

San Jose Evergreen Community College District
Strategic Goals 2013 to 2016

SJECCD Vision: By the year 2017, SJECCD becomes the premier institution for advancing opportunity, equity, and social justice for everyone through educational excellence.

SJECCD Mission: As a leading educational institution, the mission of the SJECCD is to meet the diverse educational and workforce needs of our community by empowering our students to become agents of socio-economic change.

I. Student Success

San Jose Evergreen Community College District will improve student success through enhanced educational services and programs and strengthened community engagement.

Operational Objectives

1. Increase student educational goal attainment
 - a. Ensure all new student have completed an educational plan
 - b. Design and implement a set of performance indicators to measure students' academic progress
 - c. Establish an assessment mechanism for tracking goal attainment
 - d. Establish a process designed to increase student degree and certificate attainment
2. Improve student academic outcomes
 - a. Ensure all course syllabi have measurable SLOs
 - b. Develop and implement a plan to assess general education outcomes
 - c. Develop and implement a plan to address the basic skills to transfer ready pipeline – including English readiness
3. Institutionalize a District-wide Commitment Towards Supporting Student Retention, Engagement, and Achievement
 - a. Develop a method to identify successful academic and support services for different student populations

- b. Develop and implement a student retention plan as a part of a comprehensive enrollment management strategy
- c. Increase student awareness and use of student support services
- d. Increase access to classes necessary for student goal attainment

II. Total Work Environment

San Jose Evergreen Community College District is committed to promoting a total work environment that contributes to the success and development of its students and employees.

Operational Objectives

1. Increase the number and diversity of qualified employees
 - a. Establish and implement a comprehensive human resources strategic plan that includes succession planning and a commitment to diversity
 - b. Develop and implement a more efficient and effective recruitment and hiring process.
2. Increase professional development opportunities for employees
 - a. Establish a process to identify training needs of individual employees.
 - b. Identify resources to ensure the availability of professional development for employees at the District Office, Workforce Institute, and each campus, including a dedicated professional development budget for each
3. Take reasonable steps to maximize the safety of all employees, students and visitors as well as property throughout the district
 - a. Develop, implement, and periodically review an Emergency Response Plan
 - b. Invest in technology to advance and enhance the District's ability to provide a safer work and educational environment
 - c. Develop, implement and periodically review a Safety Plan
4. Implement a civility statement at an important step toward transforming our institutional culture
 - a. Administer a civility climate survey for employees and students
 - b. Develop and implement mechanisms to communicate the civility statement throughout the district
5. Improve Internal Communication

- a. Ensure the dissemination of information and important processes back to constituency groups through the shared governance process
- b. Create a mechanism for employees to provide feedback regarding the communication structure

III. Workforce and Economic Development

San Jose/Evergreen Community College District will meet the diverse workforce needs of Silicon Valley.

Operational Objectives

1. Complete a Program Viability Review for CTE Programs

- a. Complete an environmental scan of the external factors influencing workforce development trends
 - i. Repeat periodic scanning and review process to ensure ongoing program viability
- b. Gather internal data that supports the viability of existing CTE programs or suggests the need for discontinuance including
 - i. Gainful employment reports
 - ii. Chancellor's data
 - iii. Program reviews
 - iv. Colleges' educational master plans
 - v. Accreditation recommendations
 - vi. Centers of Excellence reports
 - vii. Doing What Matters Initiative
- c. Develop a methodology that leads to program decisions based on analysis
 - i. Analyze and review external and internal data to create a context for making program decisions
 - ii. Clearly communicate, through transparent and inclusive process, the rationale for the outcomes implementation
 - iii. Create a plan for implementing the outcomes of program review

2. Increase Short Term Vocational Certificates that Enhance Employability

- a. Develop strong employer engagement in targeted high growth sectors through use of advisory councils and/or industry skills panels
 - i. Participate in BACCC marketplaces to understand regional developments (both academic and workforce)
- b. Create a pathway to employment for students with a systematic approach for measuring success
 - i. Develop process for students to access employment information

- ii. Create follow up process for receiving student employment information (web portal, etc.)
- iii. Align employment information with certificate programs for analysis of outcomes
- iv. Develop a methodology that leads to vocational certificate program decisions based on shared analysis
- v. Repeat periodic scanning and review process to ensure ongoing certificate program viability
- c. Create a strategy for development and implementation of new certificate programs
 - i. Develop and implement a targeted marketing plan for new certificate programs to students, industry, and community
 - ii. Increase enrollments in new certificate programs to ensure program continuance
 - iii. Engage academic departments in submitting proposed short term certificate programs and varied modalities of delivery (online, hybrid, intensive, weekends, etc.) that meet workforce needs
 - iv. Ensure all certificate programs align with the Transfer Mandated Curriculum, educational master plans, and accreditation recommendations

3. Develop Strategies to Ensure Clear Educational Pathways from K to through Baccalaureate and Beyond

- a. Develop strong connections with K-12 districts
- b. Create pathways for students to transfer seamlessly and successfully

4. Align Resources to Workforce and Economic Development Strategy

- a. Review and analyze current workforce and economic development activities for EVC, SJCC, and WI to create a full picture of current activities and staff engaged
 - i. Articulate any gaps between analysis of actual workforce activities/staff and stated District strategic priority
 - ii. Disseminate information about findings
- b. Ensure adequate staffing for CTE programs
 - i. Develop organizational staffing plan
 - ii. Clearly communicate, through transparent and inclusive process, the rationale for staffing re-design
 - iii. Identify resources to fund staffing re-design

- iv. Develop and implement a timeline for staffing
- v. Repeat periodic scanning and review process to ensure CTE staffing viability
- c. Adequately fund CTE programs/labs to retain currency
 - i. Review and analyze current resources available to CTE programs/labs for EVC, SJCC, and WI to create a full picture of program assets
 - ii. Create a CTE Resource Development Plan to ascertain sources of funds
 - iii. Develop a systematic process to coordinate resource planning and distribution among colleges, WI, and District.

5. Develop non-credit educational gateways for adult learners

- a. Research best practices for creating non-credit gateway programs
 - i. Complete an environmental scan to determine the educational gateway interests of the proposed service population
- b. Develop a blueprint with timelines for developing a full gateway model including
 - i. Linkage of non-credit basic skills courses to Adult Education
 - ii. Linkage of non-credit basic skills courses to CTE non-credit courses and to for-credit Certificate Programs
 - iii. Clearly communicate, through transparent and inclusive process, the rationale for the proposed gateway model
 - iv. Initiate stages of educational gateways model
 - v. Develop and implement a targeted marketing plan for gateway programs to students, district employees, industry, and community
 - vi. Track enrollments, completions, and program evaluations for continuous quality assurance
 - vii. Provide ongoing District-wide communications about the gateway programs

IV. Organizational Effectiveness and Sustainability

San Jose Evergreen Community College District will develop systems that promote institutional effectiveness and fiscal sustainability.

1. Develop, Manage, and Maintain the Physical Plant and Facilities Effectively and Consistent with the Facilities Master Plan.
 - a. Develop practices and procedures that promote sustainability in all areas of the District
 - i. instruction, operations, construction, facilities, land use, energy, water conservation and environmental integrity.
 - b. Effectively use sustainable “green” construction, facilities and maintenance practices that are environmentally sound and fiscally wise.
 - i. Construction of new buildings will be designed at LEED “silver” level.
 - c. Incorporate a systematic program of recycling and reuse practices district-wide.
 - d. Successful implementation of the Measure G bond program.

2. Optimize District Resources through Innovative and Prudent Fiscal Management Providing a Stable and Flexible Funding Base
 - a. Continuously improve financial practices that ensure and support the fiscal stability of the District.
 - i. Maintain sound District-wide internal fiscal controls to achieve an annual unqualified audit opinion.
 - b. Maintain a Fund Balance that Supports Continuous Quality Improvement in the District
 - i. Maintain a minimum of 7% District General Fund Balance Reserve.
 - c. Align District expenditures to available revenue while striving to provide high quality programs and services.
 - d. Integrate the resource allocation process with the District mission and ensure that it is equitable, transparent, and clearly communicated throughout the District.
 - i. Clearly communicate, through transparent and inclusive process, the allocation of fiscal resources.

3. Enhance Resource Development to Support Institutional Goals
 - a. Create a Resource Development Plan to enhance revenue generation and external giving
 - i. Develop a district-wide Resource Development Plan (RDP)
 - b. Increase resources available for achieving district fund development goals, including public funding, grants, alumni giving, bond funding, endowments, contract education, and foundation funding
 - i. Conduct gap analysis of district-wide resource development activities and assignable assets
 - ii. Create resource development silos to support the RDP. Silos should include the following:
 1. Career Development/College Prep Programs
 2. Grants and Special Initiatives
 3. Contract Education
 4. Community Education
 - iii. Assign appropriate staff and funding to lead resource development silos.
 - iv. Enhance SJECCD Foundation efforts for achieving district fund development goals, including public/private funding, alumni/retiree giving, bond funding, and endowments.
 - i. Fully staff Foundation
 - ii. Conduct gap analysis to identify potential fund development opportunities
 - iii. Create a SJECCD Foundation Strategic Plan (3 years)
 - iv. Develop targeted marketing/communications plan (messaging, collateral, etc.)
 1. for potential funders
 2. for SJECCD (staff, retirees, alumni)
 3. for SJECCD Board of Trustees
 - v. Conduct annual signature fundraising event
 - vi. Develop and grow donor/philanthropic support
 - vii. Create operational procedures that support fundraising efforts
 - viii. Develop donor database
4. Develop a Comprehensive Institutional Effectiveness Plan

- a. Develop performance indicators to measure the strategic goals and operational objectives
 - b. Determine a methodology for allocating resources across the district based upon strategic priorities
 - c. Integrate planning between the district, the colleges, and the Workforce Institute.
5. Complete and Organizational Redesign of the District including Clarifying and Defining all Functions of Work
- a. Complete an organizational redesign to meet the future needs for a student-centered institution.
 1. Document the organization structure down to the unit level by the creation of organizational charts to the department level.
 2. Review district compensation in relation to Bay 10 for benchmarked positions for faculty, staff and administrators
 3. Develop a systematic review process for job descriptions to maintain currency and to articulate “what position does what”.
 - b. Develop and implement a process to annually review and update the district functional map to support institutional effectiveness.
 1. Delineate the institutional system for internal communication among, between and inside the units of District Office, San Jose City College, Evergreen Valley College and Workforce Institute.
 2. Align web architecture to establish a systematic means to manage district, college and Workforce Institute websites.
 - a. In conjunction with the alignment, delineation of responsibilities for maintenance, content management and day-to-day oversight are to be delineated.
 - c. Perform regular reviews of employee productivity and satisfaction to align organizational work practices with best practices and maintain currency of work practices
 - i. Measure completion rates of reviews.
 - ii. Measure and analyze employee productivity
 - iii. Measure employee satisfaction.
 - iv. Conduct periodic review of position standards with Bay 10

V. Technology

San Jose Evergreen Community College District will invest in information technology solutions that enhance the learning environment and support student success.

1. Enhance the District's Core Infrastructure
 - a. Enhance the District's network and telecommunications infrastructure
 - b. Upgrade and maximize the District's hardware and software infrastructure including enhancing the Ellucian Colleague administrative system
2. Optimize the Ubiquitous use of Data for Informed Decision-Making
 - a. Implement a data warehouse that enables the collection and analysis of data and ongoing understanding and use of data among end-users and decision-makers
 - b. Create and maintain a data element dictionary that precisely defines the purpose, format, usage, ownership, stewardship, and relationships of every data element
 - c. Develop a document management solution that supports document organization, collaboration, and security among users
 - d. Identify and resolve shadow systems that create gaps in the data functionality of the District
3. Design and Implement Technology-Enabled Processes to Support the District's Work.
 - a. Improve the District's web presence to provide information to external audiences and market the District and colleges
 - b. Improve online service delivery to all District students, faculty, and staff
4. Optimize Robust Technology Support.
 - a. Implement a best practice technology support model
 - b. Review the IT organizational structure
 - c. Institute a project management model

- d. Improve business continuity and disaster recovery plans
- e. Develop, implement, and test data and information security plans

VI. Communication

San Jose Evergreen Community College District will engage in proactive communication with internal and external audiences to enhance value and improve stakeholder satisfaction.

Operational Objectives

1. Develop a Process for Determining Stakeholder Requirements
 - a. Develop mechanisms for the District's stakeholder groups to provide input and feedback to the district office, colleges, and Workforce Institute
 - b. Develop and implement methods for collecting data from all stakeholders
2. Develop ongoing two-way communication with all internal audiences
 - a. Implement a robust communication portal for faculty, staff, and students
 - b.
3. Develop ongoing two-way communication with all external audiences
 - a. Improve the District's web presence to provide information to external audiences and market the District, colleges, and Workforce Institute
4. Invest in tools and resources to enhance internal and external communication
 - a. Hire a qualified Public Information Officer
 - b. Redesign the website of the District, the colleges, and the Workforce Institute
 - c. Develop social media outlets for reaching internal and external audiences
5. Develop Cross Cultural Strategies that Respond to the Diverse Needs of our Service Area
 - a. Ensure publications reflect the diversity within our community
 - b. Implement marketing and outreach strategies that demonstrate a commitment to cultural awareness and sensitivity
 - c. Develop strategies to ensure outreach materials transcend any and all language barriers