Strategic Directions
San José • Evergreen Community College District

Presented to SJECCD Board of Trustees, April 12, 2011
The San José · Evergreen Community College District (SJECCD) prides itself in creating an environment focused on equity and excellence in student success, respecting the strength of the heritages and life experiences of our students and communities to build more responsive colleges. Our District is nationally renowned for its advocacy to develop policies and educational approaches that incorporate the knowledge we have gained from critically analyzing global, national and immigrant experiences. We have approached our work with the intention of reframing the standard definitions of student and institutional success. Our District’s core values are opportunity, equity and social justice. Each one of these values is incorporated into our strategic planning and is a part of the foundational commitments we make to our communities.

In the next year, our plan is to focus on three areas that will re-engage our District in revisiting our values through:
- a common understanding of the definitions of opportunity, equity and social justice
- professional development opportunities
- curriculum development (e.g., accelerated learning and shortened basic skills)

On August 8, 2010, the Board met with Chancellor Cepeda to discuss our shared vision for a strategic direction for the District. We reached a quick consensus on the critical need for a plan that was centered on student success. The attached document reflects that work.

Ron Lind, SJECCD Board President
Ideally, the District Strategic “Plan” would have been developed by integrating the San José City College, Evergreen Valley College and Workforce Institutes’ strategic plans into one district framework. Because all three of these entities were at various stages of updating their strategic plans, it was not prudent to wait another semester before finalizing a District Plan. Therefore, we consulted with District Council and undertook a path that would guide our work with the explicit goal of impacting student success. These efforts resulted in the District Strategic Directions detailed in this report.

The District Strategic Directions focuses on addressing the following key issues: sound fiscal stewardship, effective communication and data driven decisions to allow our District to provide the best possible experience (qualitative) and equitable outcomes (quantitative) for our students. Furthermore, we acknowledge areas of weakness that need to be addressed (trust, lack of transparency, and media scrutiny, which has resulted in a less than positive brand image) by including accountability and communication as critical components.
STRATEGIC DIRECTION 1:

**SOUND FISCAL STEWARDSHIP**

to ensure quality programs and services to students

Strategic Initiative 1: *Create a Structurally Balanced Budget*
- Budget Plan for 2011/2012
- New alternative proposals (e.g., use of enterprise resource planning technology)

Strategic Initiative 2: *Reinvigorate SJECCD Giving Foundation*
- Resource Development
- Fundraising strategy /fundraising roadmap
- Foundation restructure
- Board development
- Recruitment plan

Strategic Initiative 3: *Bond Oversight Management & Accountability Process*
- Engaged & informed Constructions Bond Oversight Committee (CBOC)
- Accurate accounting & transparent reporting on bond uses
STRATEGIC DIRECTION 2:

EFFECTIVE COMMUNICATION STRATEGY (INTERNAL/EXTERNAL) to maximize student experience

Strategic Initiative 4a: Public Relations (PR) / Media Plan
- Mechanism for implementing PR/Media plan

Strategic Initiative 4b: Marketing Plan
- Publication of Annual Report (State of the District)

Strategic Initiative 4c: Communications Plan
- Mechanism for implementing communications plan
- Civility in communications
- Training/activities schedule
- Systems & tools to identify prospective students and implement recruitment plans

Strategic Initiative 7: Emergency Preparedness / Response Procedures
- Update district-wide Emergency Response plan
- Update Emergency Response plan for each college to ensure campus safety
- Crisis communications plan
- Inventory of IT/IS resources
- Conduct actual Emergency Response drills in colleges and district

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EFFECTIVE COMMUNICATION STRATEGY (INTERNAL/EXTERNAL) to maximize student experience
Strategic Initiative 5: Develop and Implement Organizational Analysis & Staffing Plan
- Review of process model
- Organizational/Human Resources audit
- Competencies plan
- Strategic staffing plan
- Reductions list (including financial impact of reductions)

Strategic Initiative 6: Develop Enrollment Management Strategy
- Analysis of feeder school demographics + marketing plan
- FTES (Full Time Equivalent Students) goals
- Recruitment plan + retention strategy

Strategic Initiative 8: Accountability and Compliance Structures
- Policy development to support measurable outcomes via CLASS (California Leadership Alliance for Student Success)
- Program Review
- Achieving the Dream (AtD)
- Equity Scorecard