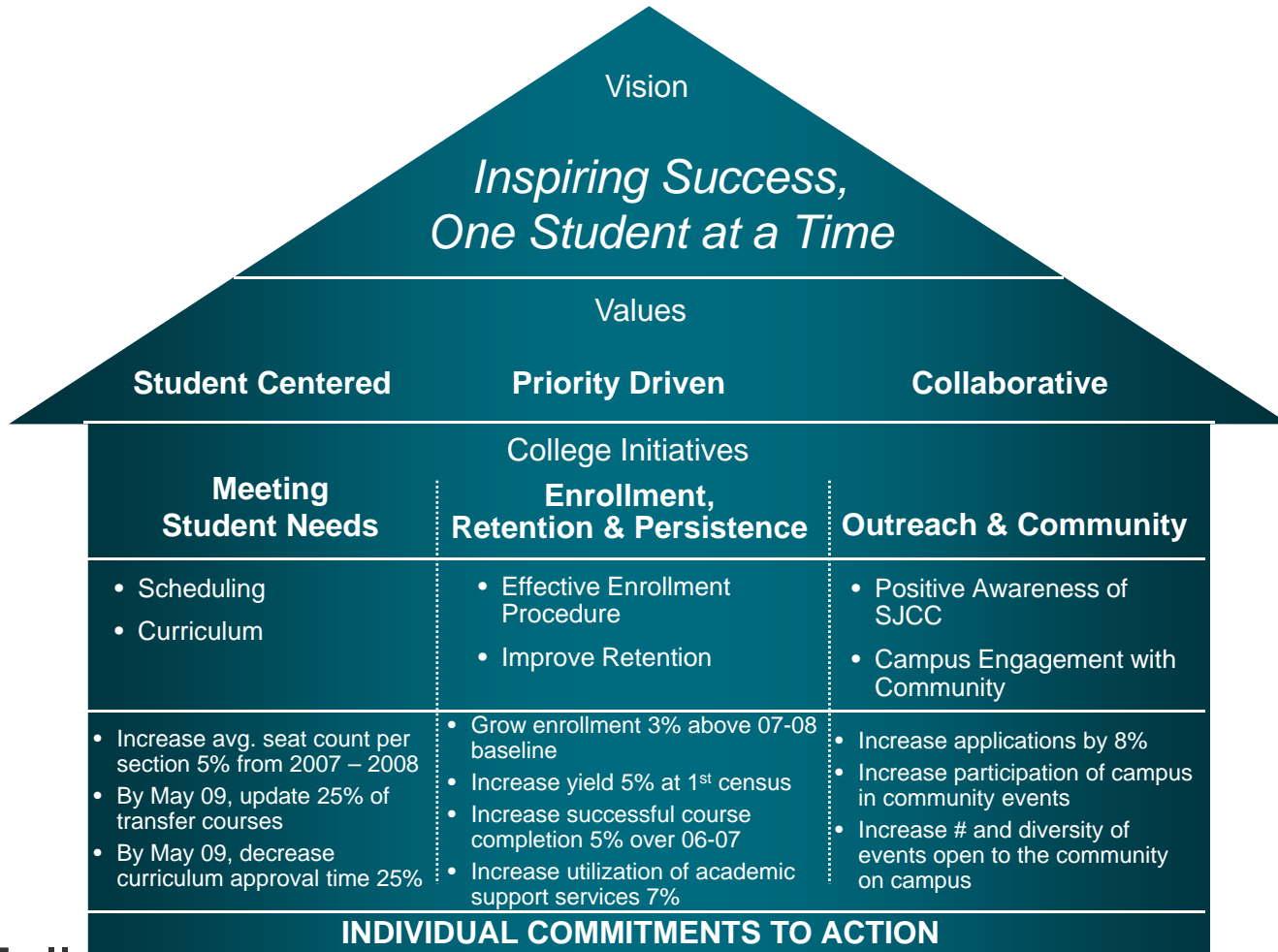




Charting Our Future

Integrated Strategic Planning Process



“Full College Cascades” Working Session #5, April 4, 2008

Table of Contents

1. Opening & Process Review
2. Data Review
3. Vision
4. Goal Alignment
5. Meeting Student Needs
6. Enrollment, Retention & Persistence
7. Outreach & Community
8. Values (Behavioral Drivers)
9. Next Steps & Wrap Up



1. Opening & Process Review



Meeting Purpose

Purposes:

- To understand our current market realities and opportunities
- To understand our vision
- To understand the relationship between the College Initiatives and Departmental Initiatives
- To make personal commitments to drive the Initiatives and live the values in your department during 2008/2009



Agenda

Morning

Opening

Data Review
& Vision

Meeting Student
Needs

Enrollment,
Retention &
Persistence

Afternoon

Outreach &
Community

Values

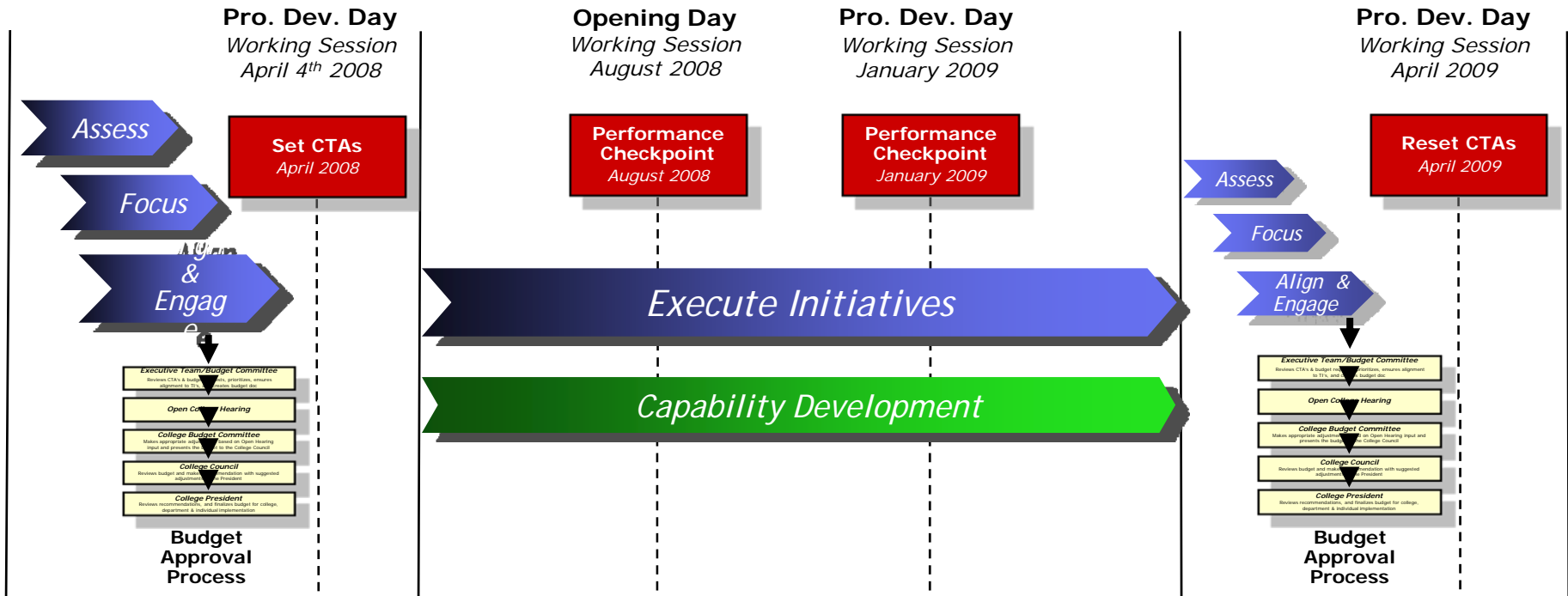
Next Steps
& Wrap Up

High-level Process Overview

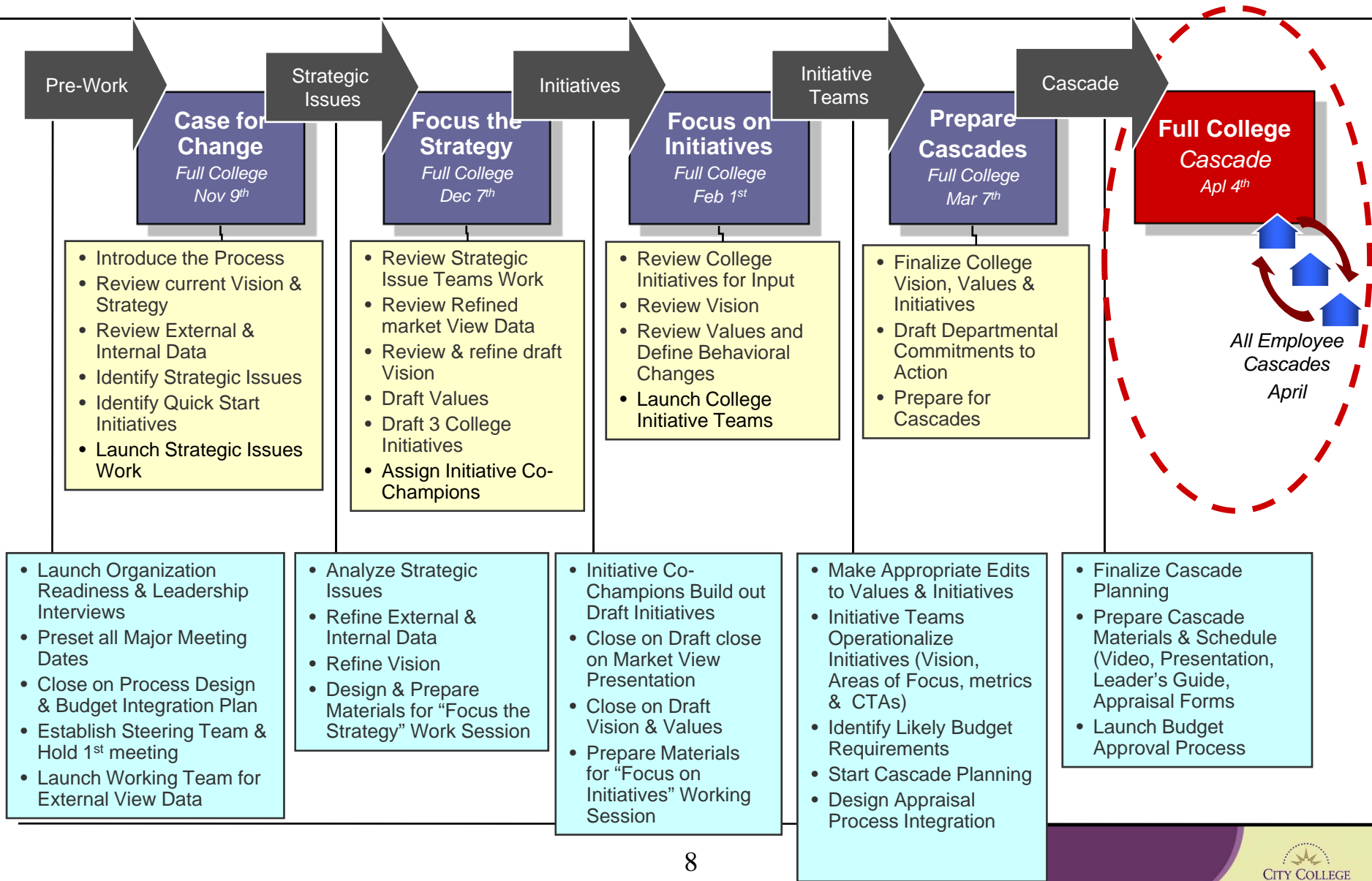
**2008
Launch**
(3 to 4 Months)

**2008-2009
School Year
Execute**

**2008-2009
Refresh**
(3 Months)



College Launch Roadmap



Follow Through Roadmap

Opening Day
Working Session
August 2008

Professional Development Day
Working Session
January 2009

Professional Development Day
Working Session
April 2009

Performance Checkpoint
August 2008

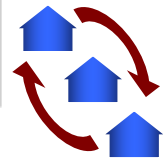
Performance Checkpoint
January 2009

Reset CTAs
April 2009

- Review Progress & Scorecard
- Share Best Practices
- Tactical Action Review
- Launch Integrated Planning Process for 2009 (January)

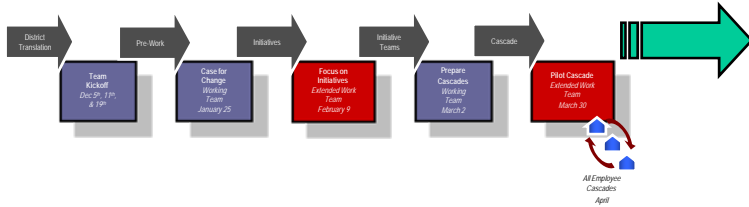
- Review Progress & Scorecard
- Share Best Practices
- Tactical Action Review
- Launch New Performance Year

- Review Progress & Scorecard
- Share Best Practices
- Tactical Action Review
- Launch Integrated Planning Process for 2010 (January)



All Employee Cascades
April

2008 Budget Approval Process



3/31 **Expanded Steering Team Review**
(President, VP's & Finance Committee)
 Div/Dept CTA's & budget requests review - aligned to Initiatives

4/9 **Finance Committee**
 Finalize and publishes budgetary recommendations

4/18 **Finance Committee**
 Revises recommendations, if needed, based on public comment and submits to the College Planning Council

4/25 **College Planning Council**
 Reviews strategic plan & budget and submits recommendations to the President's office

5/9 **College President**
 Reviews recommendations and responds to the Finance Committee

College President
 June: Submission of tentative budget to District Office



2. Data Review



SJCC's Unrealized Potential

5 mi. Radius = 568,552 residents

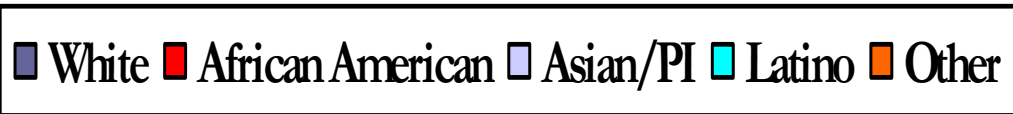
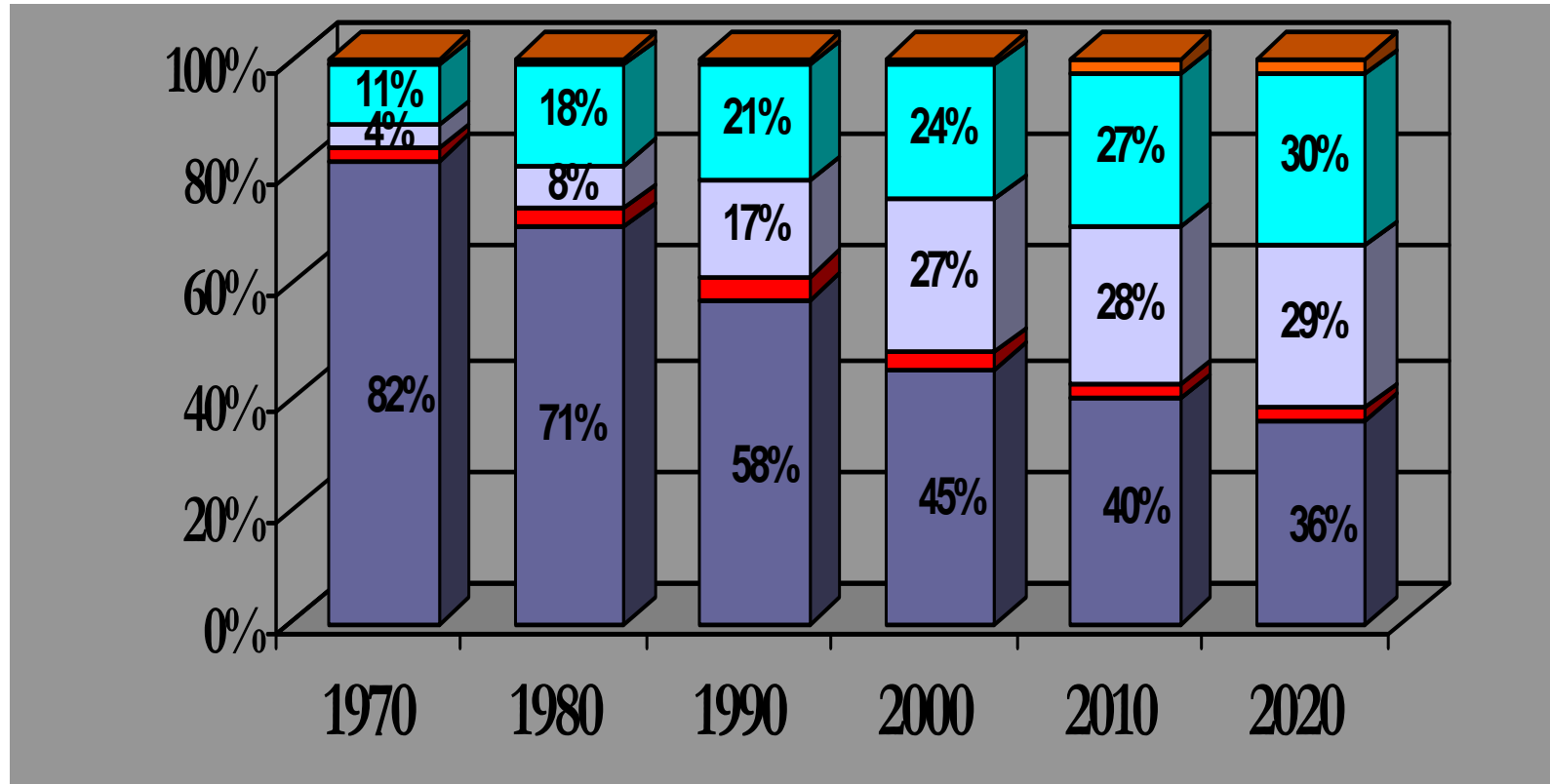


- **State Participation Rate:**
55/1,000 population
- **SJCC Potential:**
31,267 students
- **SJCC Fall Headcount: 10,585 students**
- **Yield: 18 per 1,000 (33% of average)**

Source: Maas Report, 2005

Our Changing Demographics:

Santa Clara County, 1970-2020

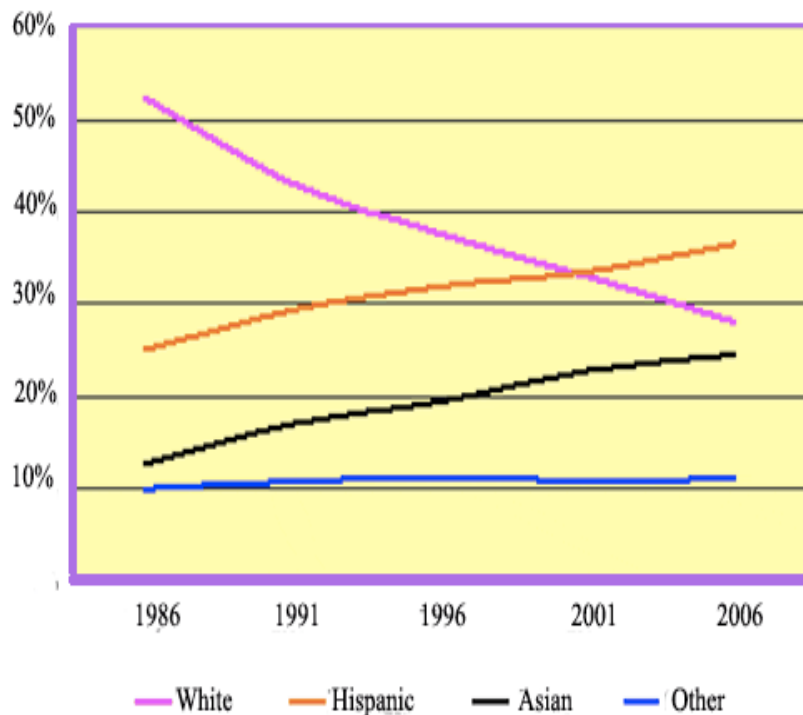


Source: CA Department of Finance, Demographic Research Unit, 2005



K-12 Demographic Shift

**Santa Clara County K-12 Ethnicities
1986 to 2006**



- **Significant decline in white population (-45,000)**
- **Steady increase in Asian (+34,519) and Latino (+37,616) populations**
- **Other ethnicities increasing (+5,889)**

Source: Santa Clara Office of Education

Our Success Metrics...

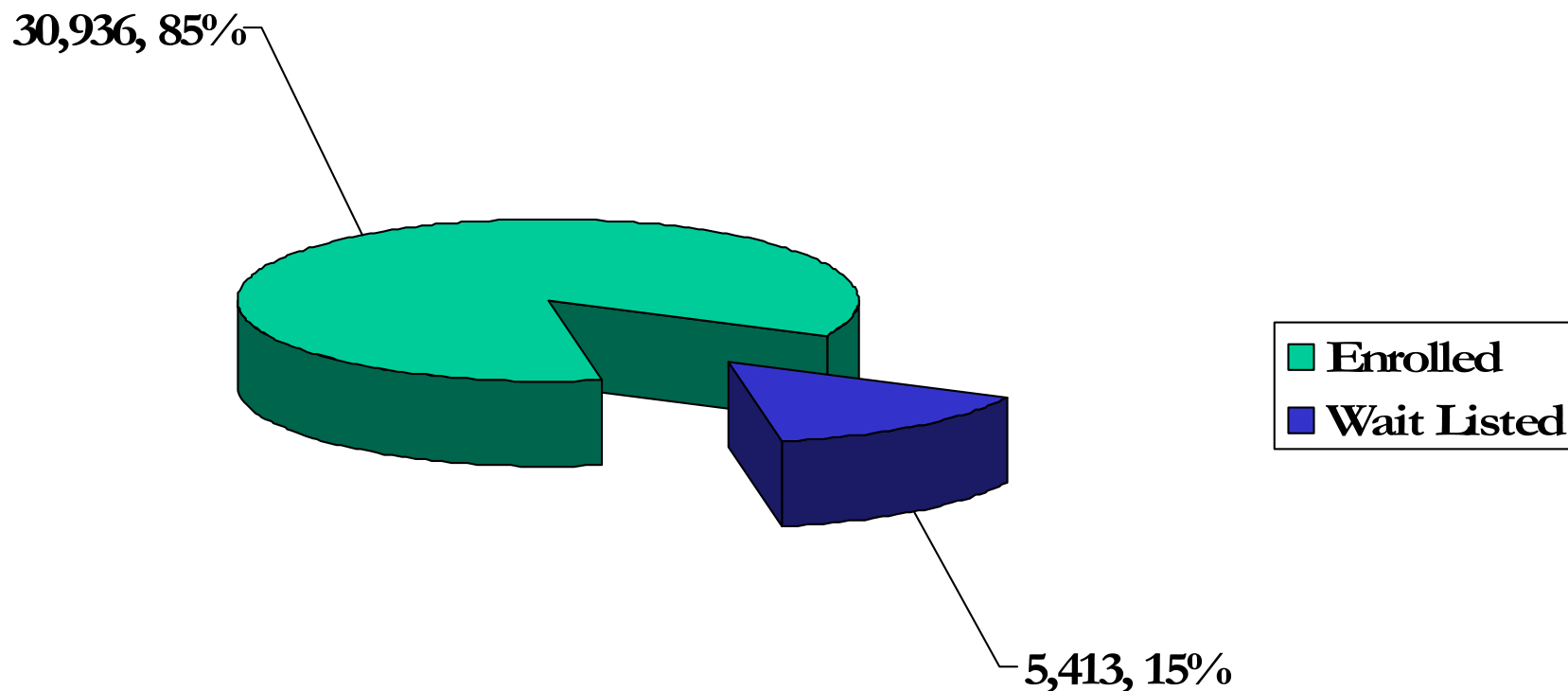
College	<i>Transfer</i>	<i>Achievement</i>	<i>Success</i>
De Anza College	58.05%	65.8%	76.88%
West Valley	48.47%	53.4%	64.42%
Evergreen Valley	45.43%	55.4%	62.09%
Mission College	45.41%	53.4%	65.26%
SJCC	43.93%	50.8%	61.95%

Source: CA Community Colleges
Chancellor's Office



Missed Opportunities...

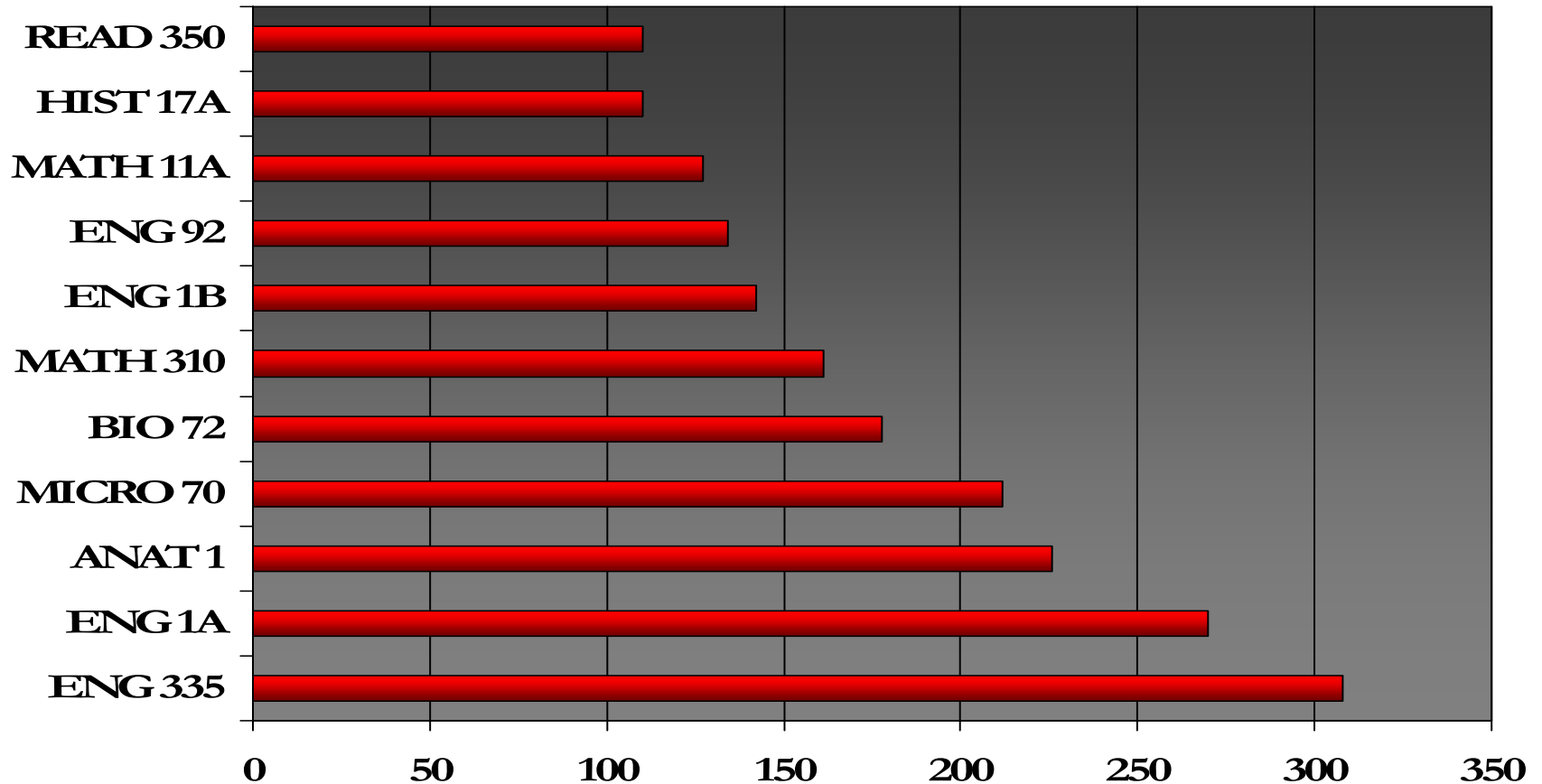
Fall, 2007



Total # of duplicated students on waitlists: 5,413

Source: RIE

Top 11 Wait Lists



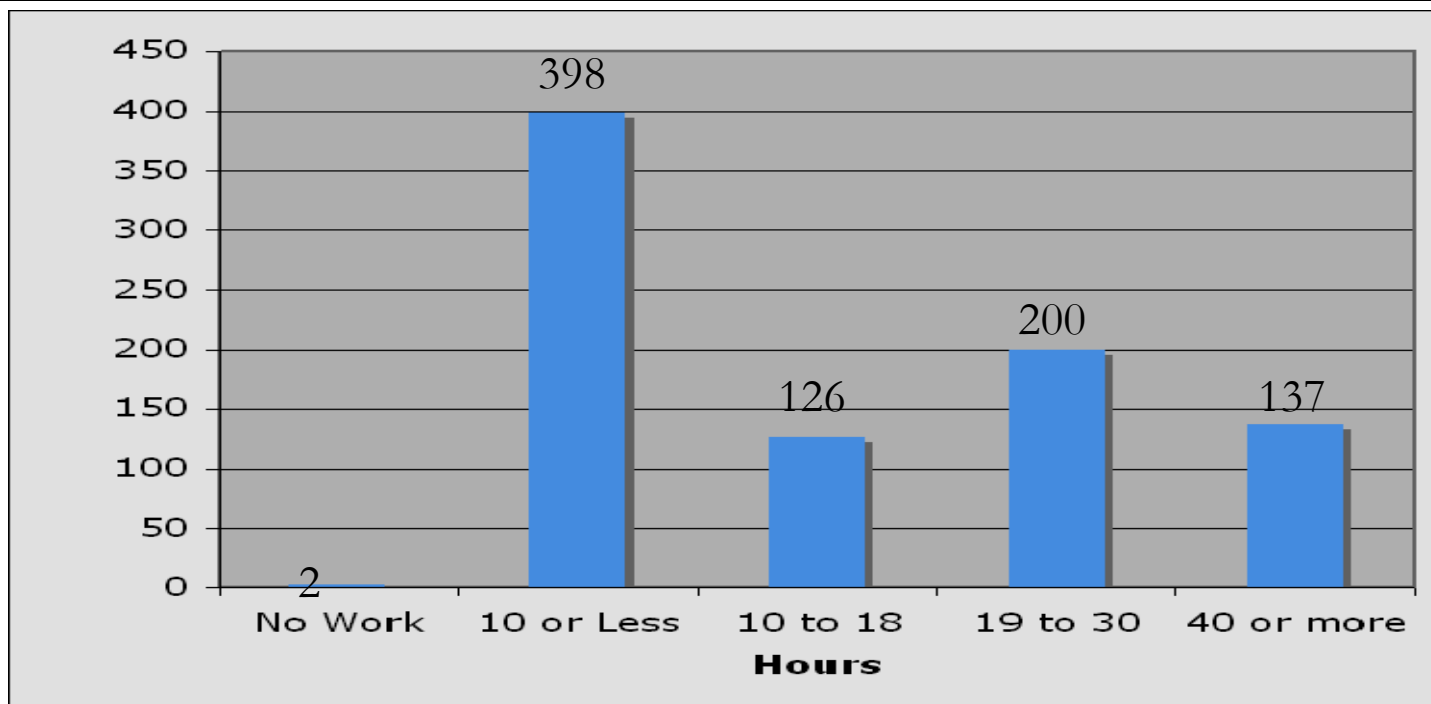
Total = 1,978

Students

Source: RIE



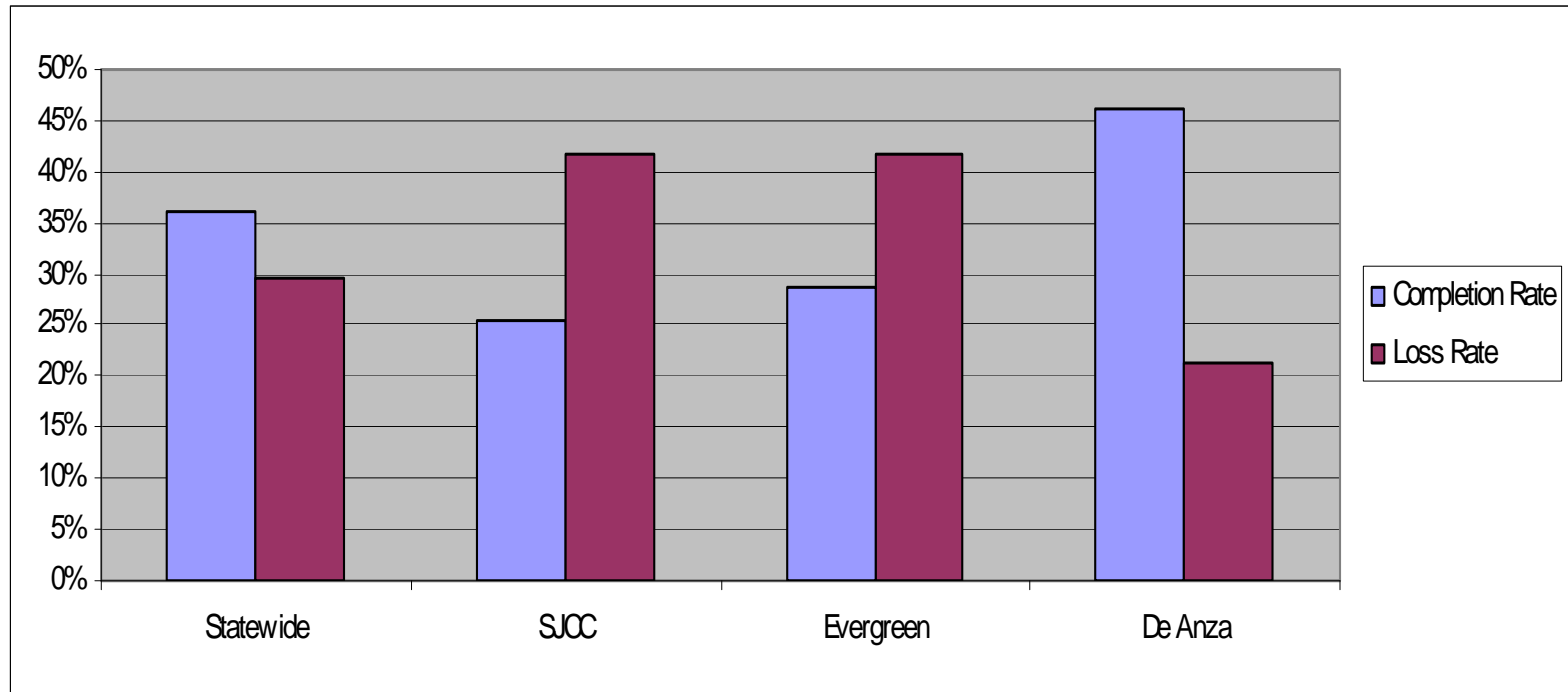
All Our Working Students



- **SJCC survey of 911 students in 2004**
- **All but 2 worked....**
- **Many SJCC students work ½ time or greater while enrolled.**

Factoid: 4,735 students in Fall, 2006 received financial aid.

Staying vs. Leaving:

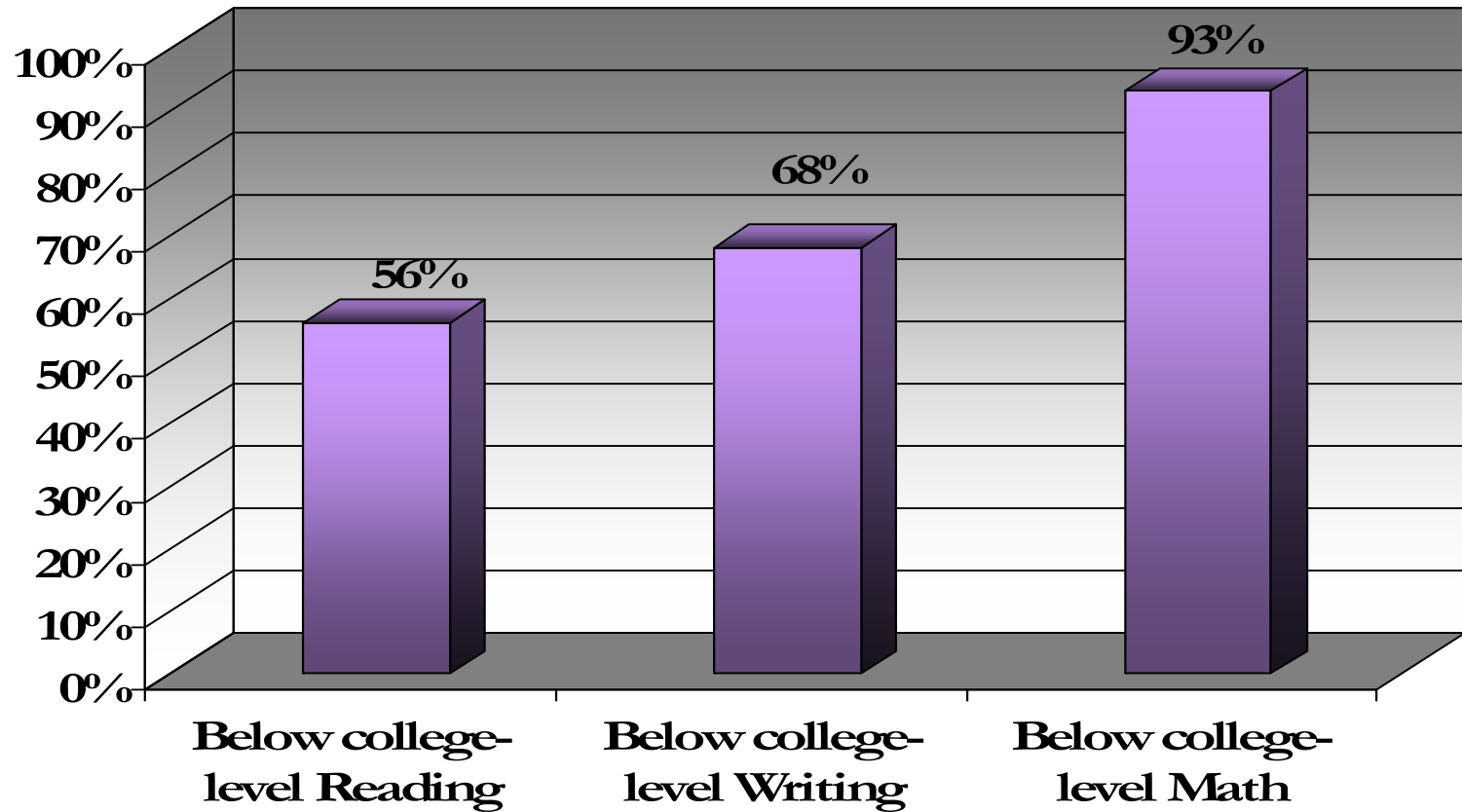


Over 40% of SJCC students transfer to other community colleges.

Source: CCCCCO



The Basic Skills Challenge

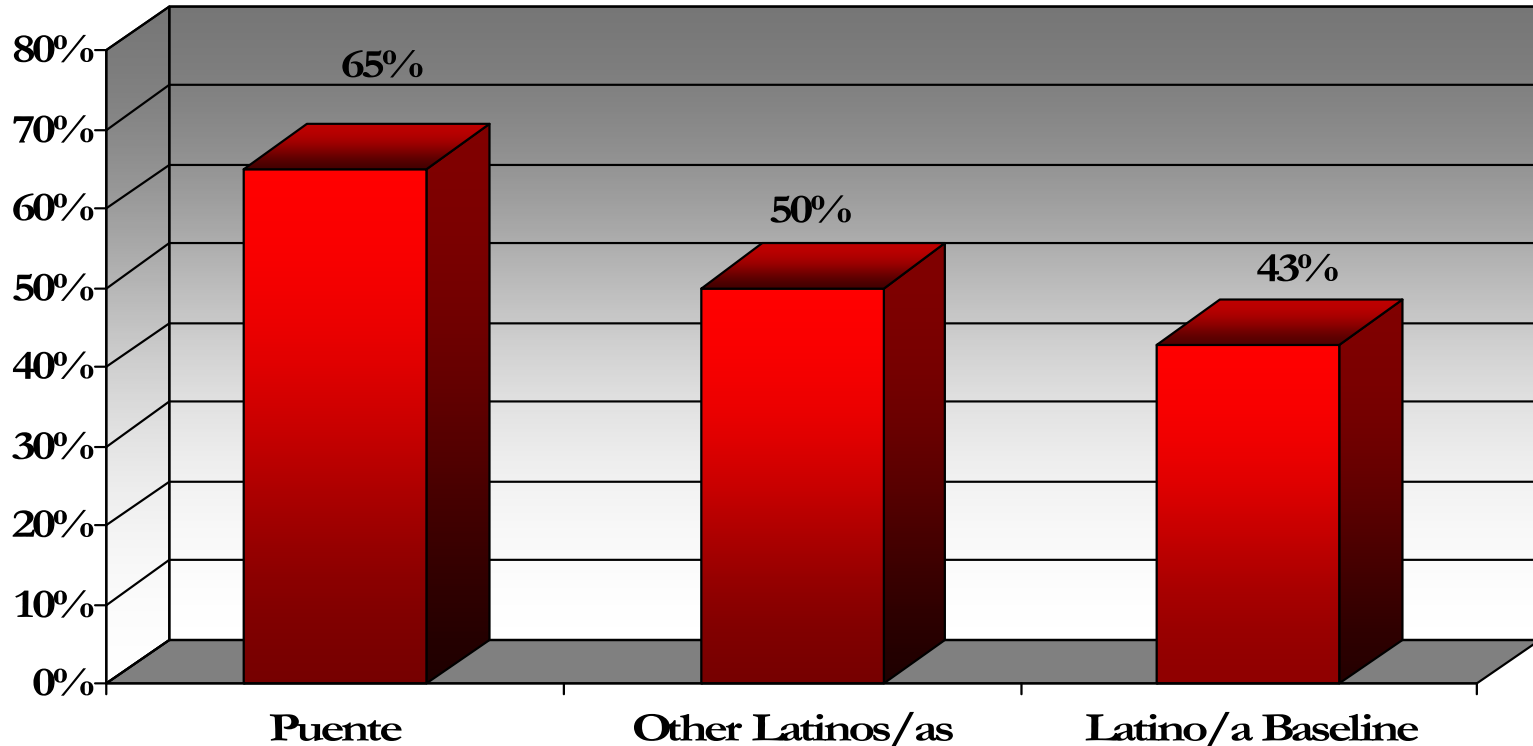


Source: 2006 Compass Placement Summary Report



Student Support Programs Work:

Puente Success Rate



Puente Students have 30% higher success rate.

Source: RIE



Summary

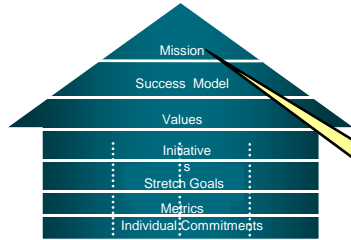
- **Our community & student demographics are changing dramatically.**
- **We are not meeting our enrollment potential and the needs of our students.**
- **Our success metrics are below our sister colleges in the South Bay area.**
- **In the South Bay area, we have the best opportunity to attract students who need us the most and for whom we can do the most.**
- **When we focus on true student needs, we succeed and make a difference in their lives.**



3. Vision



SJCC Vision Statement



*Inspiring Success,
One Student at a Time*

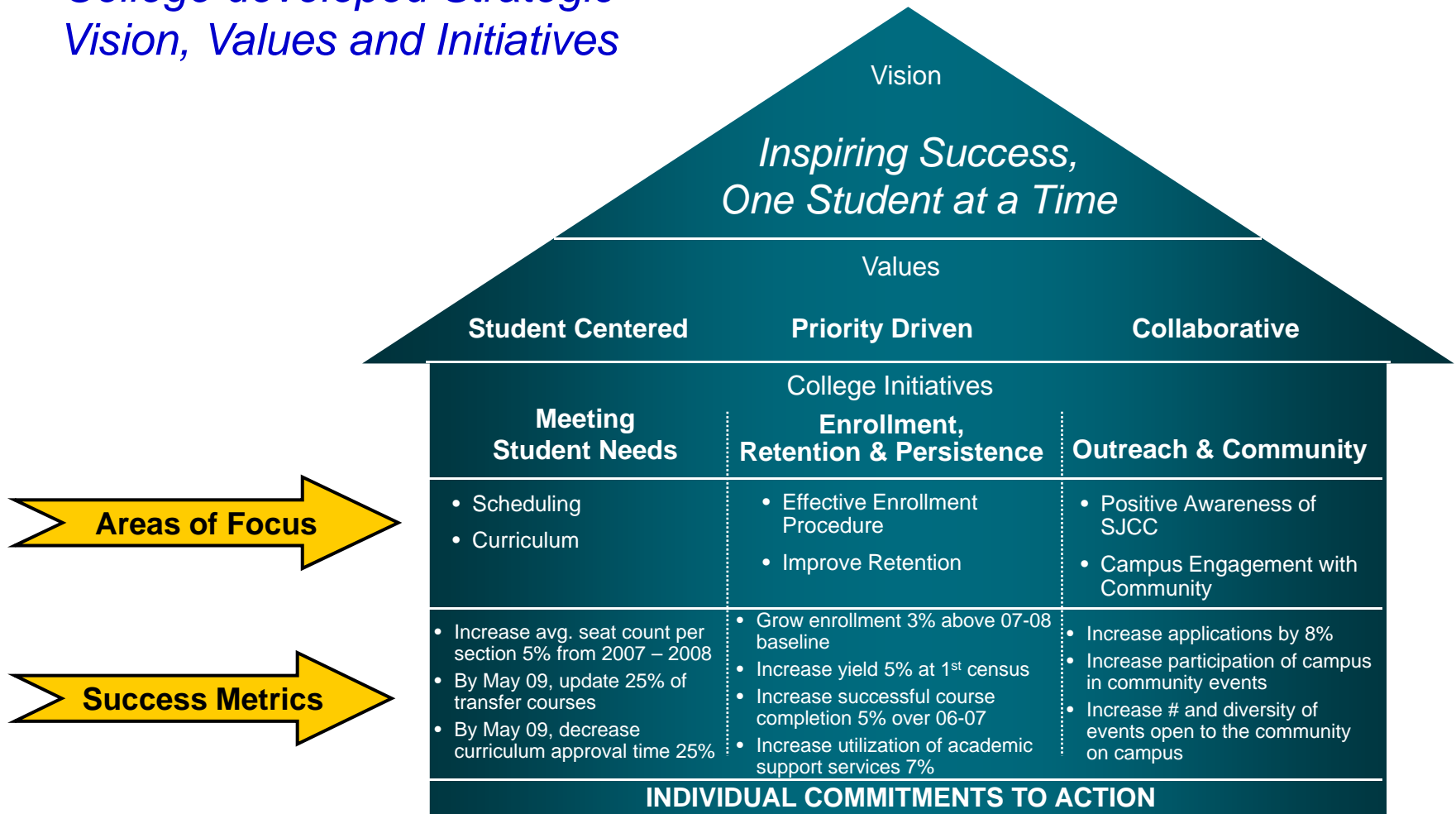


4. Goal Alignment

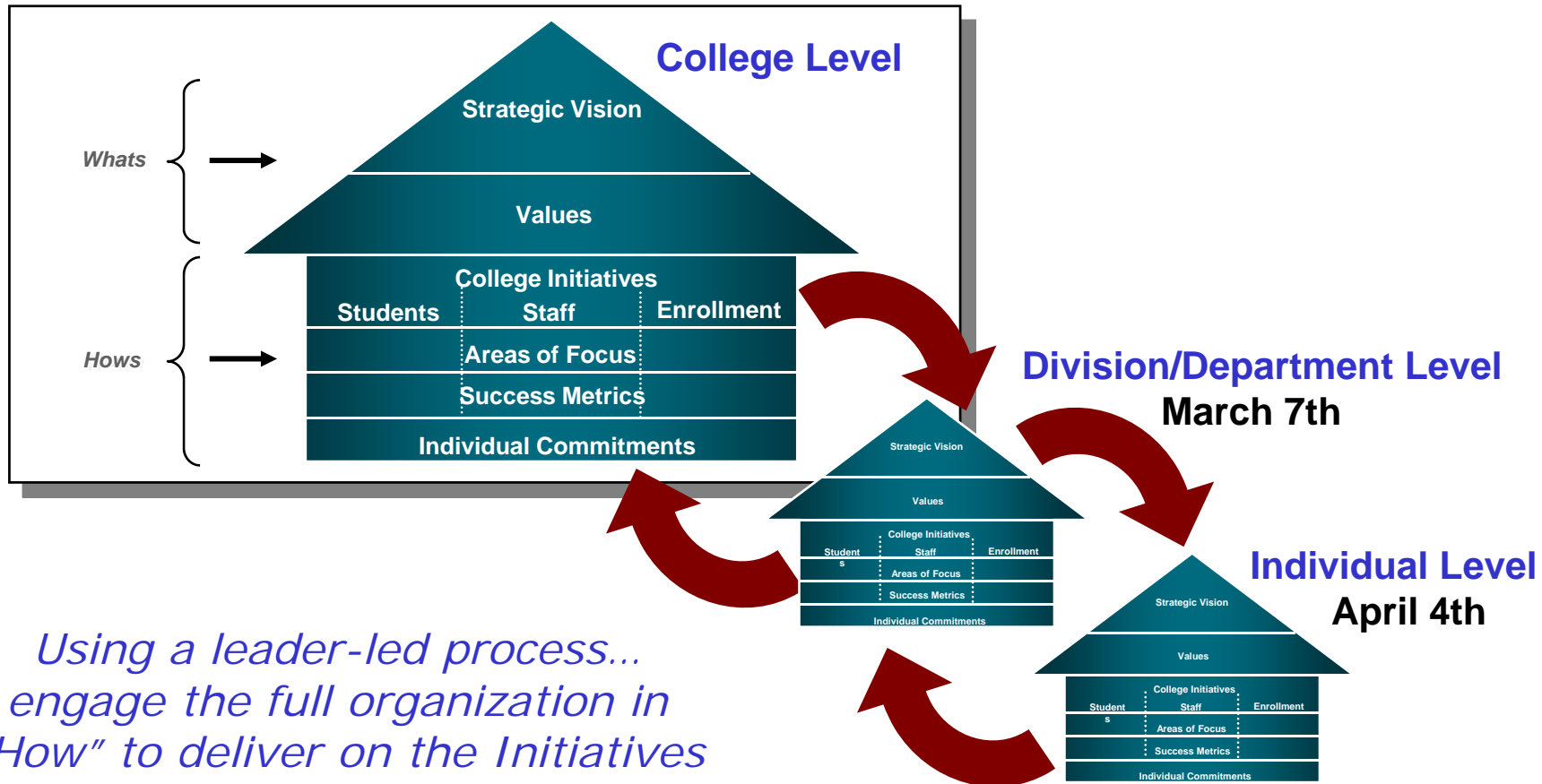


San Jose City College Alignment Arrow

College developed Strategic Vision, Values and Initiatives

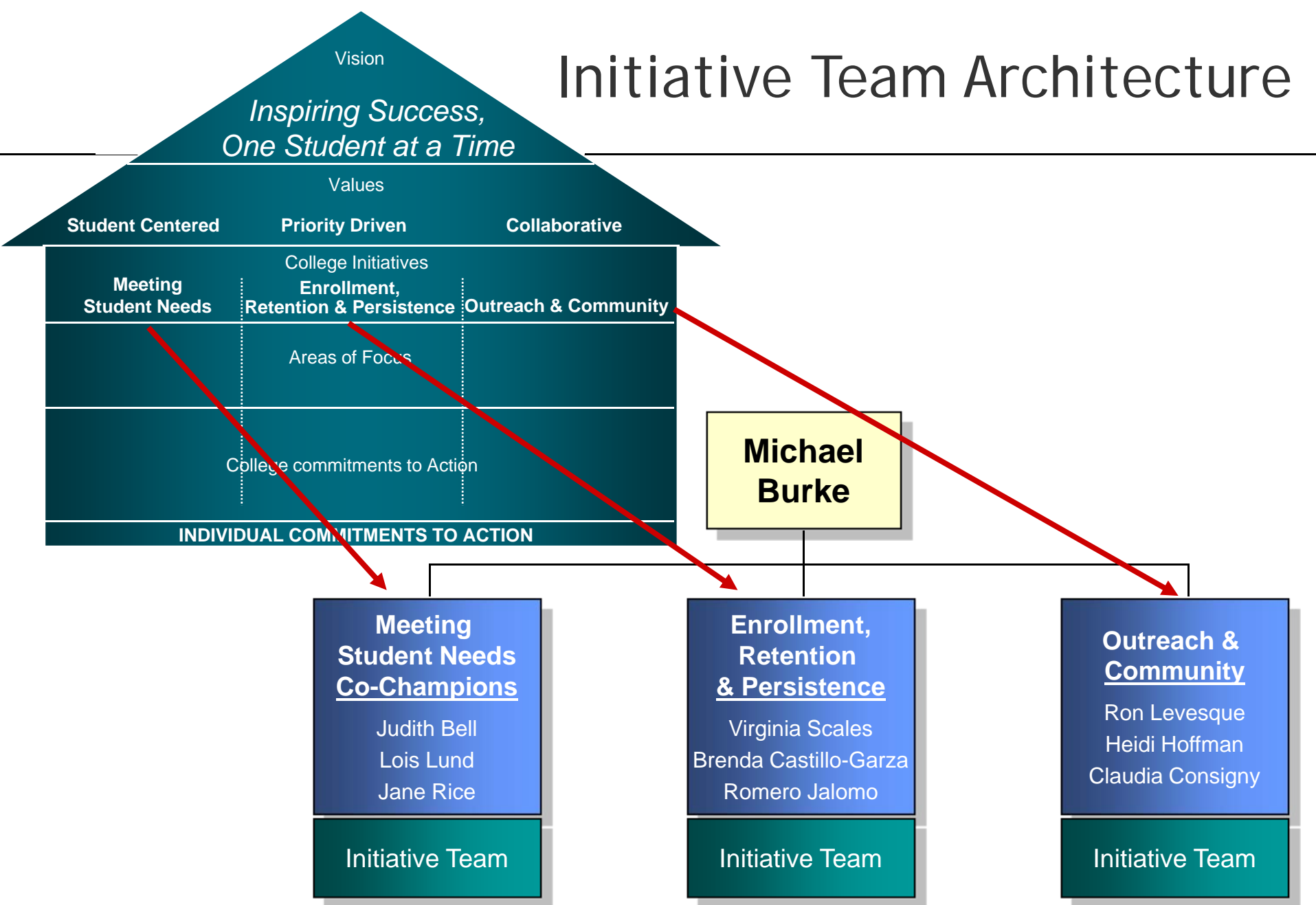


Cascade



*Using a leader-led process...
engage the full organization in
"How" to deliver on the Initiatives
at their own level*

Initiative Team Architecture



Initiative Team Actions & Responsibilities

- Lead the planning and implementation oversight for the Initiative
- Maintain a cross-functional perspective on the Initiative
- Monitor performance of the Initiative
- Capture and disseminate best practices on the Initiative
- Prepare presentation on Initiative for each checkpoint meeting
- Provide content to support our communications campaign



Value Proposition for SJCC

The Integrated Strategic Planning process enables us to:

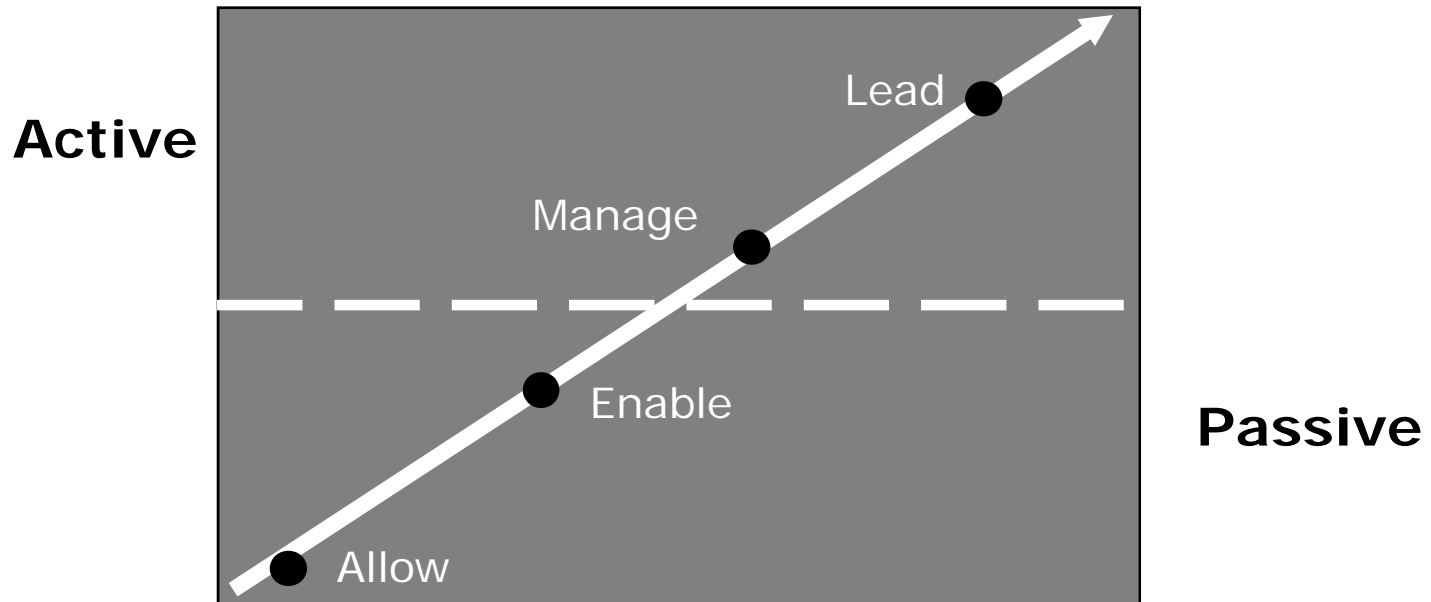
- Implement the next phase of improvement with full college focus and follow through
- Together achieve significant improvement on targeted Initiatives such as:
 - Meeting Student Needs
 - Enrollment, Retention & Persistence
 - Outreach & Community
- Significantly improve the organization's level of collaboration and focus



Everyone Must Lead The Effort



Leaders Must Model Desired Behaviors



It is not sufficient for leaders to allow, enable or manage a transformation. They must lead it.



Leading the Transformation

What Everyone Needs to Do

- Work together as ***One Organization***
- Accept open discussion of our ***Current Reality***
- Show willingness to ***Change*** and ***Commitment to Action***
- ***Trust...*** Yourself, Your Team, and Your Peers
- Demonstrate ***Action and Follow Through***



Break



5. Meeting Student Needs

Judith Bell
Lois Lund
Jane Rice



Transformation Initiative

Meeting Student Needs

Highest Priority Gaps

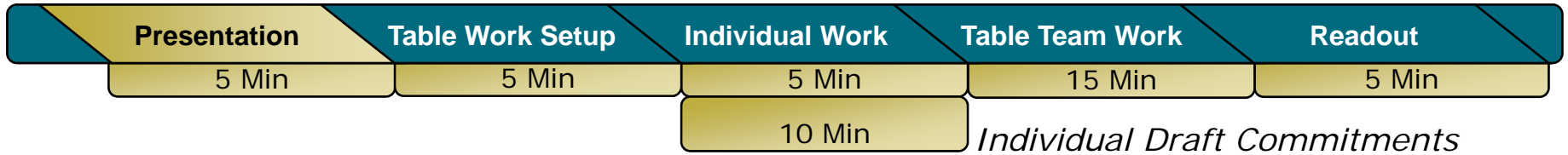
- Course offerings out of sync with student needs
- Lack of long-term schedule
- Cumbersome system for program/curriculum development and review
- Curriculum doesn't meet needs of current demographics (basic skills courses)
- Lack of vision, strategy and coordinated plans to use technology in instruction
- Lack of data for assessment and planning in decision making



Transformation Initiative

Meeting Student Needs

Vision	Area of Focus	Success Metrics	Commitments to Action
<p><i>Provide educational opportunities for students when and how they want them.</i></p>	<p>Scheduling</p>	<p>Increase average seat count per section by 5% from 2007-2008 numbers</p>	<ul style="list-style-type: none"> • By December 2008, establish appropriate growth goals per division • By December 2008, remove barriers to effective scheduling • By December 2008, establish a course rotation plan per division
	<p>Curriculum</p>	<ul style="list-style-type: none"> • By May 2009, update 25% of transfer courses • By May 2009, decrease curriculum approval time by 25% 	<ul style="list-style-type: none"> • By December 2008, create an efficient campus-wide curriculum process • By December 2008, develop plan and process for updating all courses (hybrid and transfer) • By May 2009, implement plan and update 25% of all hybrid and 25% of transfer courses • By May, 2009, implement a comprehensive process for program review



Meeting Student Needs



Table Team Assignment

College Initiative

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Purpose:

Team Worksheet: Review your division/department Commitments to Action (CTA) and identify the top potential individual CTAs for supporting the Initiative

Individual Worksheet: Record your own individual Commitments to Action in alignment to the College Initiatives and your division/department CTAs

Team process:

- **Assign Facilitator** to help the team arrive at the **top** responses after **all** members have shared their best response to the questions
- **Assign Presenter** to be prepared to present the Team's Worksheet.
- **Assign Recorder** to type and turn in the Worksheet(s) at the end of the exercise





2008-09 Individual Commitments to Action

Name: Michael Burke

Department: President

Initiative

Area of Focus

Meeting Student Needs

1.

Scheduling

2.

Curriculum

Area of Focus	Individual Commitments to Action	Success Metrics	Supervisor's Comments Evaluator Name & Title: _____
1.	Hold summit prior to schedule publication to ensure maximum room utilization and appropriate levels of course offerings to meet student needs.	<ul style="list-style-type: none"> • 100% room utilization and 25% reduction in wait lists. 	
2	Work with District and EVC leadership to facilitate change and expedite the curriculum development process.	<ul style="list-style-type: none"> • Curriculum approval process compressed to 3-6 months. 	
Annual Goal Rating			

Insert division/department head's CTAs here



Individual Assignment

Meeting Student Needs

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

Individuals take a moment to complete their view of the questions

Area of Focus	List your top recommendations on CTAs for <u>individuals</u> in the department/division.
Scheduling	
Curriculum	



Table Team Assignment

College Initiatives

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

15 Min

- **Individual Readouts:** facilitator requests each person to read out their top answer to the key questions
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- **Team Answers:** facilitator guides the team to select the top answers for the team
- **Record Answers:** recorder captures the team's output



Table Team Assignment

Meeting Student Needs

Table Team: _____

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
--------------	------------------	-----------------	-----------------	---------

Area of Focus	List your top recommendations on CTAs for <u>individuals</u> in the department/division.
Scheduling	
Curriculum	



Table Team Readouts

College Initiatives

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Readouts to the full group.





2008-09 Individual Commitments to Action

Name:

Department:

Initiative

Area of Focus

Meeting Student Needs

1.

Scheduling

2.

Curriculum

Area of Focus	Individual Commitments to Action	Success Metrics	Supervisor's Comments Evaluator Name & Title: _____
Annual Goal Rating			

Performance Evaluation Key: EX: Excellent GSP: Good Solid Performance NI: Needs Improvement U: Unsatisfactory N/A/O: Not Applicable/Observed

6. Enrollment, Retention & Persistence

Co-Champions:
Virginia Scales
Brenda Castillo-Garza
Romero Jalomo



Enrollment, Retention & Persistence Transformation Initiative

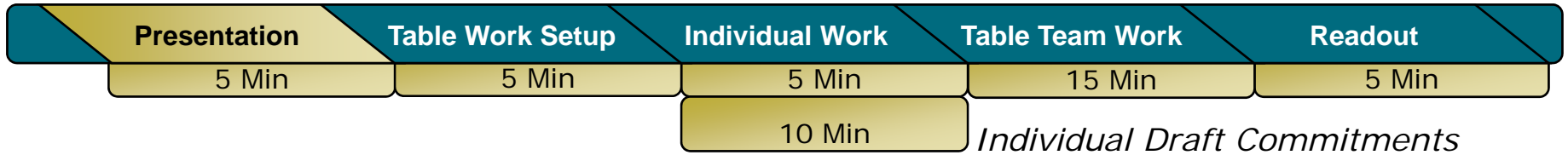
Highest Priority Gaps

- Low participation rates amongst the San Jose Community College service area.
- Coordinated way of identifying students who do not complete courses, end up on academic probation, or who do not use tutorial services.
- Lack of awareness of available campus support services and campus safety.



Enrollment, Retention & Persistence Transformation Initiative

Vision	Area of Focus	Success Metrics	Commitments to Action
<p><i>Effective enrollment procedures and expanded retention efforts.</i></p>	<p>Effective Enrollment Procedure</p>	<ul style="list-style-type: none"> • Grow enrollment 3% above 07-08 baseline • Increase yield 5% at first census 	<ul style="list-style-type: none"> • Improve and simplify enrollment process
	<p>Improve Retention</p>	<ul style="list-style-type: none"> • Increase successful course completion 5% over 2006 - 2007 • Increase the utilization of academic support services 7% 	<ul style="list-style-type: none"> • Recommend improvements and expand current student intervention programs with retention and support functions campus wide by June 2008 • Campus wide effort to support and utilize programs



Enrollment, Retention and Persistence



Table Team Assignment

College Initiative

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

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2008-09 Individual Commitments to Action

Name: Michael Burke

Department: President

Initiative

Area of Focus

**Enrollment, Retention
& Persistence**

1.

Effective Enrollment Procedure

2.

Improve Retention

Area of Focus	Individual Commitments to Action	Success Metrics	Supervisor's Comments Evaluator Name & Title: _____
1.	Work with District to ensure necessary IT support and resources.	<ul style="list-style-type: none"> • Create "one-stop" enrollment process. 	
2.	Hold quarterly reviews with VPs and deans to review attrition, retention, persistence, and success metrics.	<ul style="list-style-type: none"> • Increase rates of retention, persistence, and success. • Decrease rates of attrition. 	
Annual Goal Rating			

Insert division/department head's CTAs here



Individual Assignment

Enrollment, Retention and Persistence

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

Individuals take a moment to complete their view of the questions

Area of Focus	List your top recommendations on CTAs for <u>individuals</u> in the department/division.
Effective Enrollment Procedure	
Improve Retention	



Table Team Assignment

College Initiatives

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

15 Min

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Table Team Assignment

Enrollment, Retention and Persistence

Table Team: _____

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
--------------	------------------	-----------------	-----------------	---------

Area of Focus	List your top recommendations on CTAs for <u>individuals</u> in the department/division.
Effective Enrollment Procedure	
Improve Retention	



Table Team Readouts

College Initiatives

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Readouts to the full group.





2008-09 Individual Commitments to Action

Name:

Department:

Initiative

Area of Focus

Enrollment, Retention
& Persistence

1.

Effective Enrollment Procedure

2.

Improve Retention

Area of Focus	Individual Commitments to Action	Success Metrics	Supervisor's Comments Evaluator Name & Title: _____
Annual Goal Rating			

Performance Evaluation Key: EX: Excellent GSP: Good Solid Performance NI: Needs Improvement U: Unsatisfactory NA/O: Not Applicable/Observed

7. Outreach and Community

Co-Champions:

Ronald Levesque

Claudia Consigny

Team members:

Nancy Wolfe

Kathy Werle

Anthony Vukelich

Stephen Mansfield

Ronald Levesque

Corrine Espino

Claudia Consigny

Bill Carlson



Outreach and Community College Initiative

Highest Priority Gaps

- No baseline data of college's image
- No coordinated plan for outreach and marketing
- Low awareness of SJCC
- Multiple images of SJCC



Outreach and Community College Initiative

Vision	Area of Focus	Success Metrics	Commitments to Action
<p><i>Establish and communicate a clear, positive image of the college</i></p>	<p>Positive Awareness of SJCC</p>	<p>Increase number of applications by 8%</p>	<ul style="list-style-type: none"> • Align all communications to a unified college image and message • Create, implement and measure a coordinated marketing and outreach plan
	<p>Campus Engagement with Community</p>	<ul style="list-style-type: none"> • Increase participation of campus in community events • Increase number of and diversity of events open to the community on campus 	<ul style="list-style-type: none"> • Celebrate SJCC successes • Improve and expand connections to high schools • Collaborate with local employers and community-based organizations

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
5 Min	5 Min	5 Min	15 Min	5 Min
		10 Min	<i>Individual /Dept. Draft Commitments</i>	

Outreach & Community




Table Team Assignment

College Initiative

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

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2008-09 Individual Commitments to Action

Name: Michael Burke

Department: President

Initiative

Area of Focus

Outreach & Community

1.

Positive Awareness of SJCC

2.

Campus Engagement with Community

Area of Focus

Individual Commitments to Action

Success Metrics

Supervisor's Comments
Evaluator Name & Title: _____

1.

Coordinate marketing efforts college-wide to ensure a single brand.

Single brand within 12 months.

1.

Complete hiring of top marketing person.

Completion of hiring process by Fall, 2008.

2.

Work directly with community groups to promote partnerships.

Create five new partnerships.

Annual Goal Rating

Insert division/department head's CTAs here



Individual Assignment

Outreach & Community

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

Individuals take a moment to complete their view of the questions

Area of Focus	List your top recommendations on CTAs for <u>individuals</u> in the department/division.
Positive Awareness of SJCC	
Campus Engagement with Community	



Table Team Assignment

College Initiatives

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

15 Min

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Table Team Assignment

Outreach & Community

Table Team: _____

Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
--------------	------------------	-----------------	-----------------	---------

Area of Focus	List your top recommendations on CTAs for <u>individuals</u> in the department/division.
<p>Positive Awareness of SJCC</p>	
<p>Campus Engagement with Community</p>	



Table Team Readouts

College Initiatives

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Readouts to the full group.





2008-09 Individual Commitments to Action

Name:

Department:

Initiative

Area of Focus

Outreach & Community

1.

Positive Awareness of SJCC

2.

Campus Engagement with Community

Area
of
Focus

Individual Commitments to Action

Success
Metrics

Supervisor's Comments

Evaluator Name & Title: _____

Annual Goal Rating

Performance Evaluation Key: EX: Excellent GSP: Good Solid Performance NI: Needs Improvement U: Unsatisfactory N/A/O: Not Applicable/Observed

8. Values



VALUES (Behavioral Drivers)

Values	If We Were Living This Behavior:
Students Centered	<ul style="list-style-type: none"> • We strike a balance in favor of students over tasks. • We listen to our students and base decisions on their concerns. • We consider how our decisions affect students.
Priority Driven	<ul style="list-style-type: none"> • We communicate our goals and priorities broadly. • We agree on our priorities and align our actions to them. • We evaluate our priorities regularly.
Collaborative	<ul style="list-style-type: none"> • We discuss before we act. • We consider shared governance in our decision-making. • We include others, including our external community, in our deliberations. • We find time to work as a team, as a department, as a division, as a campus, and as a district.



Presentation	Table Work Setup	Individual Work	Table Team Work	Readout
10 Min	5 Min	15 Min	0 Min	0 Min

Values

(Behavioral Drivers)

Table Team Assignment

2008 Values

Presentation

Table Work Setup

Individual Work

Table Team Work

Readout

5 Min

Purpose:

For each member to develop a draft of their behavioral change commitments.

Team process:

This is an individual work exercise.





2008-09 Individual Commitments to Action

Name: Michael Burke

Department: President

Initiative

Area of Focus

Values

1.

Student Centered

2.

Priority Driven

3.

Collaborative

Area of Focus	Individual Commitments to Action	Success Metrics	Supervisor's Comments Evaluator Name & Title: _____ _____
1	Ensure executive-level decisions affect students positively.	<ul style="list-style-type: none"> • 100% of decisions will reflect consciousness of student focus. 	
2	Ensure campus follows priorities set by Strategic Planning process.	<ul style="list-style-type: none"> • 100% implementation of the Strategic Plan and execution of "checkpoint" meetings. 	
2.	Ensure college resources are directed to our highest priorities.	<ul style="list-style-type: none"> • 100% of highest priorities receive funding. 	
3	Ensure issues are widely discussed before acting via shared governance vehicles.	<ul style="list-style-type: none"> • 100% of decisions will reflect appropriate level of shared governance. 	
Annual Goal Rating			

Performance Evaluation Key: EX: Excellent GSP: Good Solid Performance NI: Needs Improvement U: Unsatisfactory NA/O: Not Applicable/Observed

Insert division/department head's CTAs here





2008-09 Individual Commitments to Action

Name:

Department:

Initiative

Area of Focus

Values

State the behavioral changes you're willing to commit to and model to help ensure the success of the values.

1.

Student Centered

2.

Priority Driven

3.

Collaborative

Area of Focus	Individual Commitments to Action	Success Metrics	Supervisor's Comments Evaluator Name & Title: _____
Annual Goal Rating			

Performance Evaluation Key: EX: Excellent GSP: Good Solid Performance NI: Needs Improvement U: Unsatisfactory N/A/O: Not Applicable/Observed

9. Next Steps & Wrap Up



Follow Through Roadmap

Opening Day
Working Session
August 2008

Professional Development Day
Working Session
January 2009

Professional Development Day
Working Session
April 2009

Performance Checkpoint
August 2008

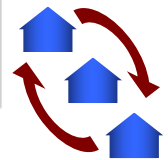
Performance Checkpoint
January 2009

Reset CTAs
April 2009

- Review Progress & Scorecard
- Share Best Practices
- Tactical Action Review
- Launch Integrated Planning Process for 2009 (January)

- Review Progress & Scorecard
- Share Best Practices
- Tactical Action Review
- Launch New Performance Year

- Review Progress & Scorecard
- Share Best Practices
- Tactical Action Review
- Launch Integrated Planning Process for 2010 (January)



All Employee Cascades
April

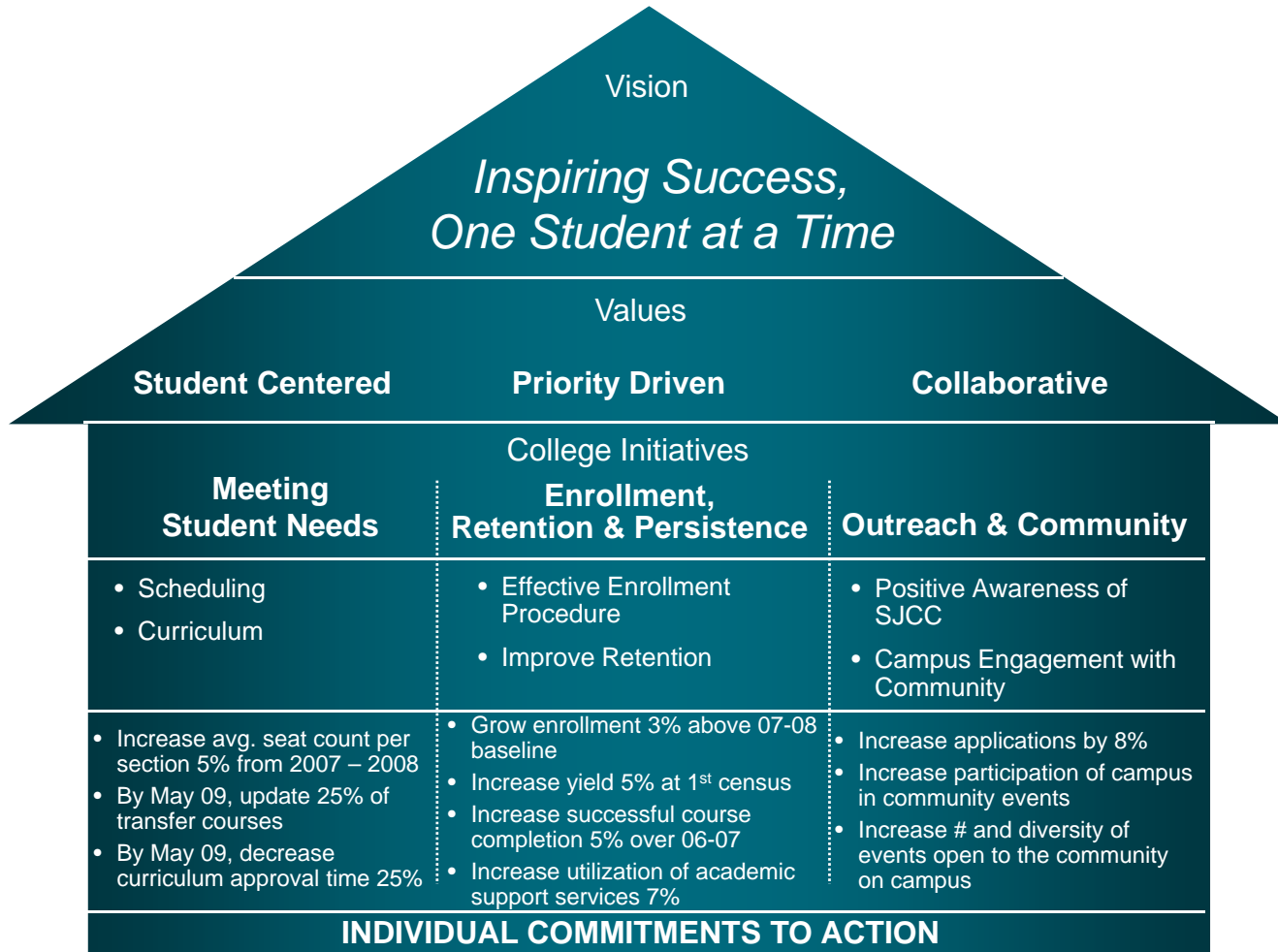
Next Steps

- Finalize your Individual Commitments to Actions (CTAs)
 - Once you have completed your draft CTAs, meet with your *division/department head* to gain agreement and finalize
- College Initiative Teams will continue to meet monthly to ensure the success of the Initiatives
- Please sign up for an Initiative Team and help us lead this effort





Charting Our Future



Evaluation

Please complete and turn in prior to leaving.

1. Rate the overall effectiveness of this working session.

Circle one: **Low** **1** **2** **3** **4** **High**

2. Rate the overall effectiveness of the process in engaging and aligning the organization.

Circle one: **Low** **1** **2** **3** **4** **High**

3. Rate the overall transparency of this process?

Circle one: **Low** **1** **2** **3** **4** **High**

4. How would you rate your current willingness to help lead this process in your area?

Circle one: **Low** **1** **2** **3** **4** **High**

Other Comments:

Media Release

Please sign and turn in prior to leaving.

As you know, we have taken both video and photographs of today's event (*SJCC Working Session April 4th, 2008*) for the purposes of communicating and marketing our efforts. We request your release allowing us to use the media of any pictures or videos you might appear in.

I hereby grant to San Jose City College and Dissero Partners the irrevocable and unrestricted right to use and publish photographs and video of me, or in which I may be included, for editorial, trade and advertising; and to copyright the same. I hereby release Dissero Partners from all claims and liability relating to said photographs and video.

NAME (PRINT)

DATE

SIGNATURE

