

# Strategic Goals and Objectives

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## 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

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## 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

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## 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: • Increase contract training by 25% in 2014-2015 over 2013-2014

- Participate in 5 boards annually

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### 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

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