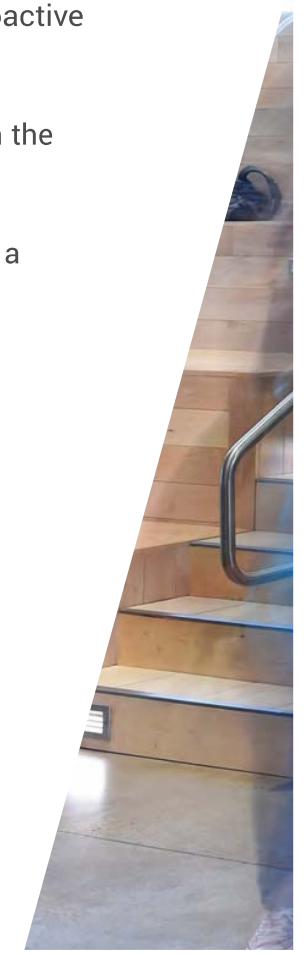
Our plan answers fundamental questions. What are the primary needs of students today and in the future? How do we craft the best possible learning experiences to meet their needs?

By focusing on students, the plan positions the College as a foundational player in the community, a driving factor in the state economy and a leader in the evolving educational landscape.

We must move forward in areas such as access, completion and equity, and collectively make progress on the goals we've set:

- Increase student completion
- Improve transfer preparation and pathways
- Align with and respond to workforce needs
- Achieve equity in student participation and completion
- Secure institutional sustainability and capacity

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



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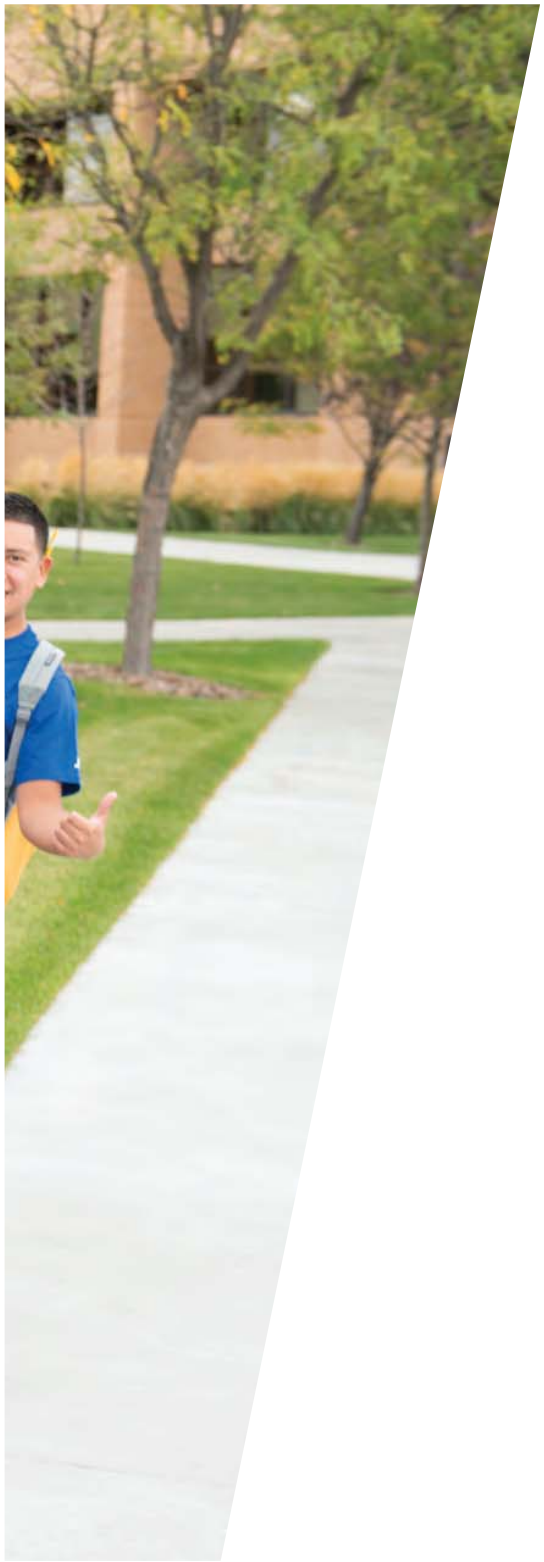
SLCC
ESTABLISHED 1948



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

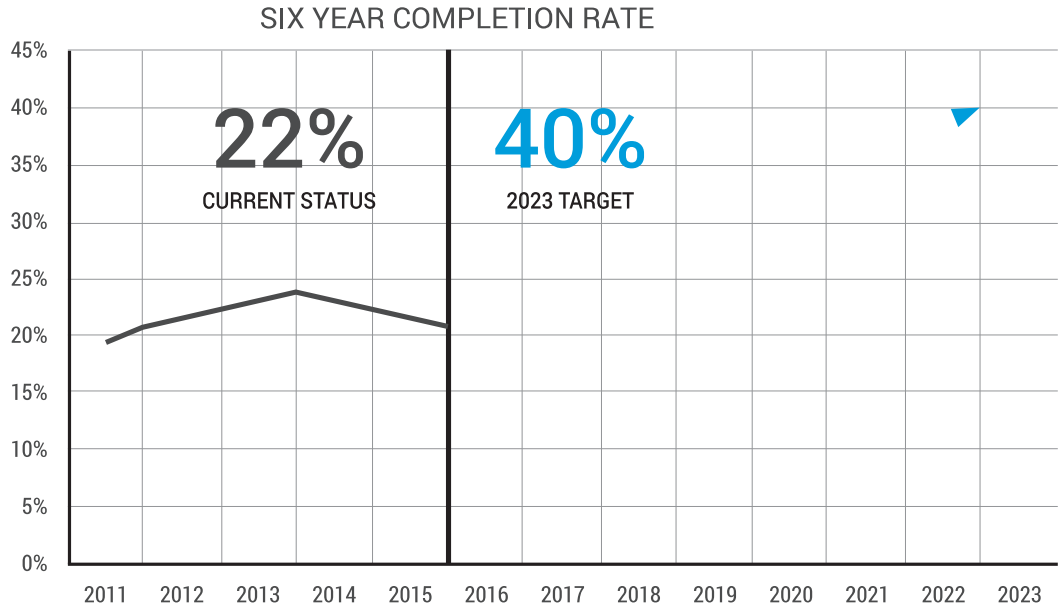
We learn as a college by building outstanding educational experiences for students and by supporting faculty and staff in their professional development.

Trust

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

Increase Student Completion

Our strategies address challenges of career and program planning; the cost of college; and persistence toward educational goals. We pledge to enhance the student experience and support students from when they start at SLCC until they earn their degree or certificate.



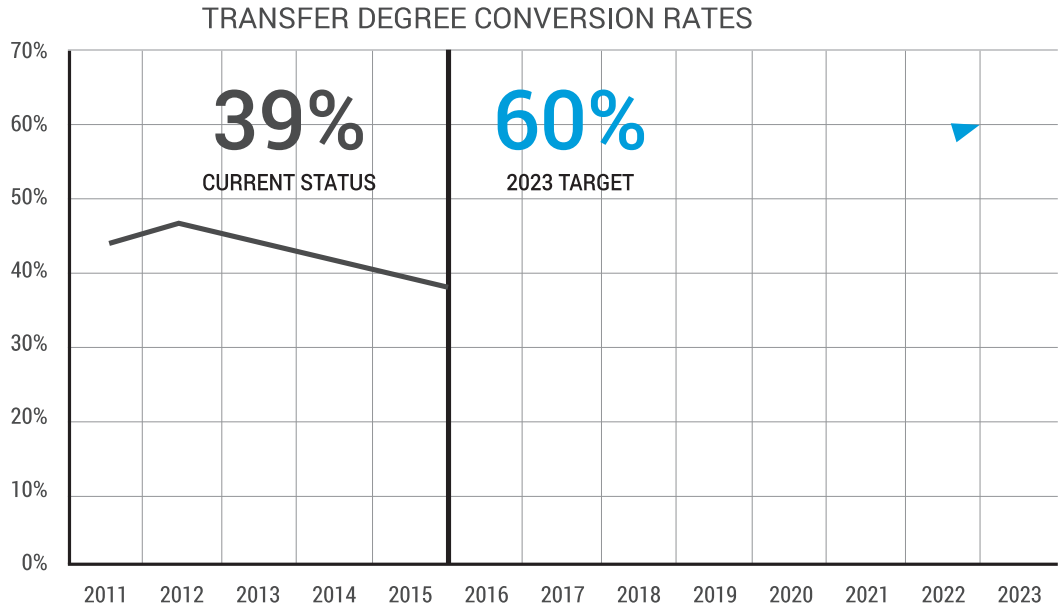
Note: The College follows the American Association of Community Colleges (AACC) completion rate methodology. The rate represents the percentage of students who earn any board-approved education credential (degree or certificate) within six years of enrollment. Transfer without an award is not included.

Our Strategies

- Integrate student support systems
- Restructure financial awards
- Deploy strategic enrollment management

Improve Transfer Preparation and Pathways

We'll help more SLCC graduates earn bachelor's degrees. Our transfer strategies focus on improving quality, affordability and the alignment of SLCC's transfer programs.



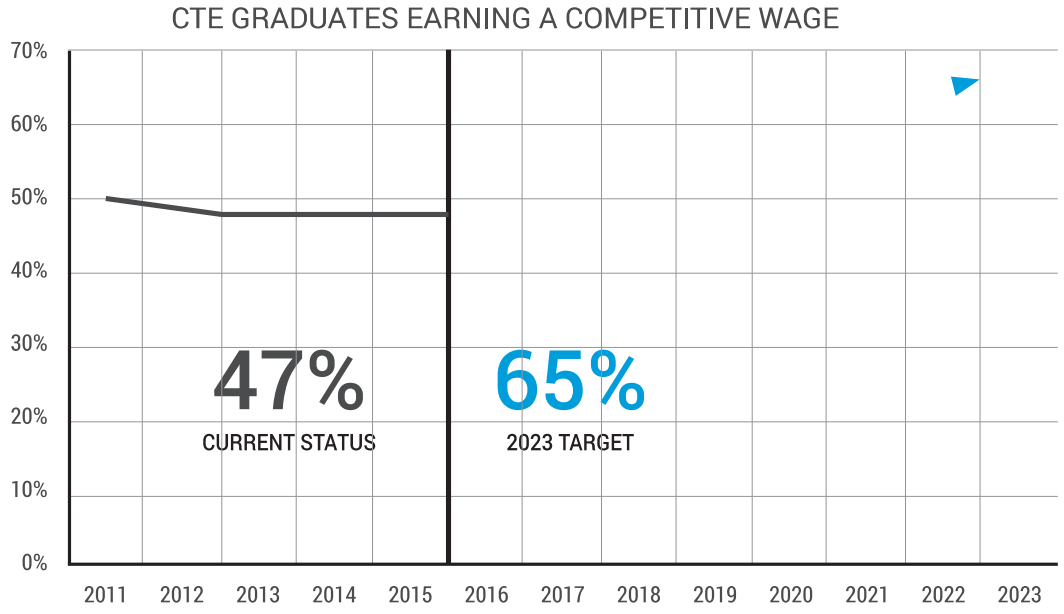
Note: Transfer conversion is the percent of AA/AS/APE graduates who complete bachelor's degrees (or greater) within four years of SLCC graduation. Bachelor completion data is attained through the National Student Clearinghouse.

Our Strategies

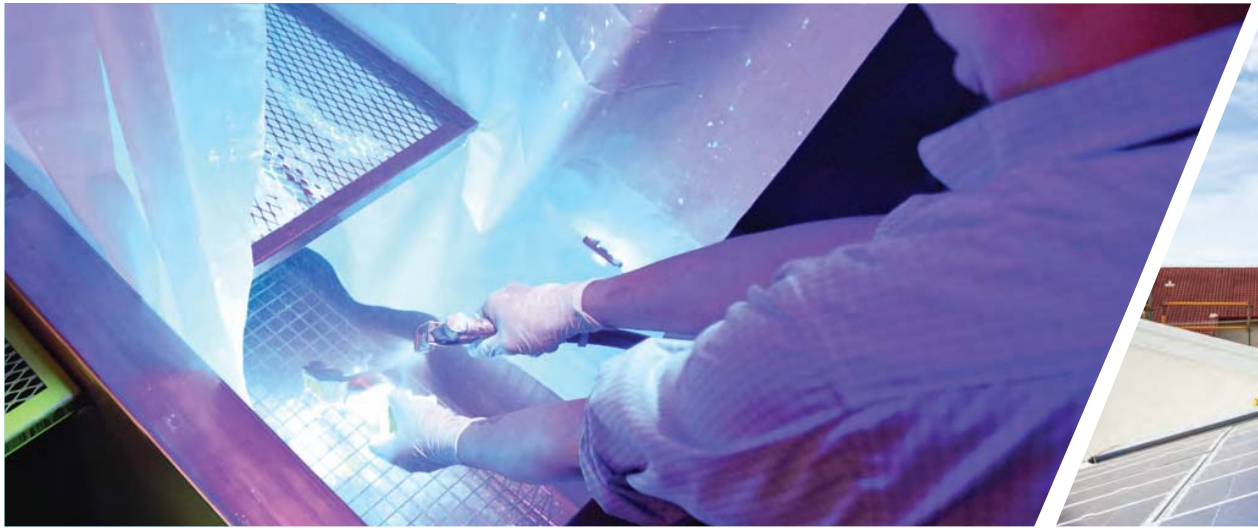
- Design guided pathways
- Transform general education
- Offer open general education certificate

Align With and Respond to Workforce Needs

We'll partner with business and industry to create Career and Technical Education pathways for students to accelerate through programs designed for high-demand, high-wage employment. This will position SLCC as the magnet for Salt Lake County industries looking for highly skilled, talented workers and for students seeking job-ready training.



Note: A competitive wage is defined as a wage that is above the entry-level average wage for occupations in Salt Lake County requiring an associate's degree or some college. Nearly all CTE graduates are 'employed' after graduation, but too many are not making a competitive wage. Cohorts are Perkins CTE graduates. Wage data is provided by Department of Workforce Services six quarters after graduation. Wages are statistically adjusted to control for inflation to allow for comparison.



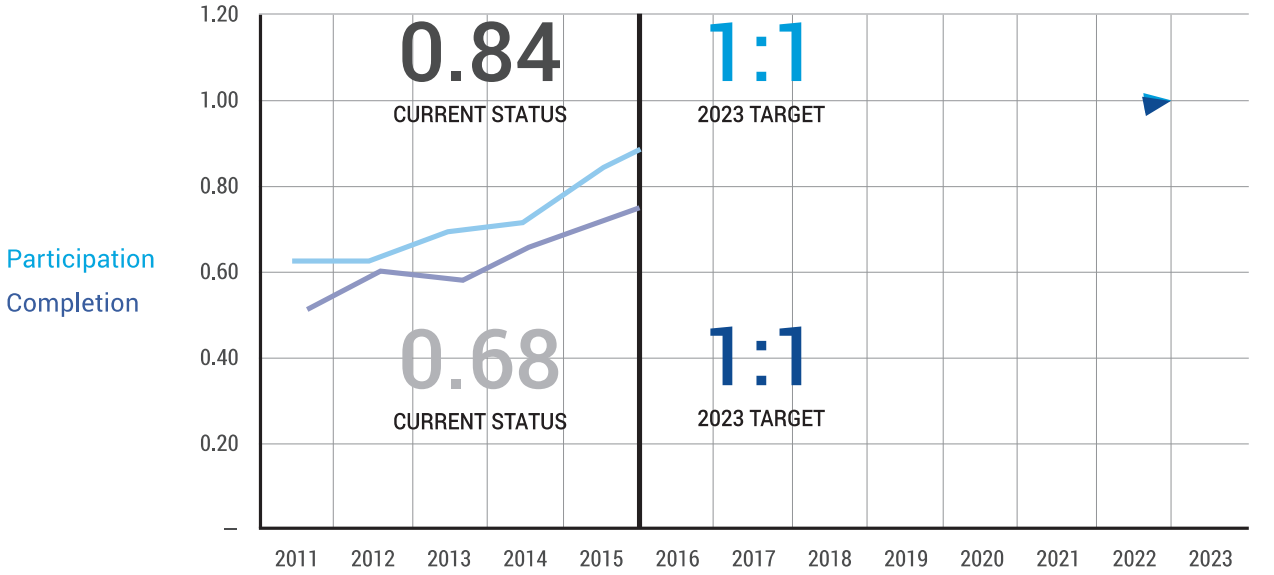
Our Strategies

- Merge SLCC workforce organizations
- Form Westpointe workforce education and training hub
- Pioneer competency-based education and prior learning assessment

Achieve Equity in Student Participation and Completion

SLCC will 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 for all students to achieve equity in student participation and completion.

UNDERREPRESENTED STUDENT PARTICIPATION AND COMPLETION RATIOS



Note: The minority **participation** ratio is calculated by comparing the percentage of the college-age (15-44) minority population in Salt Lake County to the percentage of minorities in the SLCC student body. The 0.84 ratio means that for every college-aged person of minority race or ethnicity in the county there are only 0.84 persons of minority race or ethnicity in the SLCC student body.

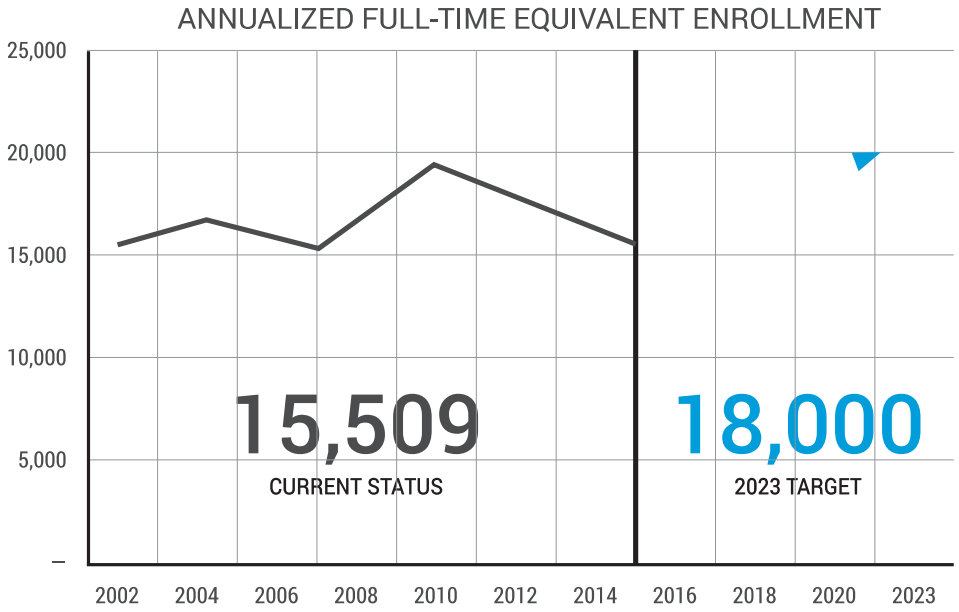
The minority **completion** ratio is calculated by comparing the percentage of the college-age (15-44) minority population in Salt Lake County to the percentage of minorities in the SLCC graduating cohort. The 0.68 ratio means that for every college-aged person of minority race or ethnicity in the county there are 0.68 persons of minority race or ethnicity in the SLCC graduating cohort. The graduating cohort is made up of every student who earned any formally-recognized award from the College during the academic year.

Our Strategies

- Deepen culture of equity and inclusion
- Reflect community: faculty and staff hiring
- Reflect community: student recruitment and support

Secure Institutional Sustainability and Capacity

SLCC is more than financial and physical resources. Our strength comes from people and we will develop and attract the best. We will thrive through innovation, diversification, systems thinking and advanced technology.



Note: These are budget-related annualized full-time equivalent (FTE) enrollments. Budget-related means that the credit hour was subsidized through state appropriation. FTE is a credit-hour measure that is calculated by dividing the total number of credit hours by fifteen. Annualizing is the process of averaging the FTE across the academic year. This is accomplished by adding the FTE for summer, fall and spring and dividing by two.

Our Strategies

- Advance technology and systems design
- Organize for cross-college collaboration
- Respond to “good economy” opportunities and challenges
- Invest in ourselves through professional development and talent recruitment

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Salt Lake Community College