

San Jose Evergreen Community College District
Districtwide Strategic Planning
Phase I: Situational Analysis

Final Report

March 14, 2025



SAN JOSÉ · EVERGREEN
Community College District

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Introduction and Background

The San José–Evergreen Community College District (SJECCD) is approaching the culmination of its SJECCD Strategic Priorities 2018-2025 Plan and is in the process of envisioning its next long-range planning process for the District and its colleges, San José City College and Evergreen Valley College. The two colleges developed their Educational Master Plans (EMPs) in 2021 (SJCC) and 2022 (EVC), and in the near future will embark on developing their new EMPs. Currently, the District and its colleges have individual planning structures and processes. The district desires to approach planning across the district in a more integrated fashion, aligning these semi-siloed planning efforts. This unified and collaborative approach to long-range planning aims to offer a more holistic perspective on the needs of the SJECCD service region, thereby bolstering district services' capacity to support the Educational Master Plans of the two colleges, advance student equity and success across the District, support fiscal sustainability, and support the development of a Districtwide strategic enrollment management plan.

Secondly, a unified and intentional approach to data collection and analysis would offer the opportunity to examine both comprehensive and disaggregated data across the SJECCD region, while concurrently supporting focused strategies for access and success at the local level of each college's service area. Examining the key performance indicators (KPIs) and tracking both trends and achievement gaps among student populations across SJECCD and its colleges would assist with strategic enrollment management approaches to strengthen student success, retention, persistence, and completion.

Envisioning a New Long-Range Planning Process

SJECCD engaged the Collaborative Brain Trust (CBT) to retain expertise to work with the District in envisioning the next planning process, facilitate discussions for a more integrated and aligned planning cycle, and assist with defining a workable methodology and terminology for its planning efforts. The CBT team shared current best practices in community college planning, incorporating the State Vision for Success, Vision 2030, and other statewide initiatives, to support the development of a timeline and integrated planning approach for five key components of SJECCD's next planning cycle:

- Integrated and aligned district-wide planning cycle and timeline
- SJECCD's District Strategic Plan (DSP) and Strategic Priorities
- San José City College (SJCC) Educational Master Plan (EMP)
- Evergreen Valley College (EVC) Educational Master Plan (EMP)
- Districtwide comprehensive data portfolio to guide decision-making in a manner that advances equity in student access, support, and success in alignment with California's Vision 2030

Planning discussions were conducted in alignment with SJECCD's participatory governance structures. Consideration was given to (a) the cycle and standards of the Western Association of Schools and Colleges (WASC), Accrediting Commission for Community and Junior Colleges (ACCJC); (b) current State Initiatives, such as the Vision For Success / Vision 2030 and its complementary initiatives (Guided Pathways, Student Equity and Achievement, and the Student Centered Funding Formula); and (c) other ongoing planning efforts at the District and its colleges.

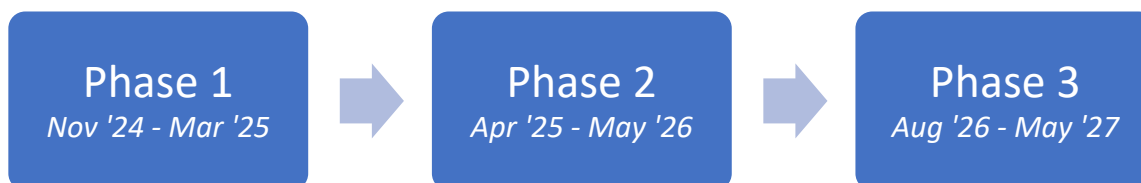
A two-phased approach was adopted for developing the District Strategic Plan. A subsequent third phase is envisioned for development of the two colleges' next Educational Master Plans (EMPs), as well as the possibility of developing a District Services and Operations (DSO) Plan to support the District Strategic Plan and the colleges' EMPs. The resulting three-phased process for long-range integrated planning is described in the next section.

Three-Phase Integrated Planning Design

The design for the next long-range planning cycle includes three phases:

- ◆ Phase 1: Situational Analysis
This initial “Discovery Phase” provided an opportunity for the District to determine “where we are, what has been accomplished, what remains a priority, and what are some key trends, challenges, and opportunities that will impact SJECCD’s work?”
- ◆ Phase 2: Districtwide Strategic Plan Development
In this second Phase, the District will assemble a Task Force with academic senate, classified senate, management, and student representatives from the two colleges and District offices. The consultant team will use results from Phase 1, and a more extensive Discovery Phase to generate a comprehensive Data Profile of the San Jose Evergreen Community College District. Working with the Strategic Planning Task Force, the consultant team will facilitate the building of shared vision. The Task Force will identify future-focused districtwide strategic priorities to advance equitable student access and success, address workforce needs of the region, and maximize effectiveness and efficiency of the District and its colleges. Applicable key performance indicators (KPIs) will be delineated, along with a recommended review cycle for assessment of progress and accountability to drive goal achievement.
- ◆ Phase 3: Development of College Educational Master Plans and a Potential District Services and Operations (DSO) Plan
In this third and final phase, the District Strategic Plan will be operationalized through the development of new Educational Master Plans (EMPs) at San Jose City College (SJCC) and Evergreen Valley College (EVC); a District Services and Operations (DSO) Plan may also be developed to support District strategic priorities and the colleges' EMPs.

The three-phased integrated planning design and timeline are depicted below.



Report on Phase 1: Situational Analysis

This report provides a summary of the deliverables resulting from Phase 1: Situational Analysis. Phase 1 of the planning process was conducted between November 2024 and March 2025.

Key Activities

Phase 1 comprised three key activities:

1. Integrated Planning Design and Collaboration
Examine the array of key planning processes across SJECCD to determine how they might be aligned, strengthened, and streamlined for increased effectiveness and the efficient use of fiscal and human resources.
2. Outcomes and Accomplishments of the SJECCD 2018-2025 Strategic Priorities
Assess outcomes and key accomplishments of the *SJECCD 2018-2025 Strategic Priorities and progress on KPIs*, and identify high priorities for the next planning cycle.
3. Recommendations to Support Phases 2 and 3 of SJECCD’s Integrated Planning Design
Make recommendations for data elements and approaches to support the success of the second and third phases of the long-range planning process.

Results from the above three activities provide the foundation to support development of (a) the next District Strategic Plan, (b) the *Future-Focused, Forward-Ready 4-Part Plan to Fiscal Sustainability*, (c) a districtwide *SJECCD Strategic Enrollment Management (SEM) Plan*, and (c) the next *SJCC and EVC Educational Master Plans (EMPs)* and possible *District Services and Operations (DSO) Plan*.

Several key tasks were completed to accomplish the work of Phase 1, including:

- A review of key Board reports, District and college documents, and meeting minutes
- A review of SJECCD, SJCC, and EVC websites
- A review of key planning processes and timelines across the District and in each college
- A total of 30 Interviews, listening sessions, and vision sessions conducted with the below individuals and groups

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| <ul style="list-style-type: none"> • Trustees • Chancellor • Vice Chancellor, Administrative Services • EVC President • SJCC Acting President • AVC Physical Plant and Operations • Institutional Research & Planning • Information Technology Services & Support • Enterprise Services & Operations • Marketing and Public Information Officer • Director Communications, Community Relations, and Diversity | <ul style="list-style-type: none"> • District Advisory Council • District Academic Senate • SJCC Associated Student Government • EVC Associated Student Government • SJCC President’s leadership team • EVC President’s leadership team • SJCC College Advisory Council • EVC College Advisory Council • SJCC Classified Senate • EVC Classified Senate • Managers, Confidential, and Supervisors |
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An overview of each of the three activities is provided in the sections that follow.

Integrated Planning Design and Collaboration

This activity involved the review and analysis of key long-range District and colleges’ planning processes to determine recommendations for alignment and collaboration both within SJECCD and with external

entities (e.g., the State Chancellor’s office, regional accreditation, etc.) The goal was to develop a more aligned and integrated timeline of these processes in order to provide a collaborative and unified approach to meeting the strategic priorities of the District, the goals of each college’s EMP, and the State Vision for Success goals.

Additionally, this approach can have the following positive impacts for SJECCD:

- Unify efforts to meet Vision 2030 goals and achieve district strategic priorities.
- Foster a more collegial and collaborative relationship among SJCC, EVC, and the district offices.
- Support a data-informed culture for decision making; provide a regular cycle of developing a comprehensive data profile to serve multiple planning processes/cycles at all district and college sites.
- Consolidate and streamline data collection and analysis, external and internal scanning cycles, and surveys of students and employees.
- Bring a unified approach to serving students and the ability to manage scheduling, workload, etc. to support student retention, progression, completion and closing equity gaps - especially with the expanded diverse teaching and learning modalities of in-person, online, hybrid, and hybrid-flex courses since the COVID-19 Pandemic.
- Bring a unified approach to meeting workforce needs of the region – assessing program viability, vitality, and the need for program redesign, consolidation, expansion, or reduction.
- Minimize duplicate systems and software solutions: (a) more user-friendly for students who attend both colleges, (b) streamlines workload for technical support, employee onboarding, training, and professional development, and (c) reduces cost.
- Allows for building an accountable, outcomes-focused planning model, monitoring progress annually, and a technology solution to support the alignment of efforts, transparency in the assessment of progress, user-friendly access to data, and the ability to prepare reports for multi-level users (i.e., Trustees, executives, mid-managers, faculty, etc.).

A new *Integrated Planning Timeline Matrix – Eight-Year Planning Cycle* is recommended for the next planning cycle.

Outcomes and Accomplishments of the SJECCD 2018-2025 Strategic Priorities

The Phase 1 Situational Analysis revealed that monitoring of progress on the six SJECCD 2018-2025 Strategic Priorities was “irregular and spotty” without a formalized review and assessment process, technology-supported monitoring system, nor a formalized plan for continuous improvement and/or redirection of goals and objectives over the seven-year period. Most focus was placed on the Board’s two Ends Statements of Student Success and Community Input. With the lack of a formalized process for review, some KPIs were monitored closely, while others were not regularly assessed. Two important notes are the following: (1) There were extenuating circumstances that impacted progress and/or the monitoring of progress on the six strategic priorities, and (2) regardless of these impacts, many positive outcomes and key accomplishments were revealed during the project’s discovery phase that are included in the findings in this report. These two impacts are described in the sections that follow.

Impacts on Goal Achievement and Monitoring Across the Six Strategic Priorities

COVID-19 Pandemic

The COVID-19 Pandemic occurred in the middle of the 2018-2025 Strategic Plan, from 2020 to 2023. The District and its colleges, like all other colleges in California and across the nation, were in survival mode at the time. The entire District and its colleges scrambled to convert all operations, including classes, student services, etc., to remote operations and teaching and learning modalities. Faculty were challenged to convert all classes to an online format, and students were challenged to figure out how to complete their courses online. Some students had never even worked in an online environment. The learning curve for everyone was overwhelming, so “survival mode” and caring for students took precedence over monitoring ongoing planning efforts. Following the COVID-19 Pandemic, many students and faculty stayed in the remote teaching and learning environment, and even today SJECCD, like many community college districts, has a much greater remote student population.

Executive Turnover

During the past seven years, SJECCD, like many California community college districts, has experienced considerable turnover in executive leadership, as well as a greater than average faculty and staff turnover. This turnover has affected the monitoring of long-range plans, redirection as needed to new priorities, and an overall inability to stabilize. Focusing on new initiatives has been a struggle, with several executive leadership positions vacant and others in flux. SJECCD has regained stability recently and is now ready to embark on a new, high-quality, long-range planning process. This Phase 1 Situational Analysis provides the starting point for the future.

Positive Outcomes and Key Accomplishments

The activities of the Phase 1 project provided information on the outcomes and key accomplishments among the six strategic priorities of the District. Despite the impediments described above, SJECCD and its colleges achieved many great accomplishments in the 2018-2025 plan, which are displayed in the charts that follow.

SJECCD Districtwide Strategic Planning

In 2017-2018, SJECCD developed a strategic plan, the “San Jose Evergreen Community College District 2028-2025 Strategic Priorities.” The plan includes six Strategic Priorities, each with objectives and key performance indicators (KPIs). In addition to the plan, the Board of Trustees developed a Global Ends Statement and two Ends Policies “to ensure the District achieves its visionary objectives.” The ends policies, one of which focuses on student success and the other on community impact, do not duplicate the Strategic Priorities, but do align with Strategic Priority 1 (Student Success) and Strategic Priority 2 (Workforce & Economic Development).

Since the strategic plan and Board Ends Policies were adopted in 2018, there have been reports to the Board twice per year on progress meeting the Board’s Ends Policies. Initially, there was an online dashboard developed to monitor progress on the KPIs in the Strategic Priorities document. However, due to staff turnover and the COVID-19 pandemic, that dashboard was not updated. This report provides an evaluation of the KPIs from the 2018-2025 Strategic Priorities in the chart that follows this section, including detailed data and information on outcomes and achievements for each objective under each strategic priority.

SJECCD Board of Trustees' Global Ends Statement

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.

SJECCD Board of Trustees' Ends Policies

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 underprepared 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.

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 Jose-Evergreen Community College District 2018-2025 Strategic Priorities: Outcomes and Key Accomplishments

STRATEGIC PRIORITY 1: STUDENT SUCCESS

The San Jose-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 1.1

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

KPI

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

Outcomes and Key Accomplishments

- This is a cohort-based lagging indicator including only first time non-special-admit students. According to the most recent data available from DataVista, the 3-year cohort rate for SJECCD students earning an award (CCCCO approved certificate or Associate Degree) INCREASED from 8.9% in 2017-18 to 12.0% in 2020-21, and the Transfer Rate (with denominator used in SEP) INCREASED from 22.5% in 2017-18 to 26.6% in 2018-19.
- All Ethnic groups (American Indian, Asian, Black, Filipino, Hispanic, Multi, White) showed increased rates of awards; all ethnic groups except Whites showed increased transfer rates using the same parameters.
- Using the same parameters, award and transfer rates increased for both female and male students.
- More recent internal data (*Bi-Annual Reporting of Boards' Ends Policies*, 2/13/2024 shows that overall awards decreased between 2020-21 and 2022-23 (when overall enrollment also decreased) but the number of ADTs increased. Further, data show an upward

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| | <p>trend in Transfers between 2018-19 and 2020-21.</p> <ul style="list-style-type: none"> • Successfully implemented programs like "First Two Free" and "15 for Free," reducing financial barriers for students. • Improved graduation, transfer rates, and completion outcomes through Guided Pathways, First Year Experience (FYE), and equity-focused initiatives. |
| <p>OBJECTIVE 1.2</p> <p>Expand the development of pathways and support services leading to educational goal completion and civic engagement.</p> <p>KPI</p> <p><i>Improvement in first-year momentum points for first-time students, including for disaggregated student groups, as reported by the Chancellor's Office Guided Pathways metrics.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> • According to the most recent data available from <u>DataVista</u>, the percentage of all non-special admit students persisting from Fall to Spring REMAINED STABLE at 66% between 2017-18 and 2022-23. • Rates by ethnicity remained stable or increased between 2017-18 and 2022-23, with the exception of Whites where the rate decreased from 62% to 57%. • Rates by gender were stable (unchanged) using the same parameters. • According to the most recent data available from <u>DataVista</u>, the rate of SJECCD students pursuing a degree or transfer completing transfer level math and English in the district in the first full year (or in first three years for credit ESL students) INCREASED from 14% in 2017-18 to 22% in 2021-22. • All ethnic groups except Whites showed increases in completing math and English using the same parameters. • Using the same parameters, rates increased for both female and male students. • Developed robust support systems, including the Dreamer Resource Center, Veteran's Center, and ESL programs. |

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| <p>OBJECTIVE 1.3</p> <p>Increasing outreach and enrollment into Career Technical Education (CTE) courses and programs.</p> <p>KPI</p> <p><i>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.</i></p> | <p><i>Outcomes and Key Accomplishments</i></p> <ul style="list-style-type: none"> • According to the most recent data available from DataVista, the overall number of students enrolled in CTE at the SJECCD decreased from 9,936 in 2017-18 to 8,728 in 2022-23. • However, during the same time period, completion rates for CTE students INCREASED from 12% to 16% (earned a certificate, degree, or transferred). • Expanded Career and Technical Education (CTE) programs, ensuring alignment with labor market needs. • Initiated innovative workforce programs in emerging fields like automotive training for electric vehicles. |
| <p>OBJECTIVE 1.4</p> <p>Increase the proportion of high school students enrolling at the colleges in the District.</p> <p>KPI</p> <p><i>Increase in the proportion of local high school students enrolling at the colleges in the District.</i></p> | <p><i>Outcomes and Key Accomplishments</i></p> <ul style="list-style-type: none"> • According to data from the CCCC (DataMart), the proportion of Special Admit students DECREASED SLIGHTLY from 6.6% in Fall 2018 to 6.5% in Fall 2023. During this time frame, Special Admit enrollments peaked in Fall 2022 at 8.0%. • Expanded dual enrollment opportunities, increasing student access and participation. |
| <p><i>Strategic Priority 1: Areas Yet to be Completed</i></p> <ul style="list-style-type: none"> • Continued work needed to increase persistence and completion rates for all ethnicities. • Increasing the number of students enrolled in CTE programs / courses. • Expanding TK-12 partnerships and increasing the number of high school students enrolling at the colleges in the district. | |

Notes: The Student Success Scorecard and LaunchBoard were discontinued by the Chancellor's Office, and replaced with DataVista datavista.cccco.edu which was the source for outcomes measures. Dual enrollment of high school students was measured using the CCCC DataMart.

STRATEGIC PRIORITY 2: WORKFORCE & ECONOMIC DEVELOPMENT

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

OBJECTIVE 2.1

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.

Outcomes and Key Accomplishments

- According to the most recent data available from DataVista, the percentage of CTE students from the SJECCD who exited the system and became employed by two quarters after exit INCREASED from 33% in 2017-18 to 38% in 2021-22.
- Using the same data source, and looking at Short-Term CTE students (Skills Builders), there was an INCREASE in income from \$55K in 2017-18 to 58K in 2021-22.
- Promoted workforce readiness through tools like Handshake and career development resources.
- Enhanced regional collaboration with K-12 districts to create seamless educational pipelines.

OBJECTIVE 2.2

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 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).

Outcomes and Key Accomplishments

- According to data from the colleges' annual ACCJC reports, licensure pass rates fluctuated between 2018-2019 and the most recent year data are available, with some going up and some going down. On average, across programs, the pass rate was 84% in 2018-2019 and 84% in the most recent year available (2022-2023 for SJCC and 2021-2022 for EVC).

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| <p>OBJECTIVE 2.3</p> <p>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.</p> <p>KPI</p> <p><i>Completion of a comprehensive Workforce Development Strategy Plan that includes metrics to document the increase of student economic mobility because of credential attainment.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> While SJECCD did not create a specific plan, efforts were undertaken to improve Career Education in the District. |
| <p>OBJECTIVE 2.4</p> <p>Establish a baseline of workforce experiences of all CTE programs under the conceptual framework of experiential learning (apprenticeships, internships, externships, etc.)</p> <p>KPI</p> <p><i>Increase the number and type of workplace opportunities for students in workforce programs.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> No data were available to evaluate any increases in workplace opportunities for students. Ideally, the District would track this data through COMIS data element XB09: Section Workbased Learning Activities. Strengthened partnerships with industry leaders like Tesla, fostering apprenticeships and workforce readiness. |
| <p>Strategic Priority 2: Areas Yet to be Completed</p> <ul style="list-style-type: none"> Completion of a comprehensive Workforce Development Strategic Plan, with metrics, in alignment with the new California Master Plan for Career Education. Establishment of a baseline to track increases in workplace opportunities for students. | |

Notes: The Student Success Scorecard and LaunchBoard were discontinued by the Chancellor's Office, and replaced with DataVista datavista.cccco.edu which was the source for outcomes measures. Licensure pass rates were obtained from annual ACCJC reports, and Workforce experiences outcomes.

STRATEGIC PRIORITY 3: ORGANIZATIONAL EFFECTIVENESS & SUSTAINABILITY

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

OBJECTIVE 3.1

Optimize District Resources through sound fiscal management.

KPIs

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.

Implementation of Resource Allocation Model.

Outcomes and Key Accomplishments

- The SJECCD has maintained clean unmodified opinions for all its audited reports and has not received any qualified opinions.
- Between 2016 and 2020, there were two attempts to adopt a Resource Allocation Model, however both were unsuccessful due to insufficient support from the colleges and employee groups.
- The structural deficit remains and plans are underway to correct this deficit.
- The Chancellor's Listening Tour Report, *The First 100 Days (Fall 2024)*, reports "information shared during the listening tours highlighted concerns regarding fiscal responsibility, transparency in budget allocation, and ensuring resources are fairly distributed across departments and campuses."
- Maintained fiscal stability through Basic Aid and sound financial planning despite external challenges.
- Enhanced operational efficiency with tools like CurricUNET and early development of a Resource Allocation Model (RAM).

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| <p>OBJECTIVE 3.2</p> <p>Develop, manage and maintain the physical plant and facilities effectively and consistent with the Facilities Master Plan.</p> <p>KPI's</p> <p><i>Attainment of the required maintenance needs for the physical plant and facilities.</i></p> <p><i>Utilization of available institutional resources earmarked to maintain the physical plant and facilities.</i></p> <p><i>Project completion time, budget performance, and consistency with approved plans.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> • Work is in progress to complete the update of the Facilities Master Plan • Bond funding provided new and improved facilities and equipment on both campuses. Grants provided additional support. |
| <p>OBJECTIVE 3.3</p> <p>Enhance resource development to support institutional goals.</p> <p>KPI</p> <p><i>Increase Foundation funding for student scholarships and grant opportunities to support student success.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> • Overall Foundation funding has not increased since 2018, in great part due to the COVID-19 Pandemic which left the Foundation in a status quo between 2020 and 2022, and also due to turnover in leadership. • Successfully utilized grant funding for programs, supporting long-term institutional goals. |
| <p>Strategic Priority 3: Areas Yet to be Completed</p> <ul style="list-style-type: none"> • Completion of the Facilities Master Plan Update. • Foundation leadership and strategic planning for increasing the Foundation's funds. | |

STRATEGIC PRIORITY 4: TECHNOLOGY

The San Jose-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.

OBJECTIVE 4.1

Provide regular updates of technology to ensure the quality and capacity to support operations, programs, services and the mission.

KPI

Level of user satisfaction with the overall quality and capacity of technology to support student success and operations.

Outcomes and Key Accomplishments

- IT regularly surveys user satisfaction upon completion of work order tickets.
- Many major technology initiatives have been completed since 2018, including improvements to cybersecurity, network & firewall upgrades, and technology device replacements.
- Drop for non-payment was recently reinstated and *TouchNet* technology for payments was implemented.

OBJECTIVE 4.2

Implement continuous improvements of standardized business processes involving technology to improve institutional operations.

KPI

Increase user satisfaction with improved business processes.

Outcomes and Key Accomplishments

- Improvements to standardized business processes included digitization of forms and an electronic approval process, and Microsoft consolidation.
- IT developed an “Open House” concept, intentionally reaching out to users on the campuses to gather input on upcoming technology changes.
- The Chancellor’s Listening Tour Report, *The First 100 Days (Fall 2024)*, reports that “Listening tour input highlighted frustration among employees and students with technology, including limitations with current IT infrastructure and negative impacts on day-to-day operations and employee productivity.”
- Transitioned to a mobile campus, providing laptops, Wi-Fi hotspots, and AI-

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| | <p>driven student engagement tools like chatbots.</p> <ul style="list-style-type: none"> Enhanced platforms like Canvas, Student Forms, and data warehouses for improved administrative and student support. |
| <p>OBJECTIVE 4.3</p> <p>Ensure institutional support of technology planning and standardized project management including portfolio management, project intake and project prioritization.</p> <p>KPI</p> <p><i>Increase user satisfaction with improved business processes for technology planning, prioritization and project management.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> The District recently completed a Technology Master Plan (FY 2025-2032) and each college is currently developing their own separate technology plans. Development of the Technology Master Plan included interviewing 98 individual faculty, classified professionals, administrators and students at both campuses and the District Office, and followed up with a two-day District-wide Summit on 11/30 and 12/1, 2023. Themes for the Technology Master Plan were intentionally aligned with the SJECCD Strategic Priorities 2018-2025. The District-wide Technology Plan was developed with stakeholder input to align infrastructure with strategic needs. Made strides in adopting AI for operational and academic purposes. |
| <p>OBJECTIVE 4.4</p> <p>Support institutional data management and data governance for data-informed decision-making.</p> <p>KPI</p> <p><i>Increase user satisfaction with institutional data management, data governance and data-informed decision making.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> The development of a centralized data warehouse should be completed within a year. There have been some efforts to create data governance processes, but they are incomplete. Precision Campus data dashboard was created to allow for public and employee access to data and information. |

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| <p>OBJECTIVE 4.5</p> <p>Develop and continuously improve internal and external web resources and mobile applications to support operations, programs, services and the mission.</p> <p>KPI</p> <p><i>Increase in user satisfaction with web resources to support operations, programs and services.</i></p> | <p><i>Outcomes and Key Accomplishments</i></p> <ul style="list-style-type: none"> • IT implemented multi-factor authentication for students and employees, and refreshed WiFi districtwide. • The District and both colleges made significant changes to their websites to improve the user experience. |
| <p><i>Strategic Priority 4: Areas Yet to be Completed</i></p> <ul style="list-style-type: none"> • Several needed software solutions are yet to be implemented for effective and efficient operations (e.g., degree audit, auto-awards, enrollment management and scheduling, customer relations management (CRM) system for students, institutional planning and effectiveness monitoring, etc.). • Address concerns from staff regarding limitations with current IT infrastructure and negative impacts on day-to-day operations and employee productivity. • Completion of a centralized data warehouse and data governance processes to support data-informed decision-making. | |

STRATEGIC PRIORITY 5: COMMUNICATION

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

OBJECTIVE 5.1

Develop and implement a District strategic communications plan.

KPI

Establishment of a plan that includes measures to increase marketing reach to priority audiences.

Outcomes and Key Accomplishments

- While the District did not create a specific plan, efforts were taken to increase marketing reach to priority audiences, including social media engagement, and specific initiatives to gather input and feedback from the community.
- It was also determined that marketing efforts could be better addressed at the college level; college marketing professionals have since been hired.
- Improved transparency and alignment between District and college communication strategies.
- Promoted equity and accessibility through targeted community engagement and improved messaging platforms.

OBJECTIVE 5.2

Enhance website structure to support institutional effectiveness and student success through guided pathways.

KPI

Establishment of measurement tool to evaluate and improve website effectiveness and usability.

Outcomes and Key Accomplishments

- In advance of a launching a new District website in 2023, outside consultants surveyed stakeholders to create a more effective tool.
- Both Colleges have launched new websites in recent years.
- Leveraged student portals and campus information screens to centralize resources and announcements.

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| <p>OBJECTIVE 5.3</p> <p>Identify and prioritize key stakeholder groups and determine most effective messaging for these groups.</p> <p>KPI</p> <p><i>Assessment of messaging effectiveness to key stakeholder groups.</i></p> | <p><i>Outcomes and Key Accomplishments</i></p> <ul style="list-style-type: none"> • Key stakeholder groups are identified and prioritized with each District messaging effort. • When the technology/process allows, engagement with messaging is tracked. • Outreach and branding has been strengthened through weekly cross-campus marketing collaboration. |
| <p>OBJECTIVE 5.4</p> <p>Evaluate and enhance ongoing communication with all internal audiences.</p> <p>KPI</p> <p><i>Increase in employee satisfaction with District communications.</i></p> | <p><i>Outcomes and Key Accomplishments</i></p> <ul style="list-style-type: none"> • Efforts to assess employee satisfaction with the frequency and content of messaging has occurred via Chancellor's Office Program Review. • The Chancellor's Listening Tour was appreciated by stakeholders and provided feedback on satisfaction and areas for improvement in communication across the District. • The Chancellor's Listening Tour Report, <i>The First 100 Days (Fall 2024)</i>, stated, "I received feedback during the listening tours that illustrated a desire for enhanced two-way communications between the District Office, the colleges, and employees." |
| <p><i>Strategic Priority 5: Areas Yet to be Completed</i></p> <ul style="list-style-type: none"> • Completion of the District Communications Plan with measures of marketing reach. • Continuous improvement of two-way communication between and among the District offices, colleges and employees. | |

STRATEGIC PRIORITY 6: TOTAL WORK ENVIRONMENT

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

OBJECTIVE 6.1

Increase the diversity of faculty, staff and students, and expand the capacity of institutional cultural proficiency.

KPI

Increase the diversity of faculty and staff as reported annually for three-year increments.

Outcomes and Key Accomplishments

- According to the most recent data available from the CCCCO DataMart, the percentage of non-White employees INCREASED from 66.1% in Fall 2018 to 69.6% in Fall 2023.
- Using the same data source, the percentage of female employees INCREASED from 57.6% in Fall 2018 to 59.4% in Fall 2023.
- Improved campus culture through equity-focused hiring, employee wellness programs, and diverse faculty representation.
- Created inclusive spaces like meditation rooms, LGBTQ+ centers, and cultural affinity group areas.

OBJECTIVE 6.2

Increase the professional development resources allocated to faculty and staff with a focus to improve student success.

KPI

Increase in employee and student satisfaction with staff development opportunities and student development activities.

Outcomes and Key Accomplishments

- Professional Development increased, especially focused on online teaching and Diversity, Equity and Inclusion.
- The Chancellor's Listening Tour Report, *The First 100 Days (Fall 2024)*, reports that "there is a demand for more professional development opportunities, especially in areas like AI and leadership coaching."
- Fostered collaboration through initiatives like Caring Campus and leadership development programs.

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| | <ul style="list-style-type: none"> Supported professional growth through expanded development opportunities for staff and faculty. |
| <p>OBJECTIVE 6.3</p> <p>Provide faculty, staff and students with the facilities, equipment, tools and resources needed for effective work and learning.</p> <p>KPI</p> <p><i>Increase in faculty, staff and student satisfaction with facilities, equipment and resources.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> Bond funding provided new and improved facilities and equipment on both campuses. An architectural firm was recently contracted for Facilities Master Plan development Technology is regularly updated as budget allows. Some technology solutions are still lacking to replace manual processes and support efficiency and effective decision-making. |
| <p>OBJECTIVE 6.4</p> <p>Continuous improvement of a safe learning and working environment for students, faculty and staff.</p> <p>KPI</p> <p><i>The number of incidents of criminal offenses on the college campuses as reported under the requirement of the Clery Act.</i></p> | <p>Outcomes and Key Accomplishments</p> <ul style="list-style-type: none"> Clery Act reported statistics show a small INCREASE in reported criminal offenses on the college campuses, up from 17 in 2018 to 20 in 2022. The District has made efforts to continuously improve safety, including implementation of the ACIAMS project (Access, Control, Intrusion Alarms and Monitoring Systems), and has contracted with a security services company to provide overnight security coverage at both campuses. |
| <p>Strategic Priority 6: Areas Yet to be Completed</p> <ul style="list-style-type: none"> Alignment among College EMPs and the Facilities and Technology Plans. Acquisition, implementation, and training for technology solutions to reduce manual processes and support efficiency and effective decision-making. Continued professional development, especially AI and leadership coaching. | |

Recommendations to Support Phases 2 and 3 of SJECCD’s Integrated Planning Design

The review of planning processes and timelines, and the assessment of outcomes and key accomplishments across the six SJECCD 2018-2015 Strategic Priorities, revealed that despite the impediments described in this report, the District and its colleges have made great strides toward the goal of advancing student equity, access, and success. The following areas are recommended as the District moves to phases 2 and 3 of the Three-Phase Integrated Planning Design.

1. Eliminate the fiscal structural deficit and address the work identified in the *SJECCD Future-Focused, Forward-Ready 4-Part Plan to Fiscal Sustainability*.
2. Use results from Phase 1 and the subsequent Comprehensive Data Profile from Phase 2 to support the development of a districtwide *SJECCD Strategic Enrollment Management (SEM) Plan*.
3. Implement the new *Integrated Planning Timeline Matrix – Eight-Year Planning Cycle* to align, streamline, and integrate planning processes across the District.
4. Consolidate and eliminate duplicative software applications; examine software solutions (e.g., CRM, scheduling, monitoring progress on District planning processes, etc.) to improve effectiveness and efficient use of human and fiscal resources.
5. Develop a District Services and Operations (DSO) Plan in conjunction with the college EMPs to support and fully operationalize the District’s Strategic Priorities.
6. Determine nomenclature for the new Planning Model; Suggested nomenclature:
 - a. Strategic Directions, Priorities, and key KPIs at the District level
 - b. Goals and Objectives for College EMPs and the DSO Plan
 - c. Implementation Action Plans at departmental levels (SMART goals and assignments)

Summary and Next Steps

The District’s efforts and commitment to a new Three-Phase Integrated Planning Design is commendable and will support fiscal stability and enhanced, equitable student success. The need for an integrated, unified approach to planning, with aligned and collaborative processes, stable executive leadership, a plan for fiscal stability, and a district-wide approach to strategic enrollment management, scheduling, and program redesign are all critical to SJECCD’s future.

Results from this Phase 1: Situational Analysis provide a starting point for these efforts. Next steps include the following:

- Extend the current District Strategic Plan to allow completion of remaining work and until the completion of Phase 2 when a new data-informed eight-year District Strategic Plan can be adopted.
- Commence Phase 2 of the Three-Phase Integrated Planning Design by April 2025
 - a. Complete the formation of the District Strategic Planning Task Force and develop a purpose statement articulating its charge, guiding principles, timeline, and process for developing the District Strategic Plan (DSP).
 - b. Develop a Comprehensive SJECCD Data Profile (external and internal scans) to support not only Phase 2 but also Phase 3 of the planning process.
 - c. Incorporate additional listening session qualitative data, including the *Chancellor’s Listening Tour Report* results, additional internal stakeholder feedback, and input from

external community partners (TK-12, university, governmental, foundation, economic and workforce development, and business/industry).

- Adopt the new *Integrated Planning Timeline Matrix – Eight-Year Planning Cycle*
- Confirm nomenclature and design SJECCD's Model of Integrated Planning for the new eight-year planning cycle.
- Re-direct the development of Goals and Objectives to the College EMPs and DSO Plan and implement a technology-supported, integrated monitoring and evaluation system for the full SJECCD integrated planning model.
- Align development efforts for these three major initiatives:
 - a. *SJECCD District Strategic Plan (DSP)*
 - b. *SJECCD Strategic Enrollment Management (SEM) Plan*
 - c. *SJECCD Future-Focused, Forward-Ready 4-Part Plan to Fiscal Sustainability*