

YCCD Strategic Goals with Objectives, Key Predictive Indicators (KPIs), and Strategies

Adopted by the YCCD Governing Board, November 13, 2014

1. Increase student success and maximize the student experience through learner-centered programs and services designed to enhance student learning and completion

- Objective 1.1* *By fall 2016 increase by 3% the percentage of students who, within a one-year period successfully complete 15 local general education units or 9 units in a TOP code as compared to baseline year 2013-14 (KPIs 1, 2)*
- Objective 1.2* *By fall 2016 increase by 3% the percentage of students who, within a one-year period, successfully complete English or Math courses both one level below transfer and at the transfer level as compared to baseline year 2013-14 (KPI 9)*
- Objective 1.3* *By fall 2015 increase scores on two benchmarks by 2-3% as measured by the Survey of Entering Student Engagement (SENSE) as compared to baseline fall 2013 (KPI 10)*
- Objective 1.4* *By 2016 complete multi-year Student Success Initiatives (n=33) program. Assess initiatives for sequenced implementation, implement as appropriate, and evaluate for effectiveness in improving student success (KPI 1, 2, 9, and 11)*
- Objective 1.5* *By June 2015 the colleges and the district will achieve a level of sustainable quality improvement in the assessment of student learning consistent with ACCJC standards (KPI 12)*

Strategies:

- Support cohesive academic and career technical education pathways
- Utilize instructional strategies, research, outcomes, and practice aimed at improving student success and completion
- Emphasize Career Technical Education program priorities by College
- Optimize course delivery for efficiency and effectiveness
- Restructure and innovate in basic skills instruction to support academic pathways and progression
- Utilize Student Learning Outcomes (SLOs) assessment results to support and improve curriculum
- Implement Student Success Initiatives
- Offer continuum of student services continuously from matriculation to goal achievement
- Provide constant, consistent, and customized communication to students
- Develop a cultural identity that represents and meets the needs of our underrepresented and diverse student body

2. Integrate planning and institutional effectiveness processes within a culture of evidence

Objective 2.1 By June 2015 implement or improve the following District-wide internal processes and measure their effectiveness annually:

- 1) Degree audit, (June 2015)*
- 2) Data integrity (e.g., MIS reporting, etc.) (KPI 16)(June 2015)*

Objective 2.2 By June 2016 implement or improve the following District-wide internal processes and measure their effectiveness annually:

- 1) Codification of processes and dissemination of procedural information (e.g., planning, assessment, curriculum, admissions and records, etc.) (KPI 16)*

Objective 2.3 By September 2015 provide and evaluate for effectiveness at least three (3) District-wide professional development opportunities aimed at increasing competency in data retrieval and analysis (KPI 13)

Strategies:

- Evaluate strategic planning and resource allocation process
- Focus on existing and emerging educational needs for the communities we serve
- Assure planning, implementation, and assessment are inclusive of all campus sites and delivery modalities
- Expand capacity for research, including tracking, data retrieval, and analysis as a basis for evidence-informed decision-making and continuous quality improvement
- Expand professional development opportunities aimed at increasing competency in utilizing data as a basis for informed decision-making in integrated planning processes

3. Strengthen our CORE* as a 21st-century, learning-centered organization; employ, develop and sustain highly professional, qualified faculty and staff

- Objective 3.1 By June 2015 define and improve decision-making competencies with the intent to decentralize or centralize decisions where appropriate (KPI 13)*
- Objective 3.2 By June 2015 complete and evaluate Phase II (Part 1) technology implementation to include Degree Audit, Student Planning, ESARS, AcademicWorks, electronic student petition process, and FAQs (KPI 16)*
- Objective 3.3 By December 2015 actively pursue College and District-wide grants consistent with the strategic goals established by the colleges or District that align with the District mission and vision as measured by the application for a minimum of two (2) new grants per College annually (KPI 17)*
- Objective 3.4 By December 2016 provide and evaluate for effectiveness at least five (5) District-wide professional development opportunities aimed at increasing cultural competency (KPI 13)*
- Objective 3.5 By September 2015 review hiring practices and processes to make improvements/adjustment for best practices to create a diverse hiring pool for positions throughout the District (KPI 16)*

Strategies:

- Encourage, leverage, and expand the strengths inherent within our internal community's diverse perspectives
- Utilize technology to enhance learning, streamline student services support, optimize organizational communication and decision-making, and assure efficiency and effectiveness in key transactional processes
- Integrate sustainable facilities maintenance and management to meet student needs
- Foster internal partnerships and streamline key processes to assure nimble response and consistent/accurate communication
- Engage in resource development consistent with district and colleges' missions and planning
- Promote quality and innovation in teaching and learning
- Improve leadership and managerial competency at all levels
- Deploy our human resources appropriately and assure effective professional development
- Foster cultural competency and diversity
- Support organizational efficiency and planning

4. Complete multi-college district transition in structure, roles, responsibilities, and processes

Objective 4.1 By June 2015 delineate the functional relationships between the colleges and the district, and where needed, reorganize to enhance and improve efficiency (KPI 18)

Objective 4.2 By June 2015 improve and reengineer communication and decision-making effectiveness to navigate complex decisions with efficiency and structure to focus on student success as compared to Communication Survey baseline data 2013-2014 (KPI 19)

Objective 4.3 By June 2015 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 (KPI 14)

Objective 4.4 By April 2017 complete the Woodland Community College–Clear Lake Campus realignment

Strategies:

- Define, delineate, and evaluate responsibilities, functions, and key processes
- Implement reengineered responsibilities, functions and key processes

5. Assert regional educational, economic and workforce leadership; prioritize Economic and Workforce Development Programs based on regional, state and national imperatives

*Objective 5.1 Actively pursue and create new community partnerships and collaborations that support and directly align with the strategic goals established the colleges and the district over baseline year 2013-2014 with special emphasis on the development of state and local partnerships focused on the Completion Agenda** (KPI 20, 21, 22)*

Objective 5.2 Increase educational and workforce leadership by at least 5% over baseline year 2013-2014 by expanding relationships with educational institutions (K-20), and increasing the number of district personnel demonstrating leadership in professional and regional organizations (KPI 21)

*Objective 5.3 By 2015 leverage existing programs, pursue specific Economic and Workforce Development Initiatives (Framed by the **CCCCO “Doing What Matters for Jobs and the Economy” and the Capital Area Region EWD initiative, “The Next Economy” and AB86 Adult Education) and focus on program imperatives:*

- *WCC – Agriculture and Seed Central, Business/Small Business and Entrepreneurship, and Public Safety (Certificate Model)*
- *YC – Agriculture and Advanced Manufacturing, Allied Health, and Public Safety (Academy Model) (KPI 20)*

*Objective 5.4 Support the reorganization of ***EDPAC/CCCCO EWD by organizing region and forge partnerships with other regional Community Colleges to advance specific industry-focused initiatives (KPI 20)*

Objective 5.5 Continue/accelerate work on the Rural College Collaborative to optimize administrative and programmatic shared service partnerships among small/rural colleges (KPI 20)

Strategies:

- Strengthen existing and develop new effective external partnerships, consortia, and outreach
- Engage and partner with industry and public agencies
- Strengthen and leverage K-12 partnerships
- Develop and leverage community college and university partnerships

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Legend:

***CORE:** Communication, Organization, Responsibility, and Evaluation

****Completion Agenda:** http://www.aacc.nche.edu/Publications/Reports/Documents/CompletionAgenda_report.pdf

*****CCCCO:** California Community College Chancellor's Office

******EDPAC:** The Economic Development Program Advisory Committee that advises the CCCCCO Economic and Workforce Development Program.