



District Short-Term Strategic Goals 2013 – 2015

1. Improve Student Success and Completion Rates

- Assessment of SLOs - By June 2014 the colleges and the district will achieve a level of “proficiency” in the assessment of student learning consistent with ACCJC standards and October 2012 recommendations
- Establish standards of student learning and student achievement – by January 2014 the colleges and the district will collaboratively draft district standards of student learning and of student achievement and will develop definitions of “student success” for review and approval by the governing board
- Specific Student Success Initiatives - The colleges and district services will undertake a multi-year program of specific initiatives to improve student success and completion rates (see “Appendix A”)

2. Improve leadership and managerial competencies at all levels

- By June 2014 the district will clearly define professional roles, responsibilities and accountability for all leaders and identify core leadership competencies to be embedded in performance management systems
- By June 2015 the district will have defined and improved decision-making competencies with the intent to decentralize or centralize decisions where appropriate
- By June 2014 the district will develop and launch professional development opportunities that enhance leadership/managerial competencies (eg. “Leadership Plus,” training and professional development programs for the District Management Council, formal internships and interim assignments, external leadership programs, etc.)

3. Complete the transition to Multi-College District to increase organizational efficiency of the District and Colleges

- Develop and implement a comprehensive planning protocol to conduct long-range planning for strategic initiatives and program/service priorities that align with master planning with focus on curricular design, student support services and organizational efficiencies to improve the student experience and increase student completion, student learning and student success
 - By June 2013 – develop the Strategic Planning Protocol to align college Ed Master Planning and district Master Planning with District strategic priorities
 - By June 2013 – develop a Resource Allocation Process to align resources with priorities identified in the District and Colleges’ master plans and is responsive to opportunities and emerging needs/imperatives consistent with the Comprehensive Planning Protocol
 - By June 2014 – have implemented first year cycle of Strategic Planning Protocol to include draft District and revised College mission statements that identify students served and defines the specific programs that best serve those students and their communities

- By June 2014 – have implemented the first cycle of a Resource Allocation Process for the development of the FY 2015-16 Annual Plan and Budget
- By June 2014 have developed a multi-year reorganization plan for the district
 - Delineate the functional relationships between the colleges and the district, and where needed, reorganize to enhance and improve efficiency
 - Improve and reengineer communication and decision-making effectiveness to navigate complex decisions with efficiency and structure to focus on student success
 - Improve and reengineer administrative efficiency to include responsibilities, functions, positions and staffing to realign resources for student success
 - Restructure participatory decision-making organizations, develop clearly defined charters and processes and train and empower teams to ensure a high degree of involvement in decision-making and achieve efficient management of staff workload
 - Develop competency in resource development, adopt an entrepreneurial stance, and assure initiatives funded through external sources advance the mission and goals of the colleges and achievement of the district's overall strategic intent
- By January 2014 determine whether to realign the Clear Lake Campus

4. Increase regional leadership

- EWD Initiatives – (1) support the reorganization of *EDPAC/CCCCO EWD by organizing region and (2) forge partnerships with other regional CCs to advance specific industry-focused initiatives
- Continue/accelerate work on Rural College Collaborative to optimize administrative and programmatic shared service partnerships among small/rural colleges (interest is growing among mid-sized districts as well).
- Lead/support the development of state & local partnerships focused on the Completion Agenda(s)

5. Prioritize Economic and Workforce Development programs based on regional, state and national imperatives

- For FY 2013-14 & 2014-15 - leverage existing programs and pursue specific Economic and Workforce Development (EWD) Initiatives (Framed by the CCCCCO *“Doing What Matters for Jobs and the Economy”* <http://doingwhatmatters.cccco.edu/> and the Capital Area Region EWD initiative *“The Next Economy”* <http://www.nexteconomycapitalregion.org/>):
 - Program opportunities/imperatives:
 - WCC Ag & Seed Central
 - YC Ag & High Tech manufacturing
 - YC Allied Health & Public Safety - Nursing & BSN Bridge partnership
 - Determine whether to realign College/Centers to better support EWD regionalization