

2012-2016 District Strategic Objectives Matrix (Draft)

1. Student Success SCCCD is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
1.1. Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success.	1.1 Create and modify clear and concise steps to matriculation for new students	1.1 Establish by district and college Baseline Reg to Go sessions/Satisfaction survey of Reg to Go	1.1 1% increase annually in satisfaction regarding the implementation in the number of students who complete the following key components of matriculation: Admissions, Orientation, Assessment and Testing, and	1.1 Data collection and analysis end of spring semester.	1.1 College Vice Presidents of Instruction and Student Services / Vice Chancellor of Educational Services and Institutional Effectiveness
1.2 Improve student success rates by increasing persistence and completion rates for all students.	1.2 Develop a student marketing campaign for the District, emphasizing student success and transfer to a university.	1.2 Establish by district and college	1.2 Increase in persistence and university transfer rates by 1 % per year through Spring 2015 with an overall target of 72% success rate for the district. Maintain a 90% target of persistence; match or exceed statewide average in transfer; and match or exceed national average in graduation.	1.2 Data collection and analysis end of spring semester.	1.2 College Vice Presidents of Instruction and Student Services / Vice Chancellor of Educational Services and Institutional Effectiveness

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1.3 Create a comprehensive Student Services Delivery Plan for all campuses and centers.	1.3 Develop a written Student Services Delivery Plan by college that includes Student Learning Outcomes.	1.3 Establish by district and college and analysis of types of services we already have to develop baseline data Inventory of services	1.3 Final Student Services Delivery Plan which includes an inventory of all the Student Services available by campus, program requirements, and maximum student enrollment, and SLO's	1.3 Spring 2013.	1.3 College Vice Presidents of Student Services/ Vice Chancellor of Educational Services and Institutional Effectiveness
1.4 Analyze current student assessment processes and outcomes and ensure cohesion across all District locations.	1.4 Form a Districtwide Matriculation Committee that will include English and math faculty to review student assessment tests and data from across the district and develop a matrix analyzing student assessment methodology across the district.	1.4 Establish by district and college/campuses percentages of who places where /success rates by placement scores...is there a difference depending on the placement test you take Placement levels by assessment tests by college/center	1.4 Alignment in student assessment methodologies and development of an informational matrix that can be distributed to the colleges.	1.4 Evidence of significant progress in achieving this objective by June 2013	1.4 College Vice Presidents of Instruction and Student Services / Vice Chancellor of Educational Services and Institutional Effectiveness/ Institutional Research

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1.5 Increase students' campus and community engagement.	1.5 Increase student participation rates in Associated Student Government and Clubs.	1.5 Establish by district and college by current participation rates Track with College Activities by college	1.5 Develop a tool to track and monitor the number and types of events to demonstrate 1% increase in total student participation in Associated Student Government and clubs per year through Spring 2015.	1.5 Data collection and analysis end of spring semester.	1.5 College Vice Presidents of Instruction and Student Services

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2. Student Access SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
2.1. Evaluate student access for all communities and develop a districtwide Enrollment Management Plan to optimize the District presence in all areas of the District.	2.1 Develop a districtwide Matriculation Committee that will develop a districtwide Enrollment Management Plan.	2.1 Establish by district and college/ enrollment demographics by area i.e. by southeast, central/ age/gender/zip codes	2.1 Districtwide Enrollment Management Plan will outline an enrollment target aligned with the number of course offerings by colleges in the District; the target should be in conformity with District-approved over cap.	2.1 Evidence of significant progress in achieving this objective by June 2013	2.1 College Vice Presidents of Student Services/ Vice Chancellor of Educational Services and Institutional Effectiveness/ Institutional Research
2.2 Maintain and improve student admission, registration, counseling, and orientation processes to maximize student educational planning.	2.2 Create a matriculation plan for students to complete the critical matriculation steps. The plan should include a matriculation process for new students.	2.2 Establish by district and college participation rates. Data on Educational Plans /SEP's	2.2 Improve student satisfaction by 1% annually.	2.2 Data collection and analysis end of spring semester.	2.2 College Vice Presidents of Student Services/ Vice Chancellor of Educational Services and Institutional Effectiveness

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2.3 Enhance student support program coordination and development in areas such as outreach, recruitment, co-curricular, and career awareness activities throughout the district.	2.3 Develop a district-wide recruitment plan that will evaluate and modify existing recruitment efforts such as Registration to Go to ensure maximum use of resources to provide outreach to students and parents.	2.3 Establish by district and college participation rates and yield...how many show up vs. no shows	2.3 Creation of a final student recruitment plan that includes an inventory of all the support programs and activities available to students by college.	2.3 Evidence of significant progress in achieving this objective by June 2013	2.3 College Vice Presidents of Student Services /Vice Chancellor of Educational Services and Institutional Effectiveness

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3. Teaching and Learning Effectiveness SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
3.1 Create a comprehensive Basic Skills Delivery Plan.	3.1 Implement the goals and objectives of the Basic Skills Delivery Plan and measure success of each implementation strategy.	3.1 Current success of students in basic skills courses. Success in a progression through, not just when they start	3.1 Annual report from the Basic Skills Committee that documents that we will maintain or exceed peer groups of the ARCC.	3.1 To be measured Annually.	3.1 Basic Skills Committee Chair/Student Success Committee Chair.
3.2 Coordinate curriculum and Signature Programs, and develop new Signature Programs as appropriate throughout the District.	3.2a Curriculum committee chairs representing all campuses will ensure that curriculum is coordinated across the district.	3.2a Establish by district and college identify inventory of programs and their locations	3.2a Curriculum committee chairs reach consensus, and curriculum receives final approval through the normal approval process.	3.2a Ongoing.	3.2a Curriculum committee chairs/ ECPC/ Vice Chancellor of Educational Services and Institutional Effectiveness
	3.2b Identify signature programs.		3.2b List of all signature programs at all sites.	3.2b Spring 2013	3.2b ECPC/ College Vice Presidents of Instruction and Student Services/ CTE Deans of Instruction/ Vice

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	3.2c Agree on location of signature programs.		3.2c Agree on location of signature programs.	3.2c Board of Trustees approval.	Chancellor of Educational Services and Institutional Effectiveness 3.2c College Vice Presidents of Instruction and Student Services/CTE Deans/ECPC/ Vice Chancellor of Educational Services and Institutional Effectiveness
	3.2d Maintain, establish, or relocate signature programs at appropriate locations.		3.2d Completion of signature program maintenance, development, and location plan.	3.2d 2013-2014.	3.2d College Vice Presidents of Instruction and Student Services/ CTE Deans/ECPC/ DBRAC/Associate Vice

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Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
					Chancellor of Operations.
3.3 Develop a comprehensive Distance Learning Delivery Plan and increase the number of courses and enrollment services delivered at a distance.	3.3a Acquire sufficient hardware, software and technology infrastructure to support the increased number of online offerings	3.3a Inventory of current offerings and what can we offer or used to offer	3.3a Inclusion in district and college Technology Plans.	3.3a Fall 2013.	3.3a Vice Presidents of Instruction
	3.3b Ensure sufficient support staff and training for delivery of instruction.	3.3b Measure success of online courses vs. ground classes	3.3b Inclusion in district and college Technology Plans.	3.3b Spring 2013.	3.3b Dean of Instruction/Technology/ Distant Education Committees/ Vice Presidents of Instruction/

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	<p>3.3c Schedule additional distance-learning classes as the budget permits.</p> <p>3.3d-Develop a comprehensive approach to measure student success in online classes versus face-to-face classes and then develop strategies as necessary to close any gaps in learning for online classes</p>		<p>3.3c 1% per year increase in the number of distance-learning courses offered.</p> <p>3.3d 1% per year increase in the number of students enrolled in distance learning courses at census.</p>	<p>3.3c Annual comparison with 2011-2012 as a base.</p> <p>3.3d Annual comparison between online and face-to-face classes</p>	<p>3.3c Distant Education Committees/ Vice Presidents of Instruction</p> <p>3.3d Distance Education Committee/Vice Presidents of Instruction</p>

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3.4 Ensure continuous integration and implementation of the colleges' cycles of Program Review and Student Learning Outcomes assessment to improve institutional effectiveness	3.4a All units at all locations will complete regular Program Reviews.	Establish by district and college current status of PR at all sites	3.4a Program reviews of all units at all locations will be approved.	3.4a Once every 5 years.	3.4a Vice President of Instruction and Student Services /Program Review/ SLO Coordinators/
	3.4b All units at all locations will complete annual Program Review Report.		3.4b Program Review updates of all units at all locations will be approved.	3.4b Once a year.	
	3.4c Administer assessments to collect data pertinent to all		3.4c Assessment and analysis of all Student Learning Outcomes,	3.4c As calendared.	

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Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
	Student Learning Outcomes, Program Learning Outcomes, and Institutional Learning Outcomes.		Program Learning Outcomes, and Institutional Learning Outcomes.		
3.5 Provide faculty development opportunities to support excellent teaching and learning in areas such as distance learning, innovative teaching methods, the use of technology for learning, and learning communities.	3.5 Provide workshops relevant to student success.	3.5 Inventory of faculty development opportunities	3.5 Utilize a survey to identify 1% increase in faculty satisfaction with professional development opportunities.	3.5 Ongoing.	3.5a Vice President of Instruction/ Academic Senate

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4. Economic and Workforce Development SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
4.1 Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners.	4.1 Using successful models of community-college career technical programs from around the country, create a plan to maximize alliances and partnerships with employers and professional organizations to develop career technical programs.	Inventory of current CTE programs and partnerships associated with them	4.1	4.1 Plan in place Spring 2013.	4.1 College Vice Presidents of Instruction/ College CTE Deans /Vice Chancellor of Educational Services and Institutional Effectiveness /
4.2 Regularly assess workforce program and skill needs based upon up-to-date, relevant employment and other business data.	4.2 Utilize career technical advisory committees to develop data which SCCCDD can act on in specific ways to meet workforce needs.	Included in CTE 2 year program review cycle/ Labor market data	4.2 A report with specific targets for SCCCDD curricula.	4.2 Spring 2013.	4.2 College Vice Presidents of Instruction / CTE Deans/

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Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
4.3 Increase persistence and completion rates for students in career technical programs.	4.3 Research and expand the use of best practices to develop educational strategies to meet the needs of students; encourage use of innovative and culturally responsive practices through staff development events.	4.3 Percentage of graduates, retention, participation of CTE students	4.3 Persistence and completion rates increase by 1% per year through Spring 2015.	4.3 Measure every year in spring.	4.3 Vice Presidents of Instruction and Student Services/ CTE Deans
4.4 Increase the number of quality work experience, apprenticeship, job shadowing, service learning and internship experiences for district students.	4.4 Intensify outreach to employers in order to create increased opportunities for students to engage in activities based in the community including internships, hands-on-learning experiences, and service activities.	Inventory of number and success, completion rates, enrollments in experience, apprenticeship, job shadowing, service learning and internship experiences for district students.	4.4 Employment-related student activities based in the community increase by 1% per year.	4.4 Intensified outreach in place Spring 2013.	4.4 CTE Deans/ College Vice Presidents of Instruction/ Vice Chancellor of Educational Services and Institutional Effectiveness

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5. Communication SCCCD is committed to open and clear communication among its constituent groups and with its external communities.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
5.1 Develop and implement a District Governance Model.	5.1 Form a committee.		5.1 The committee will reach consensus on a governance model which is approved by the board.	5.1 Form committee by the end of the fourth week, Fall 2012; committee will report its recommendations to the board by the end of the 12 th week, Fall 2013.	5.1 Chancellor Cabinet/, classified and academic senates, CSEA/ASG
5.2 Increase regular reporting of District and Board activities and actions to the colleges' communities through various means such as newsletters, meetings and discussion sessions.	5.2 The chancellor and presidents will continue to provide newsletters and schedule meetings and discussion sessions with all constituent groups.	Inventory of reporting of these items	5.2 The chancellor and presidents will receive useful feedback and act on it.	5.2 Spring 2012.	5.2 Chancellor, Public & Legislative Relations

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5.3 Expand and improve communication throughout the district.	5.3 Set aside regular and frequent times at each campus for all all constituencies to provide college. Campus and district updates.	Inventory of reporting of these items by college	5.3 Conduct a brief annual survey of classified staff, teachers, and administrators asking them to identify changes they have made in their work practices based on conversations with members of other stakeholder groups.	5.3 Have the structure for informal meetings in place by the beginning of Spring 2013.	5.3 District Governance Committee/ College Councils/Chancellor/ Board of Trustees/ Districtwide Committees
5.4 Maintain and improve relationships with the District's community, economic and workforce partners.	5.4 SCCCD employees will attend meetings of service clubs such as Rotary.	Inventory of current partnerships	5.4 Utilize survey to partners to identify 1% annual increased satisfaction for target of 4% increase in 4 years.	5.4 Measure at the beginning and end of each district strategic plan.	5.4 All district, college and campus managers

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6. Organizational Effectiveness					
SCCCD is committed to continually improve its organizational process to ensure its institutional effectiveness and accountability.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
6.1 Develop and implement a District Resource Allocation Plan.	6.1a Develop a Resource Allocation Operating Agreement. 6.1b Implement Resource Allocation Plan.		6.1a Development and adoption of operating agreement. 6.1b Successful implementation of Resource Allocation Plan.	6.1a December 2012. 6.1b December 2012	6.1a Vice Chancellor of Finance and Administration/ DBRAC 6.1b. Ed Eng/college and campus presidents/ college and campus vice presidents of administrative services
6.2 Review and update the District Technology Plan.	6.2a Create a District Technology Plan Task Force to update District Technology Plan. 6.2b Implement District Technology Plan.		6.2a Identify Task Force members. 6.2b Successful implementation of a Districtwide Technology Plan.	6.2a August 2012. 6.2b June 2013.	6.2a Vice Chancellor of Educational Services and Institutional Effectiveness/ College(s)/Center/District Directors of Technology. 6.2b Vice Chancellor of Educational Services and Institutional Effectiveness and College(s)/Center/

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					District Directors of Technology
6.3 Finalize and implement a District Facilities Master Plan	6.3 Implement Facilities Master Plan.		6.3 Successful implementation of Facilities Master Plan.	6.3 September 2012.	6.3 Associate Vice Chancellor for Business and Operations and College(s)/Center/District Facilities Plan Sub-Committees/ college and campus presidents
6.4 Develop and implement a Human Resources Staffing Plan that recognizes the staff diversity needs, expected retirements in the near future, the organizational and	6.4a Draft a District Human Resources Plan.	Inventory of current demographics, age, gender, years of service, classification, and classified	6.4a Plan drafted that recognizes: the staffing needs of each college/center/site/district office/operations, including but not limited to: replacement plans for vacated positions; restructuring (transfer/reassignment/reductions) to support student/program needs;	6.4a December 2012.	6.4a Associate Vice Chancellor, of HR/ college and campus presidents

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curricular changes of the District, and the need for staff training.	<p>6.4b Develop a Staff Development Plan.</p> <p>6.4c Implement District Human Resources Plan, Staff Development Plan, and EEO Plan.</p> <p>6.4d Draft an EEO Plan to comply with Title 5 and the State Chancellor's Office directives.</p>		<p>and compliance with 50% law and 75/25 ratio.</p> <p>6.4b Staff Development Plan successfully drafted.</p> <p>6.4c EEO Plan successfully drafted.</p>	<p>6.4b Draft completed December 2012.</p> <p>6.4c Submit to State Chancellor's Office by June 28, 2013.</p>	<p>6.4c Associate Vice Chancellor, HR and College(s)/Center Staff Development Committees.</p> <p>6.4d Associate Vice Chancellor, HR and 64. 6.4 d VC of HR</p>

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6.5 Develop a plan for growth of the District's campuses and centers, including planned phases for enrollment, staffing, resource allocation, organizational structures and facilities needs.	6.5a Analyze and evaluate educational master plans for colleges and center		6.5a Report written and delivered to the Chancellor's Cabinet.	6.5a December 2012.	6.5a Chancellor's Cabinet.
			6.5b Plan written and delivered to the Chancellor's Cabinet.	6.5b Spring 2013.	6.5b Chancellor's Cabinet.
6.6 Develop an effective planning and research infrastructure at the district level to enhance institutional research across the	6.6a Reorganize District Admissions & Records and Institutional Research Office to incorporate Institutional Planning and	Provide baseline on current research data base. Inventory of reports	6.6a Finalize a reorganization structure.	6.6a December 2012.	6.6a Chancellor's Cabinet.

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District with coordination mechanisms, an annual district research agenda, common research projects and additional research needed for assisting in planned growth for SCCC.	Effectiveness. 6.6b Create a districtwide research agenda.		6.6b Development and approval of a districtwide research agenda.	6.6b December 2012.	6.6b a Vice Chancellor of Educational Services and Institutional Effectiveness and College(s)/Center/ District Institutional Researchers.
6.7 Implement an Integrated Strategic Planning Model that includes regular assessment of progress toward goals.	6.7a Develop an Integrated Planning Model with Handbook. 6.7b Present Integrated Planning Model to campuses and centers.		6.7a Completion and approval of Integrated Planning Model and Handbook. 6.7b Presentation of Integrated Planning Model and Handbook to campuses and centers on opening day.	6.7a June 2012 6.7b August 2012.	6.7a Chancellor's Cabinet/ Integrated Planning Ad Hoc Committee 6.7b Integrated Planning Ad Hoc Committee.

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7. Community and Resource Development					
SCCCD is committed to optimizing its resources while maintaining its fiscal integrity.					
Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
7.1 Maintain prudent financial practices to ensure and support the fiscal health and wellbeing of the District.	7.1 Districtwide budget conversations and departmental input	Current budget and end of year budget for analysis	A balanced budget submitted by required deadlines.	7.1 Spring of each year.	7.1 Vice Chancellor of Finance/ College and campus president s
7.2. Create a Resource Development Plan to enhance revenue generation and external giving.	7.2a Write a plan for philanthropic fund raising 7.2b Identify potential donors. 7.2c Cultivate, establish, and maintain relationships with actual and prospective donors.		7.2a Completion of a guiding document. 7.2b Identification of specific donors. 7.2c Amount of money raised from philanthropic sources.	7.2a Fall 2012. 7.2b Fall 2012. 7.2c Ongoing.	7.2a Executive Director of SCCC Foundation 7.2b SCCC Foundation in coordination with the Chancellor. 7.2c SCCC Foundation in coordination with the Chancellor.

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Objective	Action Steps (Others TBD by each campus)	Baseline Measure for each campus <i>(established by Institutional Research in conjunction with campuses)</i>	Success Measures	Timeline	Responsibility
7.3 Develop a systematic process to maximize mission driven grants acquisition.	7.3a Identify all current grants.	Inventory of current grants and amounts by campus and district	7.3a Complete list of all current grants and grant requirements.	7.3a Fall 2012.	7.3a Director of Grants/ Vice Chancellor of Educational Services and Institutional Effectives/ college and campus presidents 7.3b Director of Grants. 7.3c Director of Grants. 7.3d Director of Grants.
	7.3b Identify gaps in program needs that might be addressed through the grant process.		7.3b Complete list of identified areas of need.	7.3b Fall 2012.	
	7.3c Monitor grant RFPs and identify appropriate grants.		7.3c Increase the number of grant applications by two per cent per year through Spring 2015.	7.3c Ongoing.	
			7.3d Increase in grant acquisition in needed areas by two per cent per year through Spring 2015.	7.3d Ongoing.	

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