

## Columbia Basin College Strategic Plan 2022 – 2025

Columbia Basin College's Equity-Centered Strategic Planning committee worked collaboratively with students, faculty, staff and community members to design a new three-year strategic plan that will help CBC fulfill its mission and vision. Using a [collaborative, inclusive process](#), people shared their perspectives on the current strengths and challenges facing CBC as well as their hopes and dreams for CBC's future. The committee also reviewed existing CBC data and reports. Out of this process, four strategic priorities emerged:

- Student Success
- Teaching and Learning
- Culture/Systems and Processes
- Community Relationships

Below are the goals and initiatives that will move those ideas into action. An accompanying Implementation Plan will outline the implementation structure and processes; the method by which additional strategies will be generated; as well as metrics, timelines, and resources for the items in the strategic plan.

### Strategic Priority One: Student Success

We cultivate an exceptional student experience that ensures all students are welcomed into the CBC family and supported on their pathway to success. We take personal and institutional responsibility for the success of all our students. We commit to eliminating patterns of inequity in student outcomes.

#### Goal 1: Help students choose and enter a pathway to employment and future education

**Initiative 1:** Implement a comprehensive enrollment management plan to address the systemic institutional barriers for recruitment of students from marginalized groups.

**Initiative 2:** Create a welcoming, culturally responsive and inclusive student orientation to support student belongingness.

**Initiative 3:** Build a flexible and data-informed schedule that meets all student needs.

**Initiative 4:** Guide students to identify their educational and career goals.

## **Goal 2: Provide holistic and flexible support services that help students stay on their path**

**Initiative 1:** Develop culturally responsive and inclusive advising practices appropriate to the needs of our diverse population.

**Initiative 2:** Explore and identify multiple funding sources to provide equitable resources to improve student retention and completion.

**Initiative 3:** Evaluate and improve mental health support, education and awareness for students.

**Initiative 4:** Identify and remove systemic barriers to improve student course success, retention and completion, with a focus on historically marginalized students.

## **Goal 3: Enhance student involvement and engagement in co-curricular programs and services**

**Initiative 1:** Evaluate co-curricular offerings to ensure they meet the needs of our diverse student population.

**Initiative 2:** Develop and provide events and experiences that foster each student's engagement with their program of study through professional and personal development.

## **Goal 4: Improve student transfer and employment outcomes**

**Initiative 1:** Provide students the resources and connections to help them obtain employment.

**Initiative 2:** Determine the support students need to successfully transfer to a four-year institution.

## **Strategic Priority Two: Teaching and Learning**

We provide high quality academic programming that creates lifelong learners who lead successful lives, enjoy productive careers, and make positive contributions to their community and the world. We provide career-connected learning to prepare our students for the future. We commit to innovative teaching and learning practices to create an inclusive, equitable, flexible, and vibrant learning community where everyone is supported to achieve success.

### **Goal 1: Foster learning through culturally responsive, student-centered teaching and learning practices**

**Initiative 1:** Integrate multicultural course materials in the curriculum in order to represent all students, especially Hispanic students.

**Initiative 2:** Support faculty in innovative and inclusive teaching practices

## **Goal 2: Provide equitable and inclusive learning environments that help students succeed**

**Initiative 1:** Create a transparent learning environment in which instructor's expectations are clear and academic support resources are available and communicated to students.

**Initiative 2:** Provide students experiential and service learning opportunities that enhance their field of study and are relevant to our diverse community.

**Initiative 3:** Provide equitable access to course materials.

**Initiative 4:** Strengthen the online learning experience for students and faculty by improving systems and support.

## **Goal 3: Create and align thoughtfully designed and scheduled pathways, programs and courses**

**Initiative 1:** Help students choose a pathway by identifying exploratory courses and experiences within each of CBC's eight Schools.

**Initiative 2:** Create clear pathways between Transitional Studies and college-level courses.

**Initiative 3:** Systemize a process for regular review of curriculum by the faculty.

**Initiative 4:** For each program of study, identify the key courses -- in addition to math and English -- that are predictive of student completion, and support student success in those courses.

## **Goal 4: Ensure students are learning**

**Initiative 1:** Create structures for the assessment of student learning outcomes and use results to improve effectiveness of instruction.

**Initiative 2:** Develop an inclusive process to evaluate current institutional learning outcomes.

**Initiative 3:** Improve completion rates for college-level math and English in the first year.

## **Strategic Priority Three: Culture and Systems**

We intentionally create a culture that ensures employee voices are heard, differing perspectives are valued and all interactions are rooted in respect and kindness. We commit to eliminating structural barriers to equity by creating and investing in equity-focused policies, practices, and behaviors that work to support all students and employees. We continuously reassess and adjust our own behavior, processes, and practices to be more equitable and inclusive.

### **Goal 1: Live and practice our identity as a Hispanic Serving Institution**

**Initiative 1:** Become a bilingual college in order to eliminate the barriers experienced by those whose primary language is Spanish.

**Initiative 2:** Establish relationships with Hispanic Serving Institutions across the country to learn and implement strategic practices that support Hispanic student success.

**Initiative 3:** Authentically embed Hispanic culture throughout the College.

**Initiative 4:** Develop multiple ways to support undocumented students.

### **Goal 2: Create a more diverse, equitable and inclusive college**

**Initiative 1:** Allocate dedicated personnel and resources to support equity goals and provide accountability.

**Initiative 2:** Develop a plan to guide and coordinate all DEI efforts across the college.

**Initiative 3:** Use equity data to make data-informed decisions and to close equity gaps.

**Initiative 4:** Review and revise existing policies and procedures to ensure equitable outcomes.

**Initiative 5:** Create a multicultural center that welcomes all students to the College.

**Initiative 6:** Ensure disability services meet the needs of all students, faculty, and staff.

### **Goal 3: Create and support a racially and ethnically diverse workforce that reflects CBC's community**

**Initiative 1:** Review and revise policies and practices to aid in the recruitment, retention, and support of a talented and diverse faculty and staff.

**Initiative 2:** Develop affinity groups to support retention and development of employees from marginalized groups.

**Initiative 3:** Develop and implement mandatory DEI professional development experiences for faculty and staff.

### **Goal 4: Implement equitable systems and processes that meet student and employee needs**

**Initiative 1:** Develop annual class schedules that are predictable, flexible and convenient for students.

**Initiative 2:** Upgrade college systems to improve compatibility with systems at other community and technical colleges in our state.

**Initiative 3:** Evaluate current technology needs and create an information technology plan to align technology with strategic priorities.

**Initiative 4:** Evaluate online services to ensure the availability and effectiveness of remote student support.

## **Strategic Priority Four: Community Relationships**

We create positive and mutually beneficial relationships in our community with community, business, and governmental organizations. We align our priorities with local, regional and state needs. We make a positive difference in our community by sharing and acting on our knowledge to contribute to the greater social good.

### **Goal 1: Build and sustain relationships with community-based organizations**

**Initiative 1:** Increase outreach and develop relationships with Hispanic communities and community organizations.

**Initiative 2:** Form and sustain meaningful relations with local tribal nations whose people are citizens and descendants of land-based sovereign nations.

**Initiative 3:** Increase outreach and develop relationships with Black-led community organizations.

**Initiative 4:** Increase outreach and develop relationships with Asian/Asian Pacific Islander community organizations.

### **Goal 2: Strengthen relationships with K-12 and four-year institutions**

**Initiative 1:** Support high school graduates in successfully transitioning to the college and college-level courses

**Initiative 2:** Grow the pipeline of students by reaching out to middle schools to promote the value of attending CBC.

**Initiative 3:** Develop curricular alignment with high schools and four-year institutions to support students entering and continuing on their pathways

### **Goal 3: Align enrollment and academic programs with emergent workforce needs.**

**Initiative 1:** Continue to develop creative programs that help students find career connected learning.

**Initiative 2:** Expand the role of advisory committees.

**Initiative 3:** Investigate non-credit offerings.

#### **Goal 4: Develop an organized, formalized approach to community relationships.**

**Initiative 1:** Improve internal communications regarding community relations.

**Initiative 2:** Create a process of reporting on the College's community relations activities.

**Initiative 3:** Increase and improve external communications with community partners

#### **Goal 5: Create a culturally responsive targeted marketing plan**

**Initiative 1:** Increase Spanish-language marketing and external communications.

**Initiative 2:** Use data generated by CBC's customer relationship management system to ensure the College is equitable and inclusive.

#### **Definitions to keep in mind as you review the plan**

**Diversity:** All the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another.

**Educational Equity:** Every student receives what they need to develop their full academic and social potential. When we work towards equity, we are ensuring equally high outcomes for all participants in our educational system by removing the predictability of success or failures that currently correlates with any social or cultural factor (such as race, gender identity, age, socioeconomic status, sexual orientation, home language, nationality, religion or other dimensions of identity); This requires us to interrupt inequitable practices, examine biases, and create inclusive multicultural educational environments.

**Equity:** Identifying and eliminating systemic barriers (policies, practices, etc.) to increase opportunities and access to those who have been historically and are currently marginalized.

**Goal:** Broad statements of what CBC hopes to achieve for each strategic priority.

**Inclusion:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

**Initiatives:** The way that goals are translated into practice. Things that CBC will do to meet the goals and move the strategic priority forward.

**Strategic Priority:** Woven into the culture of CBC, they create focus for mission fulfillment and achievement of goals.

**Strategy:** The methods and approach to achieve the initiative and meet the intended outcomes. Strategies include timeline, responsibility, and specific tactics.