



2015-2019

Revised 3/19/2015

Strategic Goal #1: Maximize Student Success

Objective 1.1: Increase Completion

District Office Target/Assessment:

- Apply for 3 grants and obtain \$200,000.00

District Strategy:

- Support and enhance the colleges' efforts to improve student completion and success

District Action:

- Support and monitor the colleges' efforts to increase the number of students who transfer to a four-year institution

District Action:

- Support and monitor the colleges' efforts in increasing the number of students who obtain an associate's degree or obtain Chancellor's Office-approved certificates

District Action:

- Support and monitor the colleges' efforts to increase the number of students in basic skills math, English or ESL who complete a college-level course

District Action:

- Support and monitor the colleges' efforts to increase the number of students who complete more than eight units in courses classified as career and technical education in a single discipline who complete a degree, certificate, or transfer

District Strategy:

- Develop financial resources to support strategies and innovative approaches that improve student completion

District Action:

- Seek and Obtain funds

Strategic Goal #2: Implement Student Equity

Objective 2.1: Close Achievement Gaps

District Office Target/Assessment:

- Schedule bi-annual meeting to review achievement gaps for students enrolled in CTE courses

District Strategy:

- Support and enhance the colleges' efforts to improve the success of special population students in CTE courses

District Action:

- Review VTEA core indicator reports to identify gaps in special population participation, provide best practice support, and monitor outcomes

Strategic Goal #3: Ensure Student Access

Objective 3.1: Optimize Student Enrollment

District Office Target/Assessment:

- Add 3 pathways annually
- Increase productivity in consultation with colleges

District Strategy:

- Coordinate with high schools and colleges to identify and develop career pathways

District Action:

- Facilitate development of college and career pathways

District Action:

- Seek and obtain grants to develop and implement career pathways

District Strategy:

- Support best practices in enrollment management

District Action:

- Provide leadership and facilitate discussion in enrollment management best practices districtwide

District Action:

- Provide timely and relevant enrollment activity information to district and college decision-makers

Strategic Goal #4: Enhance Community Connections

Objective 4.1: Provide Workforce and Economic Development Programs that Respond to Local Industry

District Office Target/Assessment:

- Increase contract training by 25% in 2014-2015 over 2013-2014
- Participate in 5 economic development advisory boards annually

District Strategy:

- Ensure that CTE courses, certificates, and degrees respond to local industry skill needs

District Action:

- Provide leadership to ensure that vocational education program reviews/curricula reflect industry needs through the provision of labor market data

District Strategy:

- Support local workforce training needs

District Action:

- Expand not-for-credit programs to support local industry and leverage funding

District Strategy:

- Enhance employment tracking data for CTE students

District Action:

- Participate with state entities to design a system to track CTE students from community college enrollment to employment

District Strategy:

- Build collaborations with business and industry

District Action:

- Participate in industry and economic development agency boards to address local training needs

Objective 4.2: Reflect the Communities We Serve

District Strategy:

- Ensure diversity in the employment applicant pool

District Action:

- Publish position vacancies in publications that serve diverse communities

District Strategy:

- Improve employee diversity to reflect the service area population

District Action:

- Establish and engage the districtwide Equal Employment Opportunity Advisory Committee to identify issues and recommendations to improve employee diversity

Strategic Goal #5: Strengthen Organizational Effectiveness

Objective 5.1: Provide Effective Professional Development

District Office Target/Assessment:

- Increase professional development training by 50%
- Increase advertising dollars that target underrepresented populations by 5% each year up to a maximum of 23%

District Strategy:

- Provide information and guidance regarding compliance as colleges work to understand state and federal requirements

District Action:

- Conduct trainings regarding policies and procedures

District Strategy:

- Promote successful strategies/practices in teaching and learning

District Action:

- Facilitate the discussion of successful strategies at VP meetings and other forums to enhance replicability at a different college or for a different program, discipline, or service

District Strategy:

- Advance leadership skills for faculty, staff, and managers

District Action:

- Coordinate annual Leadership Academy

Objective 5.2: Meet and Exceed Internal and External Standards and Requirements

District Office Target/Assessment:

- Comply with accreditation standards so that colleges obtain full affirmation of accreditation
- Increase management's understanding of fiscal policies primarily for budgeting, contracting, and fiscal compliance
- Complete the review cycle of Board policies based on odd-numbered and even-numbered sections of the Board policy manual

District Strategy:

- Provide support for accreditation

District Action:

- Review and provide feedback on Accreditation Reports

District Strategy:

- Review and update Board policies and procedures

District Action:

- Follow established timeline for review/update of Board policies/procedures

District Action:

- Provide policy and procedure compliance training

District Strategy:

- Support the colleges in their efforts to improve institutional effectiveness

District Action:

- Assist colleges in assessing improvements in student performance and outcomes, accreditation status, fiscal viability, and compliance with state and federal guidelines

District Strategy:

- Enhance the monitoring and reporting of 50% compliance, percentage of reserves, and faculty obligation

District Action:

- Create a dashboard that allows for enhanced monitoring of 50%, percentage of reserves, and faculty obligation

District Strategy:

- Improve processing of business contracting districtwide

District Action:

- Implement new business contracting electronic system districtwide

District Strategy:

- Provide timely, relevant and actionable information to support planning, informed decision-making, and institutional assessment

District Action:

- Identify and select a new reporting system that will support the growing need for quality information

District Strategy:

- Evaluate district services to the colleges

District Action:

- Complete annual district unit plans

Objective 5.3: Increase Trust and Create a Collaborative Culture

District Office Target/Assessment:

- Convene 4 districtwide meetings in instruction and student services
- Develop a schedule of annual operational meetings

District Strategy:

- Build linkages among the three colleges and the district

District Action:

- Identify groups in instruction and student services to meet districtwide

District Action:

- Develop a calendar of districtwide meetings

District Action:

- Identify actions resulting from districtwide discussions

District Action:

- Evaluate outcomes resulting from districtwide discussions

District Strategy:

- Support intra-colleges/district communications

District Action:

- Identify conduits for ongoing communication about district processes

Objective 5.4: Improve Facilities and Maintenance

District Office Target/Assessment:

- Increase management's understanding of facilities planning and construction

District Strategy:

- Enhance reporting on facilities construction projects

District Action:

- Create a dashboard that allows for easy monitoring of construction projects and bond-measure programs

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