Strategic Goals and Objectives

Strategic Goal #1: Maximize Student Success

Increase Completion

Common Measures:
- Annual number of transfers
- Annual transfer rate
- Annual number of degrees and certificates
- Annual course success and retention
- Student Success Scorecard Completion Rate

District Target/Assessment: • Apply for 3 grants and obtain $200,000.00

Strategic Goal #2: Implement Student Equity Measures

Close Achievement Gaps

Common Measures:
- Equity Plan data which disaggregates success metrics by demographic

District Target/Assessment: • Schedule bi-annual meeting to review achievement gaps

Strategic Goal #3: Ensure Student Access

Optimize Student Enrollment

Common Measures:
- Annual FTES
- Annual productivity
- Waitlisted enrollments on first day
- Number of concurrent enrollments

District Target/Assessment: • Increase productivity in consultation with colleges
  • Add 3 pathways annually
Strategic Goal #4: Enhance Community Connections

Provide Workforce and Economic Development Programs that Respond to Local Industry

Common Measures:

- Annual number of CTE degrees and certificates
- Percentage of CTE programs meeting core indicator performance goals
- Annual number of contract education hours
- Student Success Scorecard CTE Completion rate

District Target/Assessment:

- Participate in 5 boards annually
Strategic Goal #5: **Strengthen Organizational Effectiveness**

**Provide Effective Professional Development**

*Common Measures:*

- Percentage of employees who feel they have adequate training
- Percentage of employees who feel there are opportunities to learn and grow
- Percentage of employees who feel encouraged and supported
- Number of internal candidates hired in new positions

**District Target/Assessment:**

- Increase professional development training by 20%
- Increase advertising dollars that target underrepresented populations by 5% each year up to a maximum of 23%

**Meet and Exceed Internal and External Standards and Requirements**

*Common Measures:*

- Percentage of ACCJC institutional set standards met
- Percentage of student learning outcomes at the course level with ongoing assessment
- Percentage of program learning outcomes with ongoing assessment
- Percentage of institutional learning outcomes with ongoing assessment
- Percentage of student services and learning support program learning outcomes with ongoing assessment
- Percentage of academic expenditures in the numerator
- Full-time to part-time faculty ratio
- Percentage of reserves

**District Target/Assessment:**

- Comply with accreditation standards so that colleges obtain full reaffirmation 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
Strategic Goals and Objectives

Increase Trust and Create a Collaborative Culture

Common Measures:

- Percentage of employees who report trust between the colleges and the district office
- Percentage of employees reporting trust between employee groups
- Percentage of employees who feel there is a satisfactory level of communication

District Target/Assessment:
- Convene 4 districtwide meetings in instruction and student services
- Develop a schedule of annual operational meetings

Improve Facilities and Maintenance

Common Measures:

- Percentage of employees who feel the facilities are adequately maintained
- Number of work orders submitted for building maintenance, custodial and grounds and the percentage completed
- Number of safety and security incidents reported
- Percentage of employees who feel safe at their location

District Target/Assessment:
- Increase management’s understanding of facilities planning and construction
Strategic Goals and Objectives