Taft College Strategic Plan: 2009-2014

Mission Statement

The vision of the West Kern Community College District is:
At Taft College all learners achieve their learning goals.

The mission of the West Kern Community College District is:
Taft College is committed to student learning in transfer and career and technical education programs supported by pre-collegiate basic skills and a wide range of student services. All programs and services are focused on the educational needs of the community learners.

We value:

- Students and evidence of their success.
- A learning community with teaching excellence.
- An environment conducive to learning, fairness, and continuous improvement.
- A communicative, collaborative, collegial, and respectful culture.
- A partnership of students, faculty, and support services.
- Innovation, diversity, creativity, and critical thinking.
- A mutually beneficial relationship with the community we serve.
- Academic, financial, personal and professional integrity.
- A transparent, accessible governance structure that includes institutional-wide dialogue.

Given our vision, mission and values, these are our goals:

- Taft College will continuously improve student learning outcomes, success, and achievement through a variety of programs and services and effective learning support processes.
- Taft College will ensure employee success for the long term health of the institution.
- Taft College will continue to engage the community at all levels in order to support its long term educational, social and economic development.
- Taft College will maximize both its short-term and long-term enrollment opportunities.
- Taft College will maximize resources to sustain future growth and development while linking planning to budget.
- Taft College will provide the necessary technology for institutional success.
Strategic Goals

Strategic Focus Area 1: Student Success

Taft College will continuously improve student learning outcomes, success, and achievement through a variety of programs and services and effective learning support processes.

Objective 1.1
Taft College will ensure consistent feedback to students and institutional stakeholders based on the Institutional and Program Level Student Learning Outcomes, course success rates, and student persistence and retention.

Measures
- Amount of feedback students are receiving
- Standard measurements of learning achievement
- Student satisfaction

Objective 1.2
Taft College will partner with students as they assume responsibility for their own learning and growth.

Measures
- Student awareness of support programs and services
- Provide infrastructure
- Promote and track the utilization

Objective 1.3
Taft College will foster a holistic learning environment that celebrates student accomplishment.

Measures
- Development of student recognition processes
- Identification and publication of services to support
- Student satisfaction
Strategic Focus Area 2: Employee Success

Taft College will ensure employee success for the long term health of the institution.

Objective 2.1
Taft College will provide opportunities for their employees to achieve their professional goal and opportunities for growth with a high degree of satisfaction.

Measures
- Adequate Professional Development Opportunities
- Adequate Resources
- Satisfaction
- Employee mentoring program (activity)

Objective 2.2
Taft College will foster and maintain a welcoming community that respects diversity of opinion, collegiality and civility toward students, employees and community members.

Measures
- Survey of faculty/staff
- Survey of students
- Survey of community
- Evaluations (faculty, committees, etc.)
Strategic Focus Area 3: Community Success

Taft College will continue to engage the community at all levels in order to support its long term educational, social and economic development.

Objective 3.1
Taft College will strengthen and form partnerships with community groups.

Measures
- Participation – How many partnerships and how many people
- Perception – What is the community’s perception of the college’s involvement
- # of new partnerships developed
- # of additional employees involved in community groups

Objective 3.2
Taft College will engage in activities that will assist in the economic revitalization of the community.

Measures
- # of new businesses served
- # of graduates working the community
- # of internships established
- Amount of college resources directed to economic efforts
- # of employees involved in community efforts
- # of workforce training projects
- # of students living in the community
- # of successful initiatives between college and local government that attracted new business

Objective 3.3
Taft College will promote innovative educational programs that develop and meet the socio-educational and economic needs of the community.

Measures
- # of courses tailored to meet the needs of local businesses
- Enrollment in courses created to target supporting and attracting business
- Location of facilities that support businesses
- # of students living in the community
- # of ESL students transitioning into business courses and finding employment
- # of students working in the community
- Enrollment in targeted programs for learners in the community
- # of students enrolled in internships
- # of courses that incorporate community service as part of the curriculum
- # of student driven projects that serve the socio-economic needs of the local and global community
- Special projects that provide opportunities for TC students to study and participate in regional, national, and international conservation initiatives
Strategic Focus Area 4: Enrollment

Taft College will maximize both its short-term and long-term enrollment opportunities.

Objective 4.1
Taft College will effectively market its programs and outreach to diverse and changing populations through a variety of media sources.

Measures
- Marketing budget reaches target population
- Increased enrollment

Objective 4.2
Taft College will effectively retain students.

Measures
- Persistence
- Student satisfaction with instruction, counseling and student services

Objective 4.3
Taft College will develop and maintain a diverse curriculum providing certificate, degree and enrichment programs to attract students.

Measures
- Student satisfaction of course offerings

Objective 4.4
Taft College will develop an effective enrollment management plan.

Measures
- Development of a formal process
- Managing average class size
Strategic Focus Area 5: Sustainable Resources

Taft College will be able to maximize resources to sustain future growth and development while linking planning to budget.

Objective 5.1
Taft College will aggressively pursue grants that will fund niche programs.

Measures
- Increase number of new grants
- Clearly define a grant implementation and transition process
- Personnel to solicit and write grants
- Personnel to manage grants

Objective 5.2
Taft College will aggressively pursue potential sources of endowments.

Measures
- Increase number of endowments given to Foundation
- A Foundation director to spearhead this project
- Letters and outreach to alumni
- Local businesses & corporate sponsors

Objective 5.3
Taft College will develop campus & community contract education (fee based classes both in the community and on-line).

Measures
- Increased revenue from fee based courses
- Identify appropriate courses
- Get support from foundation to supplement salary of faculty if necessary

Objective 5.4
Taft College will obtain operational efficiency through cost reductions.

Measures
- Reduction in cost of supplies, utilities, etc.
- Foundation can offer a $100 prize to staff for most cost effective suggestion or cost reduction idea
- Suggestion box for cost savings ideas from employees
- Travel and food budgets reviewed
- Standardized process for committee minutes & agendas (bring your own minutes and agenda) or Read on-line and copies provided at meeting
- Alternative sources of energy (think Green)
Strategic Focus Area 6: Technology

Taft College will provide the necessary technology for institutional success.

Objective 6.1
Taft College will maximize the use of technological resources in support of student learning.

Measures
- Student utilization of instructional support technologies

Objective 6.2
Taft College will effectively utilize current digital technologies to meet student’s needs and preferences.

Measures
- Student familiarization with current technologies
- Student satisfaction with college’s digital communication systems
- Student satisfaction with instructional technology support systems

Objective 6.3
Taft College will provide appropriate support and opportunities for professional development in technologies.

Measures
- Participation in technology workshops
- Utilization of technologies
- Transfer of technologies to the classroom

Objective 6.4
Taft College will use technology to improve institutional processes.

Measures
- Provide tools to track enrollment, finances, scheduling, reporting
- Maintenance and utilization of technological support staff.
- Provide tools to ease work processes