

# District Strategic Planning Task Force

*November 3, 2025*



SAN JOSÉ · EVERGREEN

---

Community College District



# Strategic Plan Listening Session Themes and Insights

*Districtwide Synthesis*

# Overview

- High level review of stakeholder input and how it was gathered during 2024 and 2025
- Broad cross-section of voices:
  - ❖ Board of Trustees
  - ❖ Internal Stakeholders
  - ❖ External Stakeholders

| INTERNAL STAKEHOLDERS LISTENING SESSIONS                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |                        |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------|
| Session Categories                                                        | Individuals and Groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | # Sessions | Approx. # Participants |
| SJECCD Constituents                                                       | <ul style="list-style-type: none"> <li>o Chancellor</li> <li>o Vice Chancellor, Admin Services</li> <li>o District IT and Research</li> <li>o District Academic Senate (2)</li> <li>o District Advisory Council (2)</li> <li>o District Managers, Supervisors, <del>Confidentials</del></li> <li>o Assoc Vice Chancellor, Technology</li> <li>o District Communications and Marketing</li> <li>o Assoc Vice Chancellor, Physical Plant and Operations</li> <li>o EVC President</li> <li>o EVC President's Leadership Team</li> <li>o EVC College Council</li> <li>o EVC Classified Senate</li> <li>o SJCC Interim President</li> <li>o SJCC President's Leadership Team</li> <li>o SJCC Classified Senate</li> <li>o SJCC College Advisory Council</li> <li>o SJCC &amp; EVC Classified Leadership</li> </ul> | 20         | 126                    |
| Student Groups                                                            | <ul style="list-style-type: none"> <li>o EVC Associated Student Government</li> <li>o SJCC Associated Student Government</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2          | 22                     |
| TOTAL NUMBER OF INTERNAL LISTENING SESSIONS AND PARTICIPANTS              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 22         | 148                    |
| EXTERNAL STAKEHOLDER LISTENING SESSIONS                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |                        |
| Session Categories                                                        | Individuals and Groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | # Sessions | Approx. # Participants |
| Board of Trustees                                                         | <ul style="list-style-type: none"> <li>o Board of Trustees</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 7          | 7                      |
| Foundation, Government, & Community Partners                              | <ul style="list-style-type: none"> <li>o SJECCD Foundation</li> <li>o City of San Jose</li> <li>o Santa Clara County Economic Development</li> <li>o Sobrato</li> <li>o Stanford Research Institute International</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 5          | 6                      |
| Educational Partners                                                      | <ul style="list-style-type: none"> <li>o East Side Union HSD</li> <li>o Mt Pleasant ESD</li> <li>o San Jose USD</li> <li>o San Jose State University</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 4          | 7                      |
| Business/Industry Partners                                                | <ul style="list-style-type: none"> <li>o <del>Opterra</del></li> <li>o Northrop Grumman</li> <li>o Pacific Gas &amp; Energy</li> <li>o Tesla</li> <li>o Western Digital</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 5          | 6                      |
| TOTAL NUMBER OF EXTERNAL LISTENING SESSIONS AND PARTICIPANTS              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 21         | 26                     |
| TOTAL NUMBER OF INTERNAL AND EXTERNAL LISTENING SESSIONS AND PARTICIPANTS |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 43         | 174                    |

## Board of Trustees Vision Sessions

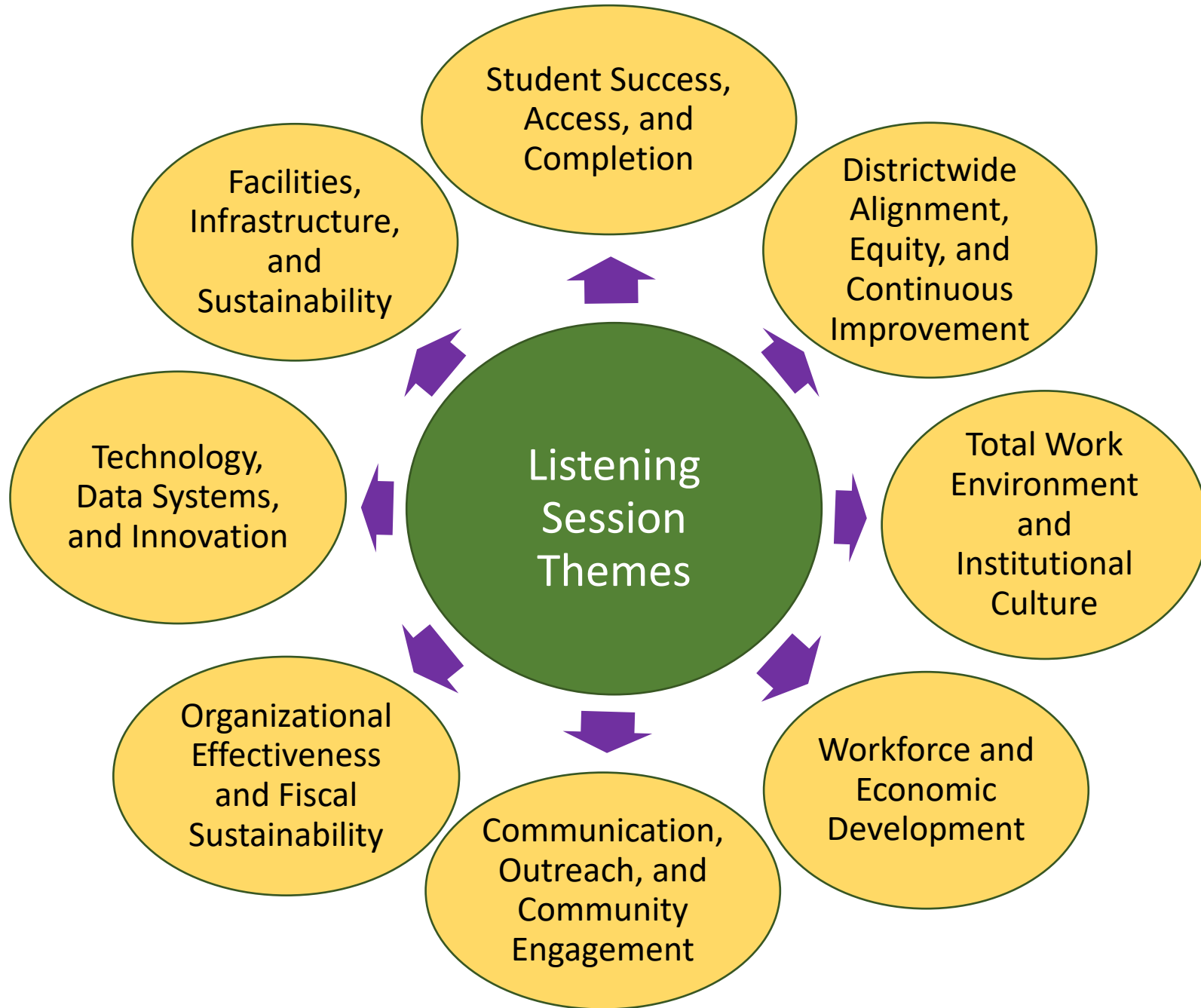
- Student Success, Access, and Measurable Outcomes
- Long-Term Vision, Strategic Alignment, and Intentional Planning
- Fiscal Responsibility, Stability, and Participatory Budgeting
- Technology Modernization and Digital Experience

# Board of Trustees Vision Sessions

- Employee Experience, Working Conditions, and Organizational Culture
- Workforce Alignment, Industry Partnerships, and Regional Collaboration
- Communication, Visibility, and Community Trust
- Equity, Safety, and Social Responsibility

# From Board Vision to Stakeholder Perspectives

*Stakeholder input across groups was synthesized into common themes that reflect shared priorities for SJECCD's future.*



# Student Success, Access, and Completion

- Develop and implement effective, measurable enrollment management plans.
- Fully implement Guided Pathways to streamline student completion and reduce excess units.
- Strengthen and expand dual enrollment programs in collaboration with TK–12 partners.

# Student Success, Access, and Completion (continued)

- Close equity gaps in persistence and completion through targeted strategies.
- Support Colleges in revitalizing student engagement through coordinated districtwide frameworks.

# Districtwide Alignment, Equity, and Continuous Improvement

- Integrate Strategic, Educational, Facilities, and Technology Master Plans across the District.
- Strengthen cross-college collaboration and unified communication for shared goals.
- Standardize metrics, data reporting, and continuous improvement practices.

# Districtwide Alignment, Equity, and Continuous Improvement (continued)

- Embed equity-centered planning and budgeting into all processes.
- Promote open data sharing and transparency to strengthen accountability.

# Total Work Environment and Institutional Culture

- Foster a culture of inclusion, collaboration, and collegial consultation.
- Develop districtwide frameworks guiding workload assessment and staffing equity.
- Expand leadership development, professional learning, and mentoring opportunities.

# Total Work Environment and Institutional Culture (continued)

- Strengthen Caring Campus initiatives to enhance engagement and shared purpose.
- Ensure consistent standards for onboarding and employee transitions.

# Workforce and Economic Development

- Strengthen partnerships with Silicon Valley employers, workforce boards, and universities.
- Reestablish a Workforce Institute to coordinate employer engagement and contract education.
- Support College-led work-based learning and workforce placement initiatives.

# Workforce and Economic Development (continued)

- Expand short-term and stackable credentials aligned with labor market demand.
- Advocate for applied baccalaureate expansion where appropriate.

# Communication, Outreach, and Community Engagement

- Implement a comprehensive districtwide communication plan, ensuring transparency and feedback loops.
- Strengthen partnerships with TK–12, employers, and civic organizations.
- Expand and diversify Foundation funding and alumni engagement.

# Communication, Outreach, and Community Engagement (continued)

- Highlight student and community success stories through coordinated outreach.
- Update and share the District's Economic Impact Study to demonstrate regional impact.

# Organizational Effectiveness and Fiscal Sustainability

- Implement a transparent Resource Allocation Model aligned with student success goals.
- Adopt multi-year budgeting and Total Cost of Ownership frameworks.
- Scale process automation and digital transformation for operational efficiency.

# Organizational Effectiveness and Fiscal Sustainability (continued)

- Strengthen fiscal accountability through dashboards and stewardship expectations.
- Expand revenue through grants, philanthropy, and partnerships to ensure sustainability.

# Technology, Data Systems, and Innovation

- Modernize enterprise systems (ERP, CRM, dashboards) for integrated data use.
- Strengthen IT infrastructure, cybersecurity, and Wi-Fi reliability districtwide.
- Expand equitable access to technology and digital literacy for students and employees.

## Technology, Data Systems, and Innovation (continued)

- Reduce duplication of technology systems by streamlining processes, consolidating platforms, and improving user training.
- Integrate AI and predictive analytics to enhance enrollment, outreach, and success initiatives.
- Establish districtwide standards and funding priorities for technology-enabled spaces.

# Facilities, Infrastructure, and Sustainability

- Align facilities modernization with instructional and workforce priorities.
- Ensure districtwide leadership in maintaining and modernizing College facilities.
- Enhance ADA accessibility, safety, and emergency preparedness.

# Facilities, Infrastructure, and Sustainability (continued)

- Integrate sustainability, energy efficiency, and resilience into planning.
- Plan strategically for future bond projects and long-term infrastructure stewardship.

Reflections...

Questions...

Discussion

