

# WEST HILLS COLLEGE LEMOORE

## Strategic Master Plan

### MISSION, VISION, GUIDING PRINCIPLES, COLLEGE THEMES

#### Mission Statement

*West Hills College Lemoore enriches lives, builds community, and enhances economic growth and development through quality learning opportunities. We provide outreach and appropriate support services to high school graduates, re-entry students, the military community, developmental, underserved, and special needs populations. We provide a positive environment which is committed to student learning outcomes and success using relevant goals, innovations, strategies, and partnerships.*

*WHCL provides student centered guidance and support that produces educated, diversified and involved community members. As a new college, we recognize institutional development as a catalyst to enhance student learning outcomes. We are committed to educational excellence in partnership with the people and communities we serve.*

#### Vision Statement

Learning Through Excellence and Innovation

#### Guiding Principles

West Hills College Lemoore is student-centered and is dedicated to providing high quality learning opportunities. We are guided by our core values:

- Access: *Ensure accessibility to all our programs and services.*
- Collaboration: *Emphasize efforts to understand and meet community needs and garner community support. Support collaborative decision-making processes.*
- Community: *Develop and foster a sense of community within the college.*
- Diversity: *Respect and embrace diversity in our programs and learning environments.*
- Excellence: *Provide high quality learning, teaching, and service opportunities.*
- Innovation: *Support innovation and technology to enhance learning environments, services, and communication.*

- *Integrity:*                    *Advocate and demonstrate honesty, truthfulness, equity, and ethics.*
- *Mutual Respect:*        *Promote an environment of open communication*

## Themes

There are several “themes” woven into each of the Institutional Student Outcomes and their respective success indicators.

- Institutional Commitments
- Evaluations, Planning and Improvement
- Student Learning Outcomes
- Organization
- Dialogue
- Institutional Integrity

***Institutional Commitments*** to provide high quality educational programs and services consistent with the institutional and college mission by focusing on student learning;

***Evaluation, Planning, and Improvement*** is an ongoing process that includes goal setting; distribution of funding, facilities and staffing; implementation, and reevaluation;

***Student Learning Outcomes*** demonstrates the college’s effectiveness to produce and support student learning by developing student learning outcomes at the course, program, certificate, and degree level;

***Organization*** is demonstrated by having adequate staff, resources and a shared governance decision-making process to identify and make public: student learning outcomes, to evaluate the effectiveness of programs in producing those outcomes, and to make improvements;

***Dialogue*** is open and honest participation in the college’s process of self-reflection based on reliable information about the college’s programs and services and evidence on how well the institution is meeting student needs;

***Institutional Integrity*** is demonstrated by concern with honesty, truthfulness, and the manner in which the college represents itself to all communities, internal and external.

# Institutional Student Outcomes

WHCL has identified ten core institutional student outcomes (ISOs). These elements describe what students are expected to know, value, and do as whole-persons. The ISOs represent an important aspect of the learning culture at WHCL. They are embedded into the campus ethos and they shape who we are and the type of students we produce. Using our charge as an institution of higher education and our Mission Statement, the following are the Institutional Student Outcomes as defined by West Hills College Lemoore:

## **1. Students will progress successfully to acquisition of degrees and certificates.**

Success Indicators:

- a. Student pass/fail rate
- b. Retention
- c. Enrollment by discipline
- d. Degree, certificate or program completion
- e. Persistence rate (continuous enrollment)

## **2. Students will progress successfully to transfer-ready status and transfer.**

Success Indicators:

- a. Student that are transfer ready

## **3. Students will successfully complete their educational goals in vocational programs by acquiring skills, degrees or certificates to improve their employability.**

Success Indicators:

- a. Student pass/fail rate
- b. Retention
- c. Successful course completion/skill acquisition
- d. Degree and certificate completion
- e. Regular communication with industries, businesses and the community at large
- f. Students employed within their avocation

## **4. Students will succeed in basic skills and/or ESL courses and may progress to higher level courses or improve English skills**

Success Indicators:

- a. Retention
- b. Successful course completion
- c. Students moving into higher level courses

## **5. Students will succeed in basic skills courses and progress to degree level, pre-transfer or vocational courses.**

Success Indicators:

- a. Retention
- b. Successful course completion
- c. Students enrolling in higher level courses

**6. Students are benefited by individualized support services in a student-centered college environment that facilitates success and maximizes student opportunity.**

Success Indicators:

- a. Outreach activities
- b. Participation in financial aid/scholarship services
- c. Participation in assessment services
- d. Participation in orientation
- e. Contacts by counseling/advising services
- f. Students receiving student educational plan
- g. Participation in categorical support services
- h. Student satisfaction survey

**7. Community and businesses are provided with teaching, training, support services, and economic development opportunities based on regional and community needs that are beyond the traditional college.**

Success Indicators:

- a. Nontraditional courses/offerings
- b. Industry demands met through contract education
- c. Participation in training, economic development opportunities, and support services.
- d. Customer satisfaction
- e. Cost Effectiveness
- f. Advisory committee participation

**8. Facilities and auxiliary services will maintain deliveries in functionality, accessibility, safety, technology, and appearance, conducive to a quality educational environment.**

Success Indicators:

- a. Services requested and completed
- b. Customer satisfaction
- c. Scheduled maintenance activities
- d. Needs assessment for current and future facilities
- e. Safety incident reports
- f. Information Technology work order requests
- g. Safety training activities
- h. Customers served in store and on-line

- 9. The college will promote employee success by the development, implementation, and monitoring of issues and activities related to helping all WHCL employees maximize their success.**

Success Indicators:

- a. Employees participating in the Educational Assistance program
- b. Staff participating in professional development activities
- c. Staff retention
- d. Cultural and diversity awareness activities and participants
- e. Monitor and maintain constituency participation in the governance process
- f. Mandatory training activities (i.e. safety, sexual harassment, evaluations)

- 10. The college will allocate financial support in order to effectively maintain and increase the resources and productivity at WHCL.**

Success Indicators:

- a. Successful grant acquisitions
- b. Outside capital campaign activities
- c. Enrollment trends
- d. Contributions received toward budget input from constituency groups