



***SAN JOAQUIN VALLEY COLLEGE***

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# **MASTER PLAN**

**NOVEMBER 2007**

**THE INSTITUTIONAL VISION:**

*An Agenda for Excellence*



## *Mission Statement*

San Joaquin Valley College prepares graduates for professional success in business, medical, and technical career fields. The College serves a diverse student population with a common interest in professional development through career-focused higher education. The College is committed to student development through the achievement of measureable learning outcomes, emphasizing a balance of hands-on training and academic instruction. The College identifies and responds to the educational and employment needs of the communities it serves. *The College is committed to the success of every student.*

### *Core Values*

As a premier leader in career-focused education, SJVC values an education and employment environment which promotes:

***Success*** – The College Community is committed to the personal, academic, and professional success of its students, employees, and graduates by providing high-quality education programs, instruction, professional development opportunities, support services, and guidance.

***Integrity*** – The College Community expects personal and professional integrity in the fulfillment of its mission.

***Excellence*** – The College Community sets excellence as a standard in all areas of operation.

***Diversity*** – The College Community celebrates and embraces diversity; emphasizing inclusion and open dialogue.

***Community Involvement*** – The College Community encourages and supports student and employee involvement in their respective communities to mutually enhance civic, personal, and intellectual development.

***Lifelong Learning*** – The College Community fosters an environment where students and employees actively pursue lifelong learning.



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# COMMUNICATION

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**MISSION:** A component of the mission is to provide quality education programs and activities. SJVC values communication as an integral part of maintaining a high level of quality in all programs. Communication ensures that that all constituents have a voice in the cyclical process of institution improvement.

**RATIONALE:** All members of the College community are key stakeholders in the College's future. As such, they should be given access to accurate, timely, and valuable information that is relevant to their position in the organization. Information must be shared openly among staff, faculty, managers, senior management, Board of Governors, and the community to ensure that all those with a stake in a decision have a voice in that decision.

**INSTITUTIONAL DIRECTION:** Ensure a college environment that is inclusive, as well as diverse, and that builds cohesion among students, staff and faculty.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 2 - Provide opportunities for constituents to engage in constructive interactions and identify methods to actively communicate the results of those interactions or decisions to specified sectors of the college.	\$7,725.00	9/28/2011
Goal 1 - Ensure that all written publications and materials of the college reflect agreed-upon institutional standards and support the institution's mission.	\$11,125.00	11/27/2012
Goal 2 - Provide opportunities for constituents to engage in constructive interactions and identify methods to actively communicate the results of those interactions or decisions to specified sectors of the college.	\$7,725.00	9/28/2011

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# COMPLIANCE

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**MISSION:** A component of the mission is to provide quality education programs and activities. Compliance with internal policies and third party agencies are necessary for successful business operations and the institutions ability to provide quality programs and activities to a diverse student population.

**RATIONALE:** The College recognizes that there are multiple, sometimes overlapping, third parties who require the College to engage in strict monitoring and enforcement of standards/ policies that will ensure compliance is met on an on-going basis. In order to ensure that proper compliance is in effect throughout the College, departments of the College must streamline and audit work processes to reduce duplication of effort and to ensure overall compliance.

**INSTITUTIONAL DIRECTION:** The College will design and implement effective internal auditing systems that align staffing and work processes in an effective manner to meet third party compliance requirements.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 1 - Programs in compliance with the regulations of the appropriate accreditation, licensing and regulatory bodies.	\$27,600.00	7/7/2011
Goal 2 - Administrative departments will be in compliance with the regulations of the appropriate state and federal regulatory bodies	\$16,225.00	11/15/2011

# HUMAN RESOURCES

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**MISSION:** A component of the mission is to provide quality education programs and activities. Skilled employees are required to provide quality education and support to a diverse student population.

**RATIONALE:** SJVC's highly skilled and dedicated staff, managers, and faculty play a pivotal role in its ability to achieve its vision of a successful learning-centered environment. To support its employees, SJVC must organize work processes and governance structures that 1) encourage collective responsibility for the learning environment, 2) maximize employee participation in the decision-making process, 3) support the design and implementation of new initiatives and innovations, and 4) provide an environment that attracts and retains quality employees and 5) align resources with priorities.

**INSTITUTIONAL DIRECTION:** SJVC will maximize the ability of its employees to work towards its vision as a successful learning-centered college.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 2 - Assure faculty compliance with institutional and program requirements for licensure and CEU	\$1,250.00	5/20/2011
Goal 1 - Invest in the professional development and training of its employees to perform at their highest level in carrying out their jobs.	\$21,381.00	12/30/2011
Goal 2 - Assure faculty compliance with institutional and program requirements for licensure and CEU	\$1,250.00	5/20/2011

# ACADEMIC EFFECTIVENESS

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**MISSION:** A component of the mission is to provide quality education programs and activities. Outcome assessment is the critical part of the feedback loop that drives the process for institutional, program, and course improvement.

**RATIONALE:** Commitment to a learning-centered institution requires a focus that fosters student success through a blend of active learning approaches, promoting high levels of intellectual and community engagement and demonstrated learning outcomes, as well as assessing institutional effectiveness, resources and governance.

**INSTITUTIONAL DIRECTION:** San Joaquin Valley College will strengthen the institutional effectiveness and overall student learning systems in place throughout the college by engaging in routine analysis through the use of meaningful assessment techniques.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 2 - Monitor licensure pass rates, graduation rates, default rates and other data to benchmark levels based on required college standards.	\$4,550.00	9/30/2011
Goal 1 - Review, and revise as needed, all student learning outcomes [SLOs] at the institution, program, and course level; implement assessment methods that evaluate student learning in terms of these objectives; and reflect these assessments in program revisions.	\$50,405.00	12/21/2012
Goal 2 - Monitor licensure pass rates, graduation rates, default rates and other data to benchmark levels based on required college standards.	\$4,550.00	9/30/2011

# STUDENT SUCCESS

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**MISSION:** The mission is to provide quality education programs and activities to a diverse student population. Student persistence is critical to developing individual potential, pursuit of lifelong learning, developing well trained graduates, and the success of the institution.

**RATIONALE:** Adjustment to college life and engagement in the academic community is a great area of concern to entering students. Higher education research indicates that students are most vulnerable for dropping out during their first year of college studies. In addition, student engagement is at an all-time low across the nation, particularly on campuses where students commute to school, work long hours to support themselves and their families, and are the first generation in their families to pursue a higher education degree.

**INSTITUTIONAL DIRECTION:** Develop a comprehensive uniform institutional framework to maximize retention efforts to assist students with the transition to college life, career decision-making, and progress to degree completion and employment.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 1 - Develop a comprehensive uniform institutional program to maximize retention efforts to assist students with the transition to college life, career decision-making, progress to degree completion and employment	\$16,900.00	12/30/2011



# PHYSICAL, TECHNICAL, AND FINANCIAL RESOURCES

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**MISSION:** The mission is to provide quality education programs and activities to a diverse student population. While maintaining a financially sound institution, provide a quality learning environment with facilities, equipment, and technology that support our educational programs.

**RATIONALE:** It is crucial that the College have the people, processes, facilities, and technologies essential for the operations of a modern academic/business environment.

**INSTITUTIONAL DIRECTION:** Ensure an administrative, operational and physical infrastructure that fully supports the needs of the College.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 2 - Quarterly review of short-term and long-term financial plans and projects.	\$12,254,375.00	11/30/2012
Goal 3 - Identify, purchase, configure and maintain equipment and software that supports and enhances the work of students and employees consistent with course, program, and institutional outcomes while reflecting changes in technology	\$4,975.00	12/31/2011
Goal 4 - Maintain existing and purchase furniture and equipment that supports and enhances the work of employees and students as a result of course, program, and institutional outcomes.	\$503,550.00	9/1/2011
Goal 1 - Maintain facilities that reflect an attractive appearance safe environment, universal accessibility, and meets the needs of students and employees.	\$74,910.00	11/30/2012
Goal 2 - Quarterly review of short-term and long-term financial plans and projects.	\$12,254,375.00	11/30/2012
Goal 3 - Identify, purchase, configure and maintain equipment and software that supports and enhances the work of students and employees consistent with course, program, and institutional outcomes while reflecting changes in technology	\$4,975.00	12/31/2011
Goal 4 - Maintain existing and purchase furniture and equipment that supports and enhances the work of employees and students as a result of course, program, and institutional outcomes.	\$503,550.00	9/1/2011

# GROWTH

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**MISSION:** The mission is to provide quality education programs and activities to a diverse student population. SJVC seeks to identify and respond to the needs of communities and provide Associate of Science degrees and certificates in a variety of career fields.

**RATIONALE:** San Joaquin Valley College will continuously engage in a process that identifies the needs of its constituents and the outside community. In recent years, there has been a proliferation of new educational opportunities for students. Traditional education organizations are using technology to attract students regardless of geographic location while also opening centers in direct competition with existing schools. Businesses are increasingly marketing and creating educational activities for the public. As options have increased, convenience has become an increasingly important factor in the educational selection process.

**INSTITUTIONAL DIRECTION:** San Joaquin Valley College will proactively assess changes in the external environment that create opportunities and respond in a manner consistent with its mission, vision and goals.

Strategic Plan Goals	Budget Allocation	Proposed Completion Date
Goal 2 - Develop additional campus locations.	\$928,600.00	7/2/2013
Goal 1 - Offer new programs that match our ability to meet the demand of employers and interest of potential students.	\$638,898.00	10/1/2013
Goal 2 - Develop additional campus locations.	\$928,600.00	7/2/2013

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