EVERGREEN VALLEY COLLEGE

STRATEGIC PLAN 2019 - 2022

EVERGREEN VALLEY COLLEGE · SAN JOSE, CA

INTRO

Keith Aytch, President

> "Our aim is to pair high expectations with high support."

I am pleased to present Evergreen Valley College's (EVC) new three-year Strategic Plan 2019-2022. This strategic plan represents over a year of thoughtful and concerted effort by the campus community and community leaders who committed themselves to capturing the college's values, vision, and potential in the goals and activities of our strategic plan. This plan is the result of countless hours of hard work by our faculty, classified professionals and administrators. With the State Chancellors Vision for Success as our guide, we will use Guided Pathways, AB-705, and Strategic Enrollment Management to achieve our timely completion agenda. This completion agenda will help our students achieve their academic and career goals faster, which will enable them to join the workforce sooner. Our aim is to pair high expectations with high support.

Sincerely,

Keith Aytch
President

About Evergreen Valley College

Evergreen Valley College opened its doors in 1975 to 3,000 students and currently hosts nearly 15,000 students from more than 70 countries. The rich variety of cultures, which both enhances and enriches campus life, comprises one of the most diverse student bodies within the California Community College System.

Planning for the college began on July 1, 1964, when the San Jose/Evergreen Community College District officially became an independent college district. The site was purchased in 1967 and named Evergreen Valley College in 1970. When the first two buildings were complete in 1975, we welcomed our first graduating class.

Bond measures passed in 1998, 2004, and 2010 have allowed us to renovate and build much needed classrooms and labs for biological sciences and nursing education programs, a robust Library, a center to accommodate vibrant student life, the Montgomery Hill Observatory, and the Center for the Arts, which includes a 400-seat Theater.

Many of our students find the open space and vibrant greenery a conducive environment to the pursuit of academic excellence. The District Police is headquartered at Evergreen Valley College.

Vision
Evergreen Valley College will be a high-quality learning institution that is student centered with a welcoming acceptance of all in an open environment.

Mission
With equity, opportunity, and social justice as our guiding principles, Evergreen Valley College's mission is to empower and prepare students from diverse backgrounds to succeed academically and to be civically responsible global citizens.
We meet our mission through a wide spectrum of educational experiences, flexible methodologies, and support services for our students. We offer associate degrees, associate degrees for transfer, certificates, career technical education, transfer coursework, and basic skills education.

Relationship of Plans

The State's *2017 Vision for Success* document, Board of Trustees *Global Ends Policy Statement*, district-wide mission and the District's *2015-2018 Strategic Priorities* document provide a framework that ensures EVC approaches future services to the community in a similar manner, and with a common sense of purpose. EVC, through its collegial planning processes, developed its own goals and strategies to reflect the most current assessment of needs and opportunities facing the communities it serves. The Cambridge West Partnership, LLC assisted EVC in the development of this Strategic plan.

Integral to this strategic plan are a number of college plans that guide the college's efforts and activities in Student Equity (SE), Student Success and Support Program (SSSP), provision of instruction and support services in Basic Skills (BSI), Career Technical Education (CTE), the East County Education Alliance (ECEA), and East Region Adult Education (ERAE).

The relationship of the EVC Strategic Plan to the District vision, mission and values, the EVC Educational Master Plan, and other plans guiding the implementation of college programs is illustrated below.
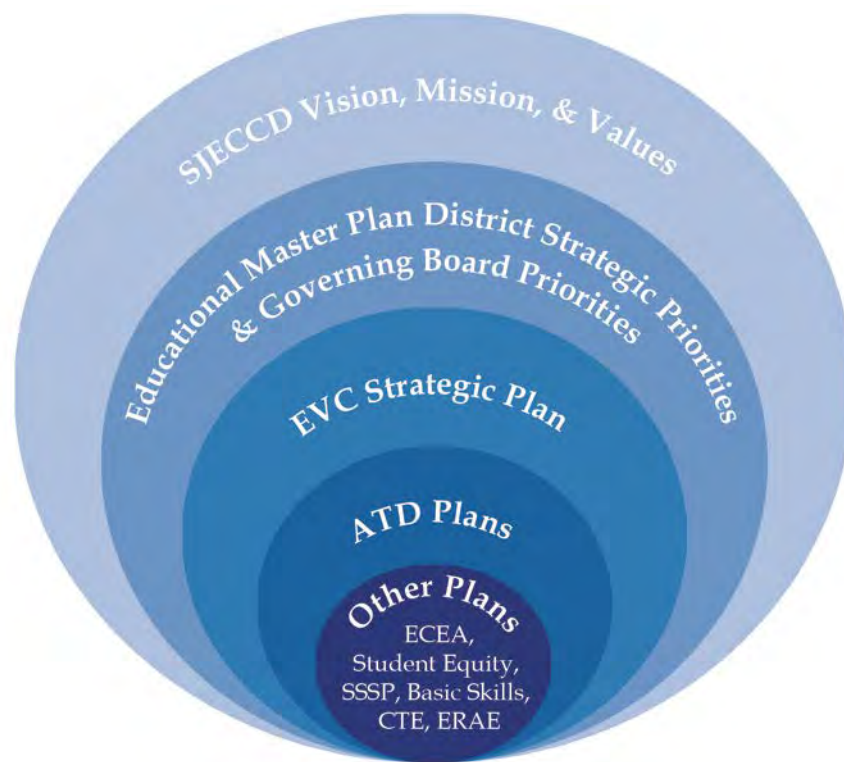
The Strategic Plan is the college's short-term plan. This plan identifies the priority goals and specific actions that EVC intends to take in order to achieve those goals.

A limited number of strategic goals were identified to synthesize major campus initiatives and to extend the State, Board, and District goals. The second step was to formulate action plans that describe the activities and how institutional objectives will be accomplished in support of each goal. Each action plan includes a timeline for completion, the assignment of responsible parties for implementing the action, and a key performance indicator. Refer to the Work/Action Plan document for additional details.

The Strategic Plan promotes continual improvement over time because the process calls for the prioritization of a limited number of priorities and institutional objectives for college-wide concentration. Each year EVC prepares a progress report to document progress on the mission, institutional goals, and objectives to reinforce and sustain college-wide dialogue on long-term goals and short-term objectives.

The following graphic illustrates the College's integrated planning process.

Evergreen Valley College Integrated Planning Model

MISSION

The Mission statement describes the college's intended student population and the services the district promises to provide to the community. As such, this statement is the touchstone for the entire planning process.

EVC will improve student success.

1

Objective #1.1 Expand the development of educational and career pathways.[1]

Activities	Campus Initiatives
Activity 1.1.1: Create & publish educational/career groupings for student pathway selection.	Guided Pathways Vision for Success
Activity 1.1.2: Create and publish roadmaps for all degrees and certificates, including career and wage earning by degree level.	Guided Pathways Vision for Success Strong Workforce Program Strategic Enrollment Management
Activity 1.1.3: Guide students through the pathway using programs, Blueprint for Academic Success, or Counseling Courses 13(Career Planning) and 14 (College Success).[2]	Guided Pathways Vision for Success Integrated Plan

Objective #1.2 Increase the number of students earning a degree, certificate, or transferring to a four-year institution and reduce the average number of units accumulated by students earning an associate degree.[3]

Activities	Campus Initiatives
Activity 1.2.1: Expand and diversify Summer Bridge to support success of students enrolling in college level courses.	Integrated Plan
Activity 1.2.2: Change Math & English composition placement practices per AB 705	AB 705 Implementation
Activity 1.2.3: Leverage technology to support student assessment of self-progress on the path to completion.	Technology Plan
Activity 1.2.4.: Identify best programs of intervention and practice and apply them to all degrees and certificates.	Guided Pathways Vision for Success

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[1]SJECCD Board Ends Policy 1; District Strategic Priority 1, Student Success; District Strategic Priority 2, Workforce & Economic Development
[2]SJECCD Board Ends Policy 1
[3]State Vision for Success goal; SJECCD Board Ends Policy 1; District Strategic Priority 1, Student Success

Priority 1 Objectives

Objective #1.3 Assess and strategically enhance enrollment and completion through practices supporting the student's college experience.[4]

Activities	**Campus Initiatives**
Activity 1.3.1: Map out all ADTs for two-year (FT) and three-year (PT) completion.	Guided Pathways Vision for Success Strategic Enrollment Management
Activity 1.3.2: Conduct needs assessment regarding student enrollment trends (FT vs. PT) and identify an avenue for students to change enrollment patterns.	Strategic Enrollment Management
Activity 1.3.3: Modify current course schedule to create a schedule facilitating ADT degree completion in two-years (FT) or three-years (PT).	Guided Pathways Vision for Success Strategic Enrollment Management
Activity 1.3.4: Create a marketing plan promoting a two-year (FT) or three-year PT completion agenda and the impact of financial aid.[5]	Guided Pathways Vision for Success
Activity 1.3.5: Capture student experience by conducting quick surveys after registration to ensure classes that are needed are available.	Guided Pathways Vision for Success

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[4]SJECCD Board Ends Policy 1; District Strategic Priority 1, Student Success; and District Strategic Priority 5, Communication

[5]Note the "15 to complete Financial Aid agenda" and students can complete 30 units per year using fall, winter intersession, and spring terms.

EVC will support student success.

2

Priority 2 Objectives

Objective #2.1 Address student basic needs.[6]

Activities	Campus Initiatives
Activity 2.1.1: Partner with Second Harvest and other community partners to increase monthly food giveaway.	Guided Pathways Vision for Success
Activity 2.1.2: Expand food pantry items outside of monthly food sharing to support student needs.	Guided Pathways Vision for Success
Activity 2.1.3: Establish additional support for students including a resource guide for housing and legal support services, student closet, professional development, and/or safety needs.	Guided Pathways Vision for Success
Activity 2.1.4: Establish campus space and opportunities for student social engagement (i.e. social hub).	Guided Pathways Vision for Success
Activity 2.1.5: Assess the feasibility of re-establishing childcare and providing lactation stations.	Facilities Master Plan
Activity 2.1.6: Evaluate the adequacy of disability parking for students.	Facilities Master Plan
Activity 2.1.7: Improve marketing and community efforts to promote services.	Guided Pathways Vision for Success

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[6]SJECCD Board Ends Policy 1; District Strategic Priority 1, Student Success
[7]SJECCD Board Ends Policy 2

Priority 2 Objectives

Objective #2.2 Enhance academic support through early intervention.[8]

Activities	Campus Initiatives
Activity 2.2.1: Seek endorsements from the Academic Senate and AFT for the Early Alert System (EAS), provide brief messages for faculty to insert in syllabi, implement a practice to acknowledge receipt of a referral and inform faculty of follow up actions.	Integrated Plan
Activity 2.2.2: Expand the subjects supported by net tutor (24/7 tutoring).	Technology Plan
Activity 2.2.3: Utilize technology to change the Early Alert System so that faculty can initiate a referral at any time without batching, allow emails and text to be sent via Canvas, and explore possible linkage of Canvas attendance records to the college student information system.[9]	Technology Plan Integrated Plan
Activity 2.2.4: Provide student support services for all students including day, evening, and online.[10]	Integrated Plan
Activity 2.2.5: Establish a campus case management model for monitoring and supporting student progress on their educational path.	Technology Plan Integrated Plan

Objective #2.3 Increase health and mental wellness support.[11]

Activities	Campus Initiatives
Activity 2.3.1: Provide on-going campus-wide training on mental and wellness issues, e.g. Maxient, Accessibility, Title IX, and Cognito training.	Guided Pathway
Activity 2.3.2 Formally establish the Behavioral Intervention Team.	Professional Development Integrated Plan

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[8]SJECCD Board Ends Policy
[9]District Strategic Priority 4, Technology
[10]Ibid
[11]SJECCD Board Ends Policy 1; District Strategic Priority 6, Total Work Environment

EVC will enhance internal institutional effectiveness.

3

Priority 3 Objectives

Objective #3.1 Clarify the college governance structure.

Activities	Campus Initiatives
Activity 3.1.1: Update and disseminate the 2012 college Shared Governance Decision Making Handbook.	Accreditation - Quality Focus Essay

Objective #3.2 Strengthen internal communications to facilitate a more cohesive college community.[12]

Activities	Campus Initiatives
Activity 3.2.1: Through campus discussion, develop and implement a college communication plan.	Accreditation - Quality Focus Essay
Activity 3.2.2: Create time and space for dialogue to promote a culture of inquiry.	Accreditation - Quality Focus Essay
Activity 3.2.3: Continue committee chair training & facilitate communication between committees.[13]	Accreditation - Quality Focus Essay

Objective #3.3 Address program influence/impact on the college.

Activities	Campus Initiatives
Activity 3.3.1: Add a prompt to the college program review template addressing to what extent programs influence/impact the college.	Accreditation - Quality Focus Essay
Activity 3.3.2: Because all areas on campus, from instructional to all student services, complete program review as a means to gauge success and reflect on aspects that need improvement; and because resource allocation is connected to program review – administrative and support offices will now complete program review.	Accreditation - Quality Focus Essay

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[12]District Strategic Priority 5, Communication
[13]District Strategic Priority 6, Total Work Environment

Priority 3 Objectives

Objective #3.4 Establish structure and timeline for measuring internal institutional effectiveness.

Activities	**Campus Initiatives**
Activity 3.4.1: Develop floor and aspirational performance goals within accountability systems such as Institutional Set Standards for ACCJC.	Accreditation - Quality Focus Essay
Activity 3.4.2: Monitor college performance metrics such as Institutional Set Standards (ISS), Board Ends Policies, State Vision for Success Goals, Institutional Effectiveness Partnership Initiative (IEPI) Framework, Simplified Metrics Indicators (if they replace the Scorecard and IEPI Framework), and Student Learning Outcomes for improvements (student success and learning benchmarks, institutional and program level).	Accreditation - Quality Focus Essay
Activity 3.4.3: Review/Revise the college integrated plan (BSI, SE, SSSP).	Integrated Plan
Activity 3.4.4: Establish clear accountability measures for program review completion (leverage tech-dashboard).[14]	Accreditation - Quality Focus Essay
Activity 3.4.5: Implement an operational planning calendar, including yearly research agenda.	Accreditation - Quality Focus Essay
Activity 3.4.6: Monitor impact in student retention and persistence.	Guided Pathways Vision for Success
Activity 3.4.7: Identify/assess interventions or practices that have been most successful in improving student success.	Guided Pathways Vision for Success

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[14]District Strategic Priority 4, Technology

EVC will enhance institutional effectiveness in the community at large.

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Priority 4 Objectives

Objective #4.1 Increase mutually beneficial activities *in* the San Jose community and South Bay region.[15]

Activities	**Campus Initiatives**
Activity 4.1.1: Develop a baseline inventory of groups and events through which the college *engages in* the San Jose community and South Bay region. Inventory to include a group name, event location, frequency, purpose, and results.	Guided Pathways
Activity 4.1.2: Participate in festivals and public events that are selected to increase awareness of the college, its instructional programs, and services.	Guided Pathways
Activity 4.1.3: Partner with additional local non-profit, community-based organizations, and for-profit organizations.	Guided Pathways
Activity 4.1.4: Expand the numbers of dual enrollment courses taught at high schools and increase the number of participating schools.[16]	Guided Pathways
Activity 4.1.5: Market college successes that directly impact the community and region.	Guided Pathways

Objective #4.2 Increase community use of college property.[17]

Activities	**Campus Initiatives**
Activity 4.2.1: Host various events *on the campus* by community groups that are selected as part of the marketing efforts.	Guided Pathways

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[15]SJECCD Board Ends Policy 2; District Strategic Priority 2, Workforce & Economic Development; District Strategic Priority 3, Organizational Effectiveness and Stability; and, District Strategic Priority 5, Communication
[16]District Strategic Priority 1, Student Success
[17]SJECCD Board Ends Policy 2

Priority 4 Objectives

Objective #4.3 Increase the portion of CTE program graduates who find work in their field of study.[18]

Activities	Campus Initiatives
Activity 4.3.1: Enhance job placement and after graduation tracking efforts.	Accreditation - Quality Focus Essay

Objective #4.4 Establish a structure and a timeline for measuring *external* college impact.[19]

Activities	Campus Initiatives
Activity 4.4.1: IEC drafts a timeline and plan for the development of a measurement structure.	Accreditation - Quality Focus Essay
Activity 4.4.2: IEC drafts and circulates for comment structure (indicators and methods) to measure *external* college impact.	Accreditation - Quality Focus Essay

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[18]State System Vision goal; SJECCD Board End Policy 2; District Strategic Priority 2, Workforce & Economic Development
[19]SJECCD Board Ends Policy 2

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