San José • Evergreen Community College District

Strategic Goals

2013-2017

Student Success
Total Work Environment
Workforce and Economic Development
Organizational Effectiveness and Sustainability
Technology
Communication
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This effort has been a labor of love that has included participation from all groups across the District. I want to thank everyone who played a role in this effort, including those at the colleges, the workforce institute, and the district office. We are not finished with this work. In order for our district to realize its vision of creating an environment focused on student success, we must be diligent in our commitment to improve our programs and services. It is not good enough to say we are going keep the status quo. We need to be about the business of improving, so that we can continue to provide the quality services that our community and our students deserve. Therefore, the San Jose/Evergreen Community College District is a leader in the area of equity and excellence for student success.

Rita
Acknowledgements

Tamela H. Hawley, Ph.D.
Executive Director, Research & Institutional Effectiveness
Chair, District Strategic Planning

On behalf of the District Strategic Planning Committee, I would like to thank those who worked hard to make this planning document a reality. For months, committees met to discuss and define each of the strategic initiatives. Those committees were led by our strategic planning champions. Ruth Villasenor, Shawn Larry, Carol Coen, Kim Garcia, Mike Russell, and Sam Ho were instrumental in sustaining the dialogue within their respective teams, which represent constituencies from across the District. Without their leadership this could not have been accomplished. To the teams of classified staff, faculty, administrators and students, who took time out of their work and school schedules to come to committee meetings or focus groups you gave invaluable input into the creation of the strategic goals and objectives. The staff of the Department of Research and Institutional Effectiveness, Maria Duran and Ronald Lopez-Ramirez, you helped pull together data for the environmental scan and demographic analysis, which informed our efforts from the very beginning. Finally, a big thank you to Elizabeth Juarez, who spent countless hours putting together graphics that can be seen on this and other documents of our plans. To all of these people and more who I may have forgotten to mention, thank you. Your work is a constant reminder that as a team we can accomplish anything.

Tamela
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Goal I: Student Success

San Jose Evergreen Community College District will improve student success through accessible and enhanced educational services and programs.
I.1 Increase Student Educational Goal Attainment

1.a Ensure all new students have completed an educational plan.

1.b Design and implement a set of performance indicators to measure students’ academic progress.

1.c Establish an assessment mechanism for tracking goal attainment

1.d Establish a process designed to increase student degree and certificate attainment.

I.2 Improve Student Academic Outcomes

2.a Ensure all course syllabi have measurable SLOs.

2.b Develop and implement a plan to assess general education outcomes.

2.c Develop and implement a plan to address the basic skills to transfer ready pipeline – including English readiness.

I.3 Institutionalize a District-wide Commitment Towards Supporting Student Retention, Engagement, and Achievement

3.a Develop a method to identify successful academic and support services for different student populations and highlight best practices.

3.b Develop and implement a student retention plan as a part of a comprehensive enrollment management strategy.

3.c Increase student awareness and participation in learning support services.

3.d Increase access to classes necessary for student goal attainment.
Goal II: Total Work Environment

San Jose Evergreen Community College District is committed to promoting a total work environment that supports the success and development of its students and employees.
II.1: INCREASE THE NUMBER AND DIVERSITY OF QUALIFIED EMPLOYEES

1.a Establish and implement a comprehensive human resources strategic plan that includes succession planning and a commitment to diversity.

1.b Develop and implement more efficient and effective recruitment and hiring processes.

II.2: INCREASE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR EMPLOYEES

2.a Establish a process to identify training needs of individual employees.

2.b Identify resources to ensure the availability of professional development funds for employees at the District Office, Workforce Institute, and each campus, including a dedicated professional development budget for each.

II.3: TAKE REASONABLE STEPS TO MAXIMIZE THE SAFETY OF ALL EMPLOYEES, STUDENTS AND VISITORS AS WELL AS PROPERTY THROUGHOUT THE DISTRICT

3.a Develop, implement, and periodically review an Emergency Response Plan.

3.b Invest in technology to advance and enhance the District’s ability to provide a safer work and educational environment.
II.4: IMPLEMENT A DISTRICT CIVILITY STATEMENT AS AN IMPORTANT STEP TOWARD TRANSFORMING OUR INSTITUTIONAL CULTURE

4.a Administer a civility climate survey for employees and students.

4.b Develop and implement mechanisms to communicate the civility statement throughout the district.

II.5: IMPROVE INTERNAL COMMUNICATION

5.a Ensure the dissemination of information and of important processes back to constituency groups through the shared governance process

5.b Create a mechanism for employees to provide feedback regarding the communication structure
Goal III: Workforce and Economic Development

San Jose Evergreen Community College District will meet the diverse workforce needs of the Silicon Valley
### III.1: Complete a Program Viability Review for CTE Programs

1.a Complete an environmental scan of the external factors influencing workforce development trends.

1.b Gather internal data that supports the viability of existing CTE programs or suggest the need for discontinuance.

1.c Develop a methodology that leads to program decisions based on analysis.

### III.2: Increase Short-term Vocational Certificates that Enhance Employability

2.a Develop strong employer engagement in targeted high growth industry sectors.

2.b Create a pathway to employment for students and a systematic approach for measuring success.

2.c Create a strategy for development and implementation of new certificate programs and marketing those programs to students, industry, and community.

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

3.a Develop strong connections with K-12 districts.

3.b Create pathways for students to transfer seamlessly and successfully.
III.4: Align Resources to a Workforce and Economic Development Strategy

4.a Review and analyze current workforce and economic development activities throughout the District.

4.b Ensure adequate staffing for CTE programs.

4.c Adequately fund CTE programs/labs to retain currency.

III.5: Develop Non-credit Educational Gateways for Adult Learners

5.a Research best practices for creating non-credit gateway programs.

5.b Develop a blueprint with timelines for developing a full gateway model for adult learners.
Goal IV: Organizational Effectiveness and Sustainability
San Jose Evergreen Community College District will develop systems that promote institutional effectiveness and fiscal sustainability
IV.1: Develop, Manage, and Maintain the Physical Plant and Facilities Effectively and Consistent with the Facilities Master Plan

1.a Develop practices and procedures that promote sustainability in all areas of the District.

1.b Effectively use sustainable “green” construction, facilities and maintenance practices that are environmentally sound and fiscally wise.

1.c Incorporate a systematic program of recycling and reuse practices district-wide.

1.d Successfully implement the Measure G bond program.

IV.2: Optimize District Resources Through Innovative and Prudent Fiscal Management Providing a Stable and Flexible Funding Base

2.a Continuously improve financial practices that ensure and support the fiscal stability of the District.

2.b Maintain a fund balance that supports continuous quality improvement in the District.

2.c Align District expenditures to available revenue while striving to provide high quality programs and services.

2.d Integrate the resource allocation process, linked to the District mission, and ensure that it is equitable, transparent, and clearly communicated throughout the District.

IV.3: Enhance Resource Development to Support Institutional Goals

3.a Create a Resource Development Plan to enhance revenue generation and external giving.

3.b Increase resources available for achieving district fund development goals, including public funding, grants, alumni giving, bond funding, endowments, contract education, and foundation funding.
IV.4: Develop a Comprehensive Institutional Effectiveness Plan

4.a Develop performance indicators to measure District strategic goals and operational objectives.

4.b Determine a methodology for allocating resources across the district based upon strategic priorities.

4.c Integrate planning between the district, the colleges, and the Workforce Institute.

IV.5: Complete an Organizational Redesign of the District including Clarifying and Defining all Functions of Work

5.a Complete an organizational redesign to meet the future needs for a student-centered institution.

5.b Develop and implement a process to annually review and update the district functional map to support institutional effectiveness.

5.c Perform regular reviews of employee productivity and satisfaction to align organizational work practices with best practices and maintain currency of work practices.
Goal V: Technology
San Jose Evergreen Community College District will invest in information technology solutions that enhance the learning environment and support student success
V.1: Enhance the District’s Core Infrastructure
1.a Enhance the District’s network and telecommunications infrastructure.
1.b Upgrade and maximize the District’s hardware and software infrastructure including enhancing the Ellucian Colleague administrative system.

V.2: Optimize the Ubiquitous use of Data for Informed Decision-Making
2.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.
2.b Create and maintain a data element dictionary that precisely defines the purpose, format, usage, ownership, stewardship, and relationships of every data element.
2.c Develop a document management solution that supports document organization, collaboration, and security among users.
2.d Identify and resolve shadow systems that create gaps in the data functionality of the District.

V.3: Design and Implement Technology-Enabled Processes to support the District’s Work
3.a Improve the District’s web presence to provide information to external audiences and market the District and colleges.
3.b Improve online service delivery to all District students, faculty, and staff.

V.4: Optimize Robust Technology Support
4.a Implement a best practice technology support model.
4.b Review the IT organizational structure.
4.c Institute a project management model.
4.d Improve business continuity and disaster recovery plans.
4.e Develop, implement, and test data and information security plans.
Goal 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
VI.1: Develop A Process For Determining Stakeholder Requirements

1.a Develop mechanisms for the District’s stakeholder groups to provide input.

1.b Develop and implement methods for collecting data from all stakeholders.

VI.2: Develop Ongoing Two-way Communication With All Internal Audiences

1.a Implement a robust communication portal for faculty, staff, and students.

VI.3: Develop Ongoing Two-way Communication With All External Audiences

1.a Improve the District’s web presence to provide information to external audiences and market the District and colleges.
VI.4: **Invest In Tools and Resources To Enhance Internal and External Communication**

4.a Hire a qualified Public Information Officer and a Webmaster.

4.b Redesign the website of the District, the colleges, and the Workforce Institute.

4.c Develop social media outlets for reaching internal and external audiences.

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VI.5: **Develop Cross Cultural Strategies that Respond to the Diverse Needs of our Service Area**

5.a Ensure publications reflect the diversity within our community.

5.b Implement marketing and outreach strategies that demonstrate a commitment to cultural awareness and sensitivity.

5.c Develop strategies to ensure outreach materials transcend any and all language barriers.
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