



First Contact. First Choice. Best Choice.

BUTTE COLLEGE

STRATEGIC PLAN 2024-2027



BUTTE COLLEGE MISSION STATEMENT

Butte College is a student-ready, rural community college that provides high-quality, accessible education and support. Our career and transfer pathways cultivate curiosity and critical thinking through instruction, workforce training, and the achievement of associate degrees and certificates. Butte College is a Hispanic-Serving Institution that affirms its commitment to equity for the diverse, intersectional communities we serve.

VISION STATEMENT

Butte College serves our communities by inspiring diverse learners to reach intellectual, cultural, social, economic, and personal success.

VALUES

STUDENTS FIRST

Student success is our purpose and drives decision-making and resource allocation.

EXCELLENCE

We strive to offer the highest quality in education and services through continual evaluation and improvement, and professional development.

RESPECT

We value each other and build trust by engaging openly with one another's ideas, philosophies and perspectives.

DIVERSITY

We appreciate the attributes, capabilities and differences of each individual and we foster the social responsibility to create an inclusive institution that supports the success of all students and provides them with a global perspective.

EQUITY

We are committed to creating the institutional conditions that support student learning and achievement and result in a fair, just and welcoming campus community.

COMMUNICATION

We are professional in our interactions and cultivate an open, collaborative environment of fairness and integrity.

ACCOUNTABILITY

We are accountable to one another, for our responsibilities and for developing critical thinking and civic engagement in our students. As responsible stewards of the public trust, we use our resources effectively to fulfill the mission and obligations of the college.

SUSTAINABILITY

We promote and model practices that will result in positive outcomes for our human and natural environments and the long-term viability of the college.

Message from the PRESIDENT



“With this plan, we are not just imagining a new college; we are laying the groundwork to create it.”

Colleagues,

I am proud and excited to present the Butte College 2024-2027 Strategic Plan to you. Proud because it represents months of collaborative effort by many members of the Butte College team. Excited because it marks a new chapter in how we serve our students and our communities. With this plan, we are not just imagining a new college; we are laying the groundwork to create it.

I became the eighth president of Butte College as we emerged from a series of challenges. Local and global crises disrupted the lives of our staff and students, challenging educational norms and forcing us to rethink “business as usual.” We never wavered in our commitment to our students and our communities, but by fall 2022 it became clear that we needed to redefine our direction.

This plan articulates a strategy for the college and outlines the specific actions we will take in support of our strategic direction over the course of the next three years. The plan is based on our six strategic initiatives, each of which has several supporting objectives. The plan's underlying themes are equity, Guided Pathways, sustainability, and technological innovation – these concepts underpin everything we do from planning and budgeting to instruction and student support. Finally, this plan outlines what we intend to achieve, defining both what we will do and how we will do it.

In addition to being excited about what we will accomplish together in the next three years, I'm also excited by the push for accountability. Throughout the development process, I heard repeated calls for accountability to the plan and I agree – it's not enough to write a plan, we must assess our progress toward achieving it and our fidelity to the specific actions it asks us to accomplish. Of course, we can't do everything at once. Part of the implementation process will include setting annual priorities. Even so, it is important to set the expectation of regular progress updates and assessment of this strategic plan in various forums across campus throughout the year.

As you read the Butte College Strategic Plan, please consider where and how you might contribute to the action items. Much of the work will be managed by our governance committees, but every employee will play an important role in enacting these strategies. I hope this plan provides you with a framework to think about your work and contributions, and how they might shape the Butte College of the future. I look forward to making progress together as we continue to put students first and provide accessible, quality education to our communities.

Virginia L. Guleff
Superintendent/President



THE BUTTE COLLEGE STRATEGIC PLAN

Butte College’s Strategic Plan consists of two parts – strategy and plan – and was developed in a variety of venues with various stakeholders and participatory governance committees.

STRATEGY:

FIRST CONTACT. FIRST CHOICE. BEST CHOICE.

Developed through the Board of Trustees, Leadership Team and College Council, the driving strategy for this plan is *First Contact. First Choice. Best Choice*. At its core, the strategy emphasizes the importance of establishing early engagement, becoming a primary option and ensuring superior quality. This strategy emphasizes the importance of first impressions, the value of being a preferred choice and the significance of quality assurance.

FIRST CONTACT

As Butte College enacts this strategy, it will seek to establish an early connection with potential students through proactive outreach, visibility, engaging content and responsive communication so that students feel valued from their first interaction with the college.

FIRST CHOICE

Butte College will seek to become the primary option for students through personalized experiences with the college for both new and continuing students; the college will provide seamless access to wraparound student support resources to address financial need and food and housing insecurity, as well as academic and career service resources to ensure long-term success.

BEST CHOICE

Butte College will deliver exceptional instructional experiences and on-time support services, evolving as student needs change and as technology shifts. The college will actively seek student, faculty, staff and community feedback to ensure high-quality service.

First Contact. First Choice. Best Choice. is not just a slogan but rather a holistic approach to the college’s development as an institution. By focusing on early engagement, becoming a primary choice and ensuring unparalleled instruction, Butte College can further establish its footing in our service area, be a leader in education and ensure sustained connections with students, community, educational partners and employers.

PLAN:

Developed in the Educational Planning Committee during the 2018–19 academic year and updated in the 2021–22 academic year to include a focus on diversity, equity, inclusivity, anti-racism and accessibility, the six strategic initiatives and related objectives serve as a bridge between strategy and action.

SIX STRATEGIC INITIATIVES:

- 1 ENHANCING A CULTURE OF COMPLETION AND GOAL ACHIEVEMENT
- 2 SUPPORTING STUDENT, FACULTY AND STAFF SUCCESS
- 3 USING DATA-INFORMED PROCESSES FOR CONTINUOUS IMPROVEMENT
- 4 MAXIMIZING RESOURCES TO SUPPORT STUDENT LEARNING
- 5 MODELING SUSTAINABILITY
- 6 ENHANCING A CULTURE OF EQUITY AND INCLUSIVENESS

In the fall of 2022, College Council, the highest-level participatory governance mechanism for the college, reviewed the strategic initiatives and objectives as well as the Governor’s Roadmap for California Community Colleges, the Chancellor’s Office Vision for Success and the Chancellor’s Office Call to Action as foundational documents for the development of action plans for each objective. In spring 2023, College Council hosted a two-day planning session during which work groups composed of constituent group members developed a list of more than 300 proposed actions. This list was refined to the 65 items included in this plan.

Action items that fulfilled the Chancellor’s Vision 2030 were prioritized, as were those that have a clear link to the student-centered funding formula as part of Butte College’s move toward enrollment recovery. In concert with Vision 2030, and with the college’s strategic direction, all of the actions support student access, support and success. Finally, every action was assessed against college capacity – we are ambitious in our goals yet cognizant of campus resources.

FOUR FOUNDATIONS

As the college progresses in its strategic work, it will be anchored by four foundations: DEIA², Guided Pathways, sustainability and technological innovation.



DEIA²

Butte College asserts its commitment in its mission statement to becoming a student-ready college poised to serve its intersectional community.



SUSTAINABILITY

Long recognized as a leader in sustainability, Butte College is committed to engaging in climate action, both in our operations and in academic programs and curriculum.



GUIDED PATHWAYS

Butte College embraces Guided Pathways, an equity-focused framework that provides students with clearly defined paths to academic success, free of institutional barriers and paired with support services.



TECHNOLOGICAL INNOVATION

Butte College recognizes the powerful potential of technological innovation such as generative artificial intelligence to change learning, teaching and working, and is committed to exploring emerging technologies.

VISION 2030

Butte College’s Strategic Plan is motivated by and deeply connected to Vision 2030: A Roadmap for California Community Colleges. This document from the California Community Colleges Chancellor’s Office details the systemwide goals, outcomes and strategic directions as led by our current Chancellor, Dr. Sonya Christian. Vision 2030 articulates priorities in the areas of dual enrollment and services to a variety of student populations including veterans, justice-involved and justice-impacted students, foster youth and low-income adults. The Vision 2030 specifically addresses these three goals:

GOAL 1:

Equity in Success – Ensure the academic and career success of all Californians who are current and prospective California Community College students.

Outcome 1	Completion of a meaningful educational outcome
Outcome 2	Baccalaureate attainment
Outcome 3	Workforce outcome of earning a living wage

GOAL 2:

Equity in Access – Broaden the opportunities for all Californians to participate in higher education by starting or continuing their higher education at a California Community College.

Outcome 4	Increased student participation
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GOAL 3:

Equity in Support – Partner with other systems, agencies, institutions and community-based organizations to provide students the academic, financial and social supports necessary to thrive by taking education opportunities and the accompanying support to Californians.

Outcome 5	Maximize students receiving state and federal financial aid
Outcome 6	Reduction of the number of units to completion

Additionally, Vision 2030 discusses the following strategic directions and their related actions:

STRATEGIC DIRECTION 1: EQUITABLE BACCALAUREATE ATTAINMENT

1. All actions, policies and procedures will be enacted centering equity and inclusion and dismantling prejudice and racism.
2. Increase equitable access, success and support for dual enrollment degree pathways, justice-involved and justice-impacted Californians, foster youth and veterans.
3. Increase and improve access, success and support to quality online programs of study.
4. Increase the number of eligible students who apply for and receive federal, state and local financial aid grants.
5. Increase flexible term structures, flexible schedules and credit for prior learning opportunities to support working adult learners increase their full-time course intensity.
6. Increase credit mobility and transfer opportunities.

STRATEGIC DIRECTION 2: EQUITABLE WORKFORCE AND ECONOMIC DEVELOPMENT

7. Increase educational access for prospective low income learners to enhance their socioeconomic mobility.
8. Health care: Expand access to health care pathway programs.
9. Climate action: Advance community college engagement with the four fields of climate practice – facilities, workforce and curriculum, community engagements and benefits, resource development.
10. STEM: Expand success, access and support in STEM disciplines for historically underrepresented students.
11. Education: Increase system capacity to decrease faculty shortages in key sectors.

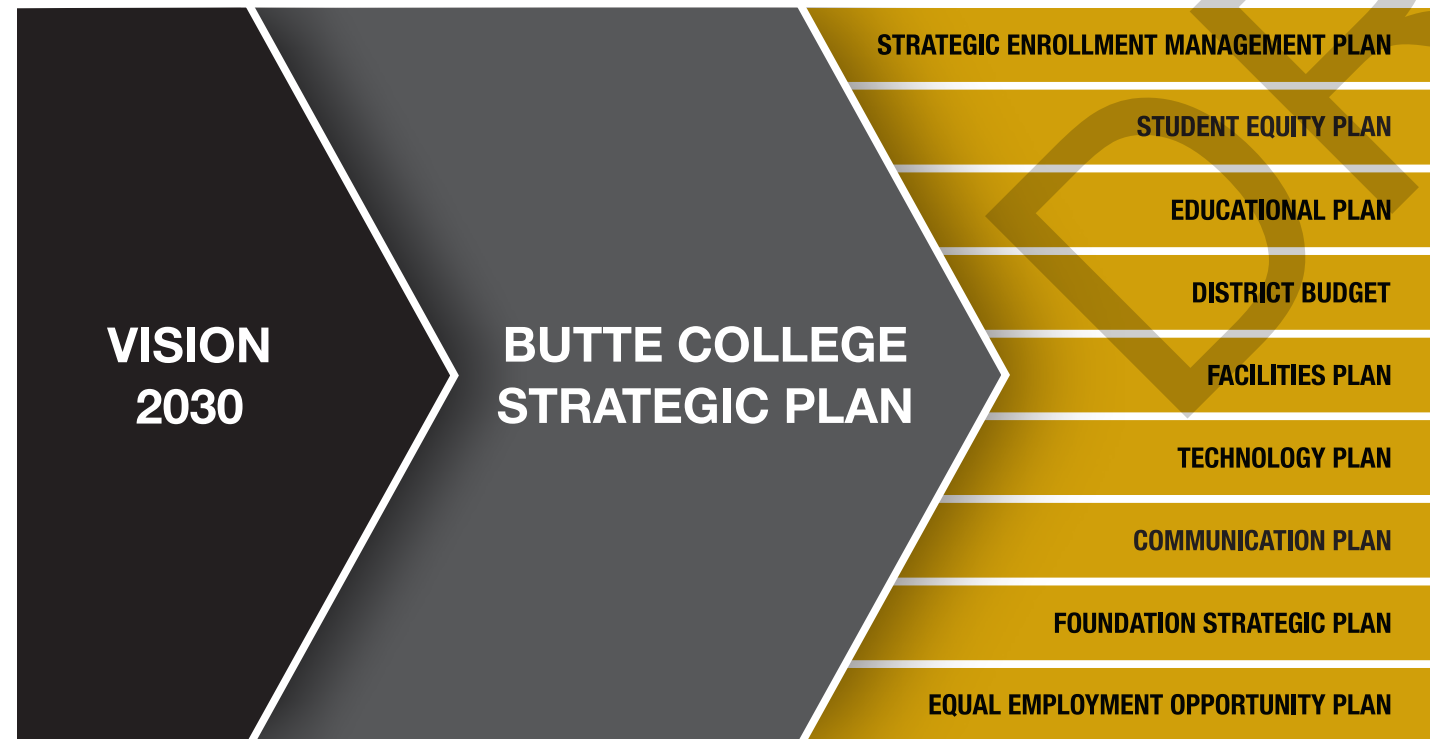
STRATEGIC DIRECTION 3: THE FUTURE OF LEARNING

12. Actively engage with the impacts of generative AI on the future of teaching and learning:
 - a. Improve the student experience with the use of generative AI as well as smart analytics applied to the “big data” systems.
 - b. Modernize system technology infrastructure to support online education delivery and faculty.
 - c. Develop an analysis of the impact of generative AI and its potential implications for teaching and learning and take the necessary action in policy reform, systems development and practices.



ROLE OF THE STRATEGIC PLAN

The strategic plan serves as the guiding document that connects Vision 2030 with the operational documents of the college, thus unifying the work of departments and college committees. The following diagram illustrates the key operational planning documents which take their direction from the college's strategic plan.



SIX Strategic INITIATIVES



1 ENHANCING A CULTURE OF COMPLETION AND *goal achievement*

OBJECTIVE 1.1

Collaborate with local high schools to prepare students for a successful transition to Butte College.

- Orient Dual Enrollment on academic and career pathways to ensure the program includes clear, student-facing on-ramps to further education and training opportunities.
- Create an Outreach Council to coordinate high school outreach activities and ensure that outreach is treated as a holistic college activity planned, coordinated and structured to maximize impact and return on efforts.

OBJECTIVE 1.2

Ensure students understand their options for educational goals and that the college provides a clear pathway for reaching their chosen goal.

- Develop and implement rules, standards and procedures to govern student program choices in the Colleague environment, including the SelfService, degree audit and planning modules.
- Develop and employ more sophisticated program and pathway visualizations that show the interrelationships among department and program curricula, including on-ramps and off-ramps for student training and education into certificates, work-based learning, degree and transfer.
- Explore expansion and clarification of credit for prior learning processes and opportunities.

OBJECTIVE 1.3

Identify the needs of our diverse populations and design services and interventions to support student goal completion.

- Create and implement a pilot opt-out schedule project with Reg2Go.
- Reduce the cost of instruction for students through broader adoption of Zero Textbook Costs, low textbook and materials-cost programs.
- Maximize the strategic use of college centers and off-site locations to offer courses at more convenient locations within our communities.
- Coordinate integration of work-based learning

opportunities across academic programs.

OBJECTIVE 1.4

Schedule courses to prioritize student educational goal completion.

- Enact the Strategic Enrollment Management Plan.

OBJECTIVE 1.5

Establish and maintain a robust system of learning outcomes assessment that supports innovation and continuous improvement in equitable teaching and learning.

- Update program review processes and timelines as part of continuous quality improvement efforts to broaden conversations and communication of learning outcomes assessment results.

OBJECTIVE 1.6

Ensure that our institution is an active and supportive member of our community by providing our students the necessary skills and knowledge to thrive as informed and productive citizens in our service area and beyond.

- Coordinate employer outreach and engagement activities through existing Economic and Workforce Development networks to collaborate with career education faculty, administrators, North Far North Regional Consortium and Career Center staff.
- Integrate Butte College adult education and contract education efforts in noncredit vocational English as a second language, English as a second language and short-term occupational training based on the needs of adult learners and industry partners.
- Coordinate service on local boards, service organizations and economic development entities to ensure that Butte College is represented, visible and contributing to strengthen community partnerships to support student success after completing educational goals.
- Create an adult learner pipeline for skills builder students and life-long learners that includes a streamlined enrollment process.

Butte College provides high-quality education to students seeking degrees, transfer, certificates and job skills to meet their career and life goals. The college focuses on building coherent experiences for our diverse students from their first contacts with Butte College through onboarding processes to the completion of educational journeys.



OBJECTIVE 2.1

Foster a college culture that engages students in the college experience, especially for students who have historically experienced equity gaps.

- Develop a set of campus behaviors and community-building activities to support a student-ready college with a focus on DEIA², including culturally relevant practices and interactions.

OBJECTIVE 2.2

Increase knowledge, skills and abilities of faculty and staff to better support students in a rapidly changing environment

- Formalize a professional development structure for the college and create a ProDev plan that includes faculty, classified professionals and management.
- Revitalize Butte College's Leadership Development Institute to provide leadership training for faculty, classified professionals and management.

OBJECTIVE 2.3

Strengthen collaboration within departments, among divisions, and across constituencies.

- Support on-campus community-building activities for faculty and staff, including Communities of Practice.

OBJECTIVE 2.4

Utilize facilities, technology and services to support student success and completion.

- Create a mobile-friendly website.
- Place all forms and petitions that students use online.
- Explore ways to improve the student experience with the use of generative AI as well as smart analytics applied to data systems.

OBJECTIVE 2.5

Provide equitable opportunities for employee development that both improve student outcomes and strengthen professional currency, well-being and advancement of faculty and staff.

- Develop consistent onboarding, professional development, career growth and succession planning for Butte College employees in support of student success.
- Design and implement a robust multi-month employee onboarding program for all constituent groups with an DEIA² lens.
- Implement DEIA² training for all faculty, staff, management and trustees.
- Ensure EEO planning occurs in a continuous quality improvement cycle.

2 SUPPORTING STUDENT, FACULTY AND STAFF *success*

Butte College is committed to supporting equitable and inclusive student, faculty and staff success as we work together to achieve a wide range of academic and professional goals.



OBJECTIVE 3.1

Optimize organizational processes by increasing efficiency and improving time-intensive and paper-driven processes. Provide professional development to help college areas streamline processes. Optimize data input, information creation and communication to support these improvements.

- Provide cross-functional professional development related to data processes, data use and data systems.
- In collaboration with stakeholder groups, identify current processes that are creating barriers or difficulties for workflow and job satisfaction.

OBJECTIVE 3.2

Streamline the college's committee structure to improve the pace of college decision making. Structure committee meetings to drive actions and outcomes and improve planning processes.

- Evaluate the current committee structure; revise the Institutional Effectiveness Manual as appropriate.
- Provide professional development for committee chairs regarding running meetings, agenda development, etc.
- Receive updates and end-of-year reports from committee chairs regarding committee activity.

OBJECTIVE 3.3

Create transparency and mutual understanding across the institution by improving data availability and analysis. Align reports and data to support program thinking and organizational processes.

- Develop and implement a Data Governance Task Force to define data points/elements, validate data collection and input, evaluate data scope, and data sharing reports/dashboards to close the loop on data.
- Receive updates regarding progress on strategic plan initiatives, objectives and action items.

OBJECTIVE 3.4

Provide data to inform the assessment of the college's mission and goals. Provide training on data access and its use. Use disaggregation to bring equity gaps among disproportionately impacted groups to the forefront of the discussion.

- Assess attainment of action items from college planning documents (eg: Strategic Plan, Enrollment Management Plan, Facilities Plan, etc.)
- Provide professional development opportunities for training on data access, data use and generative AI.
- Develop effective action steps to address disproportionately impacted groups.

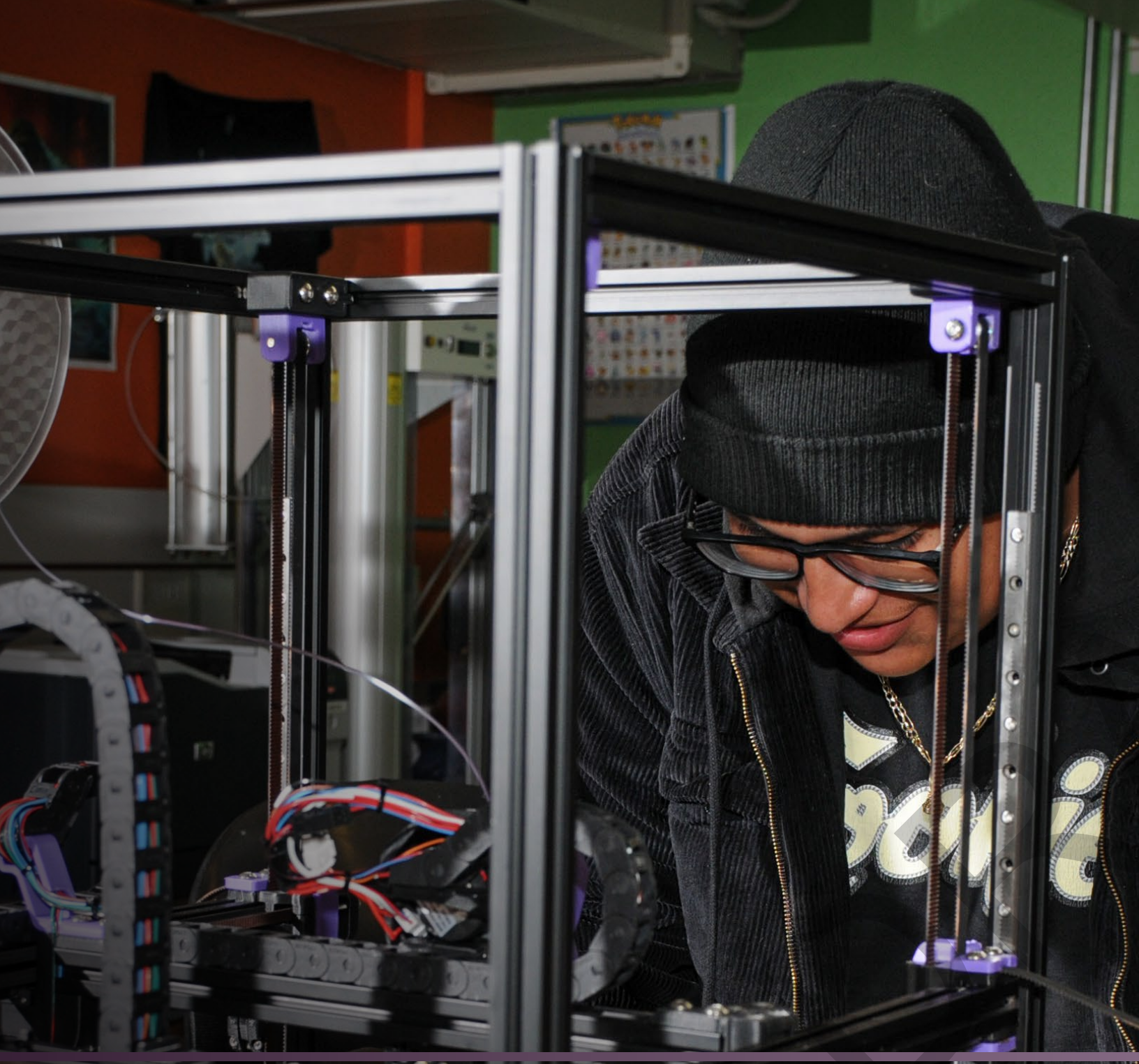
OBJECTIVE 3.5

Develop effective action steps to address disproportionately impacted groups.

- Develop a daily enrollment report.
- Implement Ellucian Experience.

3 USING DATA-INFORMED PROCESSES FOR CONTINUOUS *improvement*

Butte College is focused on improving the overall effectiveness and accountability of the college. These processes are data-informed, efficient and integrated to add value to the campus and community.



4 MAXIMIZING RESOURCES TO SUPPORT STUDENT *learning*

OBJECTIVE 4.1

Make strategic financial decisions by prioritizing the retention, learning and success of students.

- Revise and revitalize the unit planning process.
- Support the full implementation of the Guided Pathway structure district-wide.
- Align various funding streams related to student retention, learning and success.

OBJECTIVE 4.2

Align priorities with the new funding formula by identifying and supporting changes to processes, activities and structures with the goal of closing equity gaps and maintaining a focus on meeting established enrollment targets with an emphasis on access and support for racially minoritized students and other under-served populations.

- Prioritize activities related to scheduling, support and success.
- Orient the college to the student centered funding formula.
- Ensure cross-functional integration.

OBJECTIVE 4.3

Continue to apply for and manage grants and/or projects aligned with college and program priorities by focusing on grants/funding opportunities that prioritize the success of racially minoritized students and other under-served populations.

- Develop grant criteria. Monitor, coordinate and report grant activities.

OBJECTIVE 4.4

Support the Butte College Foundation's fundraising priorities and college grant opportunities to ensure service to under-served students and surrounding communities.

- Increase marketing and awareness of the Promise Scholarship.
- Develop a Foundation Strategic Plan to articulate goals in the areas of planned giving, scholarship donations, capital campaigns and alumni association development.

OBJECTIVE 4.5

Work collaboratively with the Chancellor's Office to achieve Vision 2030 goals and make decisions aligned with Vision 2030 priorities.

- Track achievement of Vision 2030 goals.
- Develop and communicate institutional research metrics to track the achievement of the Student Equity Plan priorities, including disaggregated data.

Butte College actively shapes its enrollment, efficiently manages its existing resources and strategically develops external revenue sources to maximize the funding available to support student learning.



OBJECTIVE 5.1

Identify and improve institutional processes that could move the college towards high levels of sustainability.

- Develop a student transportation plan.
- Revitalize the Sustainability Committee for environmental issues.
- Charge College Council with addressing and advancing institutional sustainability.
- Advance the three pillars (environmental, social, and economic) of sustainability.
- Implement new strategies to address emerging sustainability practices.

OBJECTIVE 5.2

Provide ongoing institution-wide professional development in sustainable practices.

- Train staff to use sustainable products.
- Increase student and staff awareness of sustainability practices.

OBJECTIVE 5.3

Continue to embed sustainability into the college curriculum.

- Support Academic Senate to identify and embed sustainability in the college curriculum.



5 MODELING Sustainability

Butte College embraces sustainability by engaging students, faculty, staff and the community in dialogue and fostering sustainable practices and operations, including the integration of environmental health, social equity and economic vitality in order to create thriving, healthy, diverse and resilient communities for this generation and generations to come.



OBJECTIVE 6.1

Strengthen existing and create new equity-minded student supports and services for racially minoritized and other historically under-served student groups.

- Support the counseling department as they transition from a generalist model to a Guided Pathways model that includes providing program and identity-specific counseling.

OBJECTIVE 6.2

Ensure students understand their options for educational goals and that the college provides a clear pathway for reaching their chosen goal.

- Implement Guided Pathways Student Success Teams throughout all communities of interests.

OBJECTIVE 6.3

Create a clear, consistent, proactive reporting process for discriminatory incidents, speech and behaviors that includes restorative practice approaches to accountability.

- Implement a discrimination and bias report process for students, faculty and staff.

OBJECTIVE 6.4

Engage in an ongoing review and revision of policies and procedures to eliminate obstacles to equity and inclusion.

- The Board of Trustees and College Council will systematically review board policies and administrative procedures to encourage equity and inclusion.
- Implement the recommendations from the Accessibility Capability Maturity Model report to remove institutional obstacles for students, faculty, staff and guests with disabilities and foster a feeling of community belonging.

OBJECTIVE 6.5

In response to the Chancellor's Office Call to Action and Vision 2030, improve classroom climate by adopting antiracist classroom practices and curriculum.

- Support professional development activities to implement inclusive language and practices.
- Provide equity-minded professional development that is regularly updated to ensure relevance and currency to all Butte College employees.

OBJECTIVE 6.6

Focus on Butte College's HSI designation by increasing the visibility and reputation of Butte College as an HSI to the communities we serve; enhancing a culture of innovation, inclusiveness and collaboration at Butte College as an HSI; and creating a campus culture where all faculty, administration, and staff are aware of and dedicated to fostering HSI designation

- Focus on Butte College's HSI designation through the lens of "servingness" by including our HSI status in our mission statement and on our website.
- Provide our Latinx students with opportunities like the Bienvenida and graduation celebrations that center Latinx ways of knowing and being, and improving outcomes and experiences for our Latinx students.

6 ENHANCING A CULTURE OF *equity* AND *inclusiveness*

Butte College strives toward equity, inclusion and anti-racism by acknowledging the systemic nature of historical oppressions, exploitation, and harm and actively working toward liberation.

THANK YOU!

Appreciation and acknowledgment is given to our board of trustees, College Council, PPL and the faculty, staff and students who volunteered their time and shared their ideas and expertise at the March 2023 Strategic Planning workshop.

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LAND ACKNOWLEDGMENT

We acknowledge that Butte College and its satellite campuses stand on lands that were originally occupied by the first people of this area, and we recognize and honor the Maidu, Wintun, Wailaki and Nomlaki Tribes. We thank them for their strength and resilience in protecting this land for centuries and aspire to uphold our responsibilities according to their example. In offering this land acknowledgment, we affirm Native American sovereignty, history, and experiences.

DRAFT



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