

STRATEGIC PRIORITIES

2018-2025 Strategic Priorities

San Jose-Evergreen Community College District

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Institutional Effectiveness, Research and Planning

BACKGROUND & PRINCIPLES

- Outlines the District's direction.
- Based on the District's mission, vision and values.
- Established upon the Board's Ends Policies and Global Ends Statement.
- Based on a student pathways model.
- Grounded in values of opportunity, equity & social justice.
- Provides a focus for new initiatives.
- Provides direction for the colleges to the development of their goals and strategies.

SAN JOSÉ · EVERGREEN COMMUNITY COLLEGE DISTRICT

MISSION | VISION | VALUES



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.

SJECCD VISION:

SJECCD is the premier post-secondary education institution in our region for advancing opportunity, equity, and social justice through educational excellence.

SJECCD VALUES:

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.

GLOBAL ENDS STATEMENT & POLICIES

GLOBAL ENDS STATEMENT

“The San José · Evergreen Community College District exists to ensure all students, especially those with educational and/or socioeconomic challenges, will have the skills and capabilities to be successful in the next stage of their life, sufficient to justify the use of available resources.”

STUDENT SUCCESS

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

Included in Student Success:

TRANSFERABILITY

All students, especially under-prepared students, will achieve academic success sufficient to transfer to a four-year post-secondary institution.

COLLEGE READINESS

Students will develop the language skills to succeed in college, the ability to analyze, synthesize, and evaluate information, and will be able to effectively communicate with others and successfully work collaboratively in culturally diverse settings.

COLLEGE EXPERIENCE

Enrichment opportunities will exist to enhance the learning environment and support student success.

DEGREE AND CERTIFICATE COMPLETION

Students will complete degrees and certificates to enter the workforce.

GLOBAL ENDS STATEMENT & POLICIES

GLOBAL ENDS STATEMENT

“The San José · Evergreen Community College District exists to ensure all students, especially those with educational and/or socioeconomic challenges, will have the skills and capabilities to be successful in the next stage of their life, sufficient to justify the use of available resources.”

COMMUNITY IMPACT

As a leader in the Silicon Valley, the San José · Evergreen Community College District will be an active partner with civic and other community leaders to create a strong economy and foster social-economic equity and social justice.

Included in Community Impact

CAREER DEVELOPMENT

Students will acquire skills sufficient to get, keep and progress in jobs with local employers, particularly in high wage/high growth areas, for all students, especially for: under-prepared students; older displaced students; and young people at the start of their careers.

COMMUNITY, BUSINESS, INDUSTRY AND TRADES PARTNERSHIPS/COLLABORATIONS

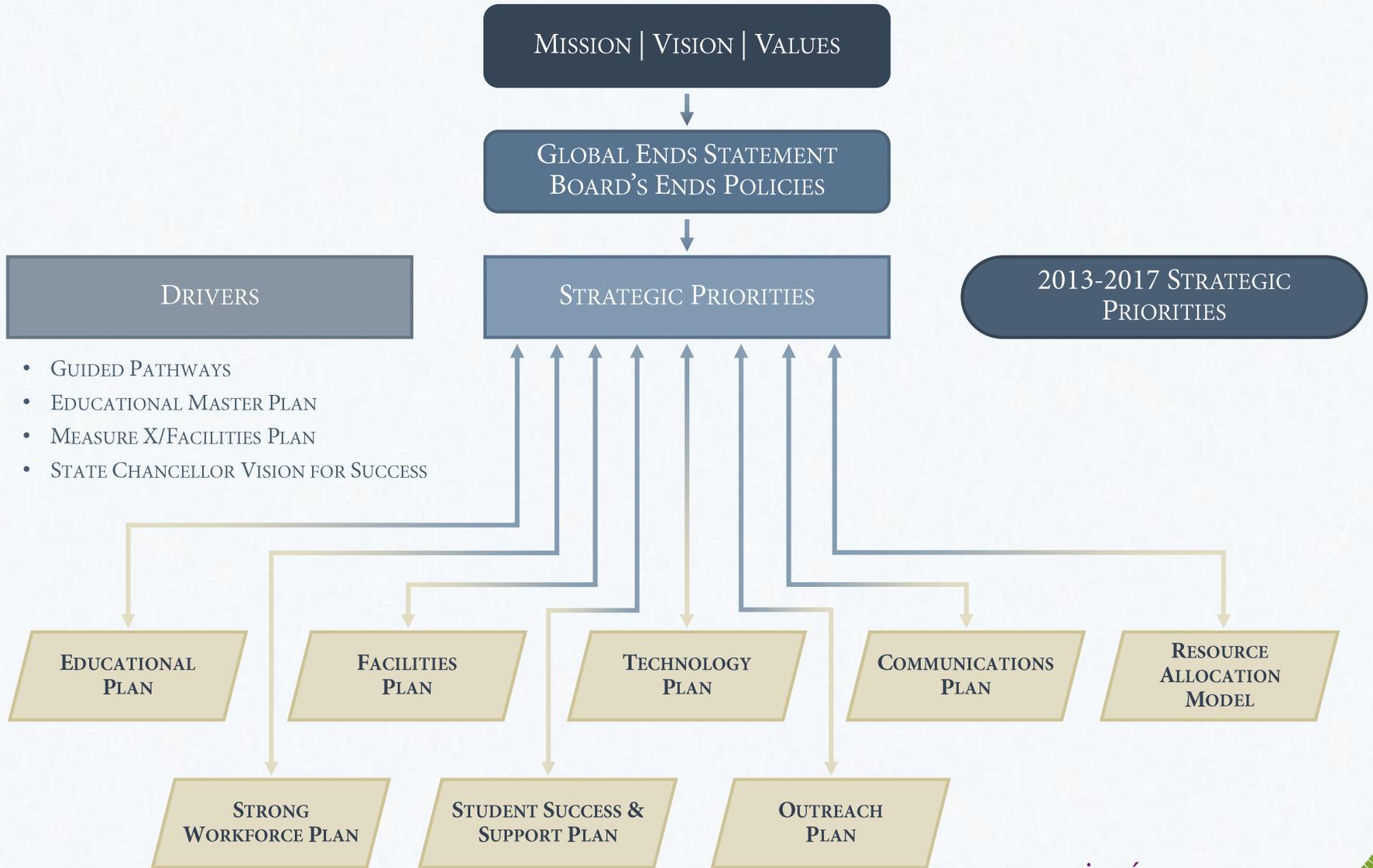
The District will collaborate with business, industry, and the trades for high employment in quality jobs through job placement, internships, mentorships and philanthropic development.

SAN JOSÉ · EVERGREEN COMMUNITY COLLEGE DISTRICT

STRATEGIC PRIORITIZATION PROCESS



CONTEXT FOR STRATEGIC DISTRICT PRIORITIES



STRATEGIC PRIORITIES

1

STUDENT SUCCESS:

The San José-Evergreen Community College District will improve student success through a culture of evidence by providing structured educational pathways and continuous support services that align with their educational and career goals and promote responsible global citizenship and civic engagement.

2

WORKFORCE AND ECONOMIC DEVELOPMENT:

The San José-Evergreen Community College District will support economic mobility of our diverse community by responding to the workforce needs of the Silicon Valley region.

3

ORGANIZATIONAL EFFECTIVENESS AND SUSTAINABILITY:

The San José-Evergreen Community College District will develop and utilize systems that promote institutional effectiveness, fiscal sustainability, and accountability.

4

TECHNOLOGY:

The San José-Evergreen Community College District will invest in secure information technology solutions and instructional technology that enhance the learning and working environment and support guided pathways, institutional effectiveness, and student success.

5

COMMUNICATION:

The San José-Evergreen Community College District will engage in effective communication with internal and external audiences to improve stakeholder satisfaction.

6

TOTAL WORK ENVIRONMENT:

The San José-Evergreen Community College District will promote a total work environment that contributes to the success and development of its students and employees.

THE THREE LEVELS

District Strategic Priorities (6)

Broad and long-term strategic priorities to support the mission, vision and values of the district, and therefore the guiding principles of this process.



District Objectives (3-5 for each priority)

Objectives are specific, quantifiable and realistic targets focused on advancing the strategic priority. Each of the objectives is supported by activities from the District and College's strategic priorities.



District Indicators (one for each objective)

Indicators are evaluative measures to determine the progress and outcome of the district objectives. They are to be reviewed on an annual basis.

STRATEGIC PRIORITY 1: STUDENT SUCCESS

The San José-Evergreen Community College District will improve student success through a culture of evidence by providing structured educational pathways and continuous support services that align with their educational and career goals and promote responsible global citizenship and civic engagement.

OBJECTIVE 1

Increase the number of students earning a certificate, degree, or transfer to a four-year institution.

KPI

Increase in the completion rate for all student populations, including for unprepared and ethnically diverse groups, using the Chancellor’s Office Student Success Scorecard.

OBJECTIVE 2

Expand the development of pathways and support services leading to educational goal completion and civic engagement.

KPI

Improvement in first-year momentum points for first-time students, including for disaggregated student groups, on first-year momentum points, as reported by the Chancellors’ Office Guided Pathways metrics.

OBJECTIVE 3

Increasing outreach and enrollment into CTE courses and programs.

KPI

Increase in the number of CTE course enrollments and completion of CTE certificates, degrees and transfers as indicated by the Strong Workforce program metrics in the Chancellor’s Office Launchboard.

OBJECTIVE 4

Increase the number or proportion of high schools students enrolling at the colleges in the District.

KPI

Increase in the number or proportion of local high school students enrolling at the colleges in the district.

STRATEGIC PRIORITY 2:

WORKFORCE & ECONOMIC DEVELOPMENT

The San José–Evergreen Community College District will support economic mobility in our diverse community by responding to the workforce needs of the Silicon Valley region.

OBJECTIVE 1

Ensure that all programs provided by CTE are responsive to industry demands and competencies, and prepare graduates for high wage/sustainable career path.

KPI

Increase in the percent of students in career and technical programs successfully passing licensing exams after program completion (i.e. nursing boards, or met paramedic national registry).

OBJECTIVE 2

Design, implement, and deliver clear state of the market education pathways from high schools to post-secondary that expand student employability and meet the needs of regional employers including the use of non-credit, dual enrollment, and transfer.

KPI

Increase in the employment rate of CTE completers and the incomes of CTE skills builders as reported by the Chancellor's Office Launchboard metrics.

OBJECTIVE 3

Create a comprehensive Workforce Development Strategic Plan that supports economic mobility in our diverse community by responding to the workforce needs of the Silicon Valley region.

KPI

Completion of a comprehensive Workforce Development Strategic Plan that includes metrics to document the increase of student economic mobility because of credential attainment.

OBJECTIVE 4

Establish a baseline of workforce experiences of all programs under the conceptual framework of experiential learning (apprenticeship, internships, externships, etc.).

KPI

Increase in number and type of workplace opportunities for students in workforce programs.

STRATEGIC PRIORITY 3:

ORGANIZATIONAL EFFECTIVENESS & SUSTAINABILITY

The San José-Evergreen Community College District will develop and utilize systems that promote institutional effectiveness, fiscal sustainability and accountability.

OBJECTIVE 1

Develop, manage, and maintain the physical plant and facilities effectively and consistent with the Facilities Master Plan.

KPI

Assessment of the required maintenance needs for the physical plant and facilities to support and enhance student success.
Utilization of available institutional resources earmarked to maintain the physical plant and facilities. Project completion time, budget performance, and consistency with approved plans.

OBJECTIVE 2

Optimize District Resources through sound fiscal management.

KPI

Maintain District credit rating standards of AA for Standard and Poor's Global Ratings Agency and Aa1 for Moody's Investor Services and maintain an unmodified opinion letter for all financial audits.
Implement a revised Resource Allocation Model.

OBJECTIVE 3

Enhance resource development to support institutional goals.

KPI

Increase in Foundation funding for student scholarships and grant opportunities to support student success.

STRATEGIC PRIORITY 4: TECHNOLOGY

The San José-Evergreen Community College District will invest in secure information technology solutions and instructional technology that enhance the learning and working environment and support guided pathways, institutional effectiveness, and student success.

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| <p>OBJECTIVE 1 Provide regular updates of technology to ensure the quality and capacity to support operations, programs, services and the mission.</p> | <p>KPI Level of user satisfaction with the overall quality and capacity of technology to support student success and operations.</p> |
| <p>OBJECTIVE 2 Implement continuous improvements of standardized business processes involving technology to improve institutional operations.</p> | <p>KPI Increase in user satisfaction with improved business processes.</p> |
| <p>OBJECTIVE 3 Ensure institutional support of technology planning and standardized project management including portfolio management, project intake and project prioritization.</p> | <p>KPI Increase in user satisfaction with improved business processes for technology planning, prioritization and project management.</p> |
| <p>OBJECTIVE 4 Support institutional data management and data governance for data-informed decision-making.</p> | <p>KPI Increase in user satisfaction with institutional data management, data governance and data-informed decision-making.</p> |
| <p>OBJECTIVE 5 Develop and continuously improve internal and external web resources and mobile applications to support operations, programs, services and the mission.</p> | <p>KPI Increase in user satisfaction with new web resources after implementation.</p> |

STRATEGIC PRIORITY 5: COMMUNICATION

The San José–Evergreen Community College District will engage in effective communication with internal and external audiences to improve stakeholder satisfaction.

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| <p>OBJECTIVE 1 Develop and implement District strategic communications plan.</p> | <p>KPI Establishment of plan that results in an increase of marketing reach to priority audiences.</p> |
| <p>OBJECTIVE 2 Evaluate effectiveness and usability of website, and enhance website structure to support institutional effectiveness and student success through guided pathways.</p> | <p>KPI Establishment of measurement tool and evaluation process to determine website effectiveness and usability.</p> |
| <p>OBJECTIVE 3 Identify and prioritize key stakeholder groups and determine most effective messaging for these groups.</p> | <p>KPI Completion of prioritized list of key stakeholder groups and assess the most effective messaging.</p> |
| <p>OBJECTIVE 4 Evaluate and enhance ongoing two-way communication with all internal audiences.</p> | <p>KPI Increase in employee satisfaction with District communication.</p> |

STRATEGIC PRIORITY 6: WORK ENVIRONMENT

The San José-Evergreen Community College District will promote a total work environment that contributes to the success and development of its students and employees.

| | |
|---|--|
| <p>OBJECTIVE 1 Create a safe learning and working environment for students, faculty, and staff.</p> | <p>KPI The number of incidents of criminal offenses on college campuses as reported under the requirement of the Clery Act.</p> |
| <p>OBJECTIVE 2 Increase diversity of faculty, staff and students, and expand the capacity of institutional cultural proficiency.</p> | <p>KPI Increase in diversity of faculty and staff as reported annually for three-year increments.</p> |
| <p>OBJECTIVE 3 Increase the professional development resources allocated to faculty and staff with a focus to improve student success.</p> | <p>KPI Increase in employee and student satisfaction with staff development opportunities and student development activities.</p> |
| <p>OBJECTIVE 4 Provide faculty, staff and students with the facilities, equipment, tools and resources needed for effective work and learning.</p> | <p>KPI Increase in faculty, staff and student satisfaction with facilities, equipment and resources.</p> |

LAYOUT OF THE STRATEGIC PRIORITIZATION REPORT

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Key Trends and Challenges

Student Enrollment and Achievement

District Priorities, Objectives and Indicators

Integration with College Specific Plans

A Collaborative, Cohesive Effort

NEXT STEPS...

- First Reading at Board of Trustees – 12/12/17
- First Reading at District Council – 12/14/17
- Academic Senates
- District Council
- Second Readings
- Final Approval

FACILITATORS

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TOTAL WORK ENVIRONMENT

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