

2017 Year in Review

- Executive summary of institutional performance
- Objective assessment of progress towards strategic goals
- Communication resource to inform and align stakeholders
 - Board of Governors
 - Executive Council
 - Faculty and Staff



Learning Outcomes

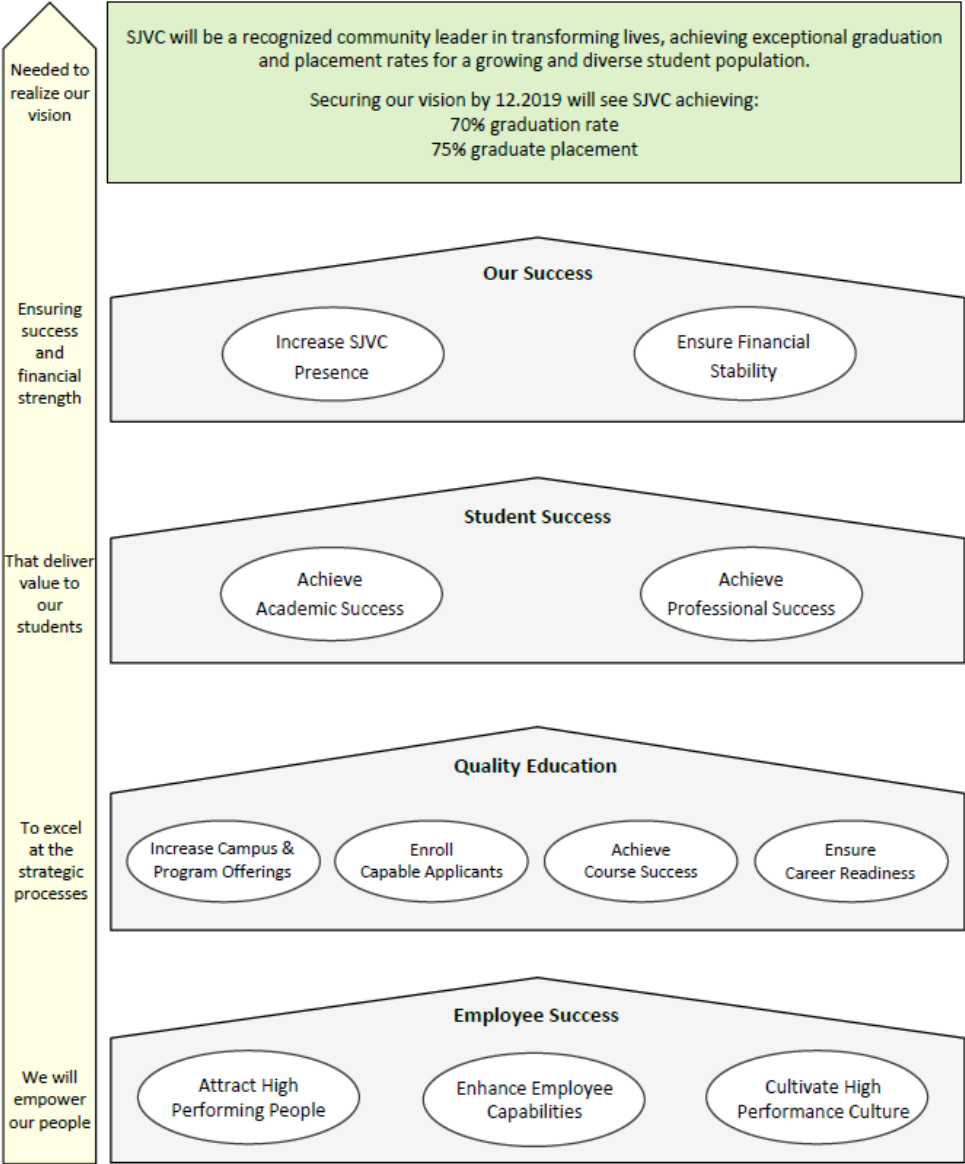
- Increase awareness and understanding of institutional strategy and performance



- Identify connections and alignment between your daily work and SJVC strategic objectives



SJVC Strategy Map



Vision

Needed to realize our vision

SJVC will be a recognized community leader in transforming lives, achieving exceptional graduation and placement rates for a growing and diverse student population.

Securing our vision by 12.2019 will see SJVC achieving:
70% graduation rate
75% graduate placement

Ensuring success and financial strength

Our Success

Increase SJVC Presence

Ensure Financial Stability

**Securing our vision by 12.2019 will see SJVC achieving:
70% graduation rate
75% graduate placement**

To excel at the strategic processes

Quality Education

Increase Campus & Program Offerings

Enroll Capable Applicants

Achieve Course Success

Ensure Career Readiness

We will empower our people

Employee Success

Attract High Performing People

Enhance Employee Capabilities

Cultivate High Performance Culture



Perspectives

Needed to realize our vision

SJVC will be a recognized community leader in transforming lives, achieving exceptional graduation and placement rates for a growing and diverse student population.

Securing our vision by 12.2019 will see SJVC achieving:

Quality Education

Increase Campus & Program Offerings

Enroll Capable Applicants

Achieve Course Success

Ensure Career Readiness

That deliver value to our students

Achieve Academic Success

Achieve Professional Success

To excel at the strategic processes

Quality Education

Increase Campus & Program Offerings

Enroll Capable Applicants

Achieve Course Success

Ensure Career Readiness

We will empower our people

Employee Success

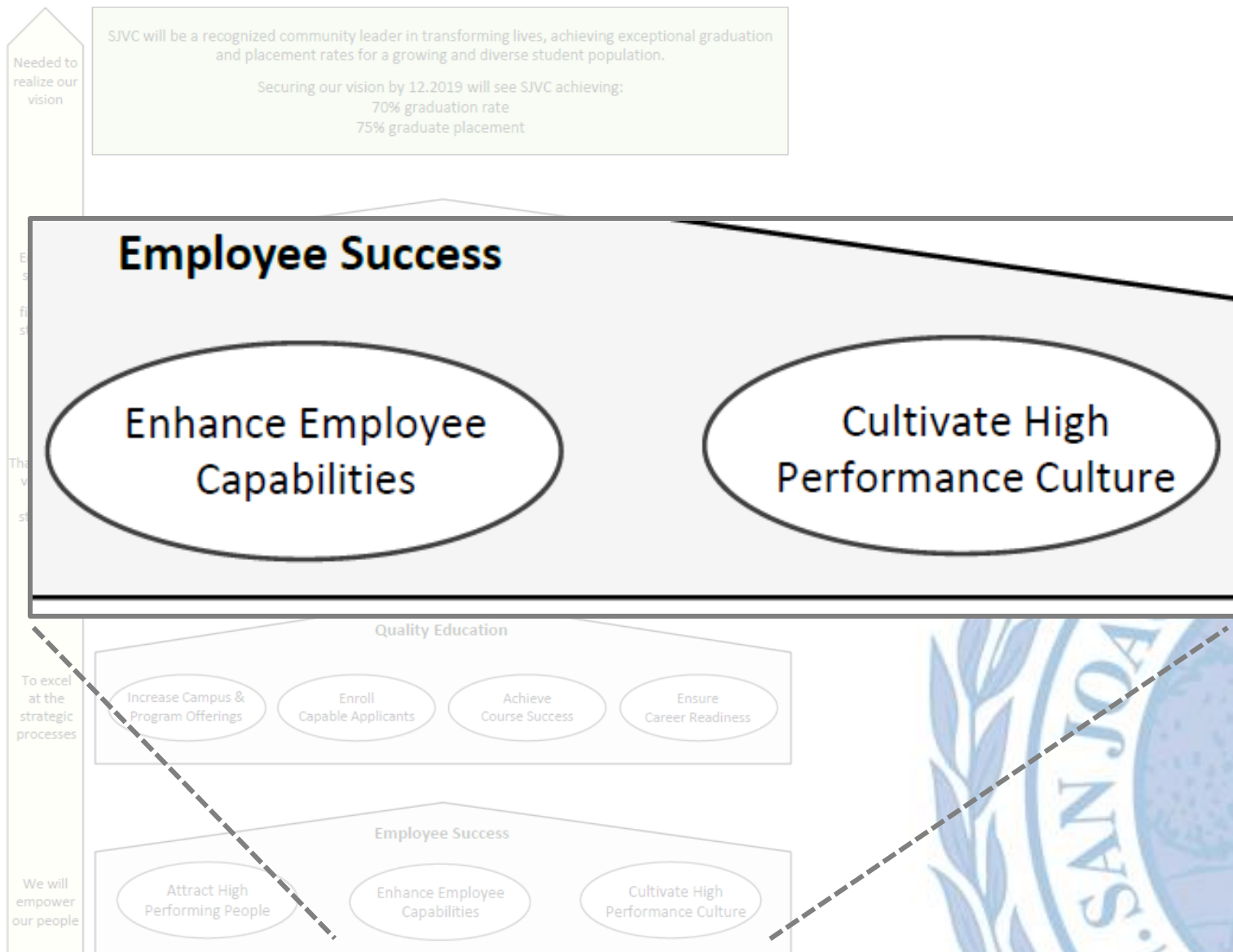
Attract High Performing People

Enhance Employee Capabilities

Cultivate High Performance Culture



Objectives



Employee Success

Attract High Performing People

Enhance Employee Capabilities

Cultivate High Performance Culture



Employee Success

Attract High Performing People

We will recruit and identify individuals with demonstrated aptitude.



Time to Hire

Average Days

Target	Actual
45	60



90-Day Evaluations

Average Cumulative Rating

Target	Actual
2.2	2.1

Employee Success

Enhance Employee Capabilities

We will train and equip employees to excel in their roles.



Employee LO Achievement

Target	Actual
--------	--------

Data Tracking - Work in Progress



Employee Success

Cultivate High Performance Culture

We will communicate clear expectations, provide effective coaching and leverage employee success.



Achieve Quarterly Goals

Employees achieving quarterly goals

Target	Actual
80%	50%



Retain Effective Employees

Retention of Employees Achieving Goals

Target	Actual
100%	In Progress

Employee Success

Strategic Developments

- New Applicant Tracking System (Jobvite)
- Addition of Vice Provost, with focus on academic employee development
- Employee Goals
 - Explicit 90-day Goals for Faculty, Admissions, Financial Aid and Career Services
 - Quarterly Goals for Campus Presidents and Corporate Directors



Quality Education

Increase Campus & Program Offerings

Enroll Capable Applicants

Achieve Course Success

Ensure Career Readiness



Quality Education

Increase Campus & Program Offerings

We will seek, identify and respond to market opportunities for campus and program development.



Growth and Development

Initiatives approved by Senior Mgmt

Target	Actual
8	9



New Sources of Revenue

Number of program/campus launches

Target	Actual
4	9



Quality Education

Increase Campus & Program Offerings

Launched in 2017

- Ontario and Modesto – Electrician
- Ontario and Visalia – Pre-req General Education Courses
- Porterville Campus – MA, MOA, BA
- Bachelor of Science in Respiratory Therapy
- Hesperia – Dental Assisting



Quality Education

Enroll Capable Applicants

We will help qualified applicants choose a program aligned with their professional goals and support them through the enrollment and onboarding process.



Starts to Budget

New starts relative to budget

Target	Actual
100%	89%



Five-week Success

Starts passing first course(s)

Ground

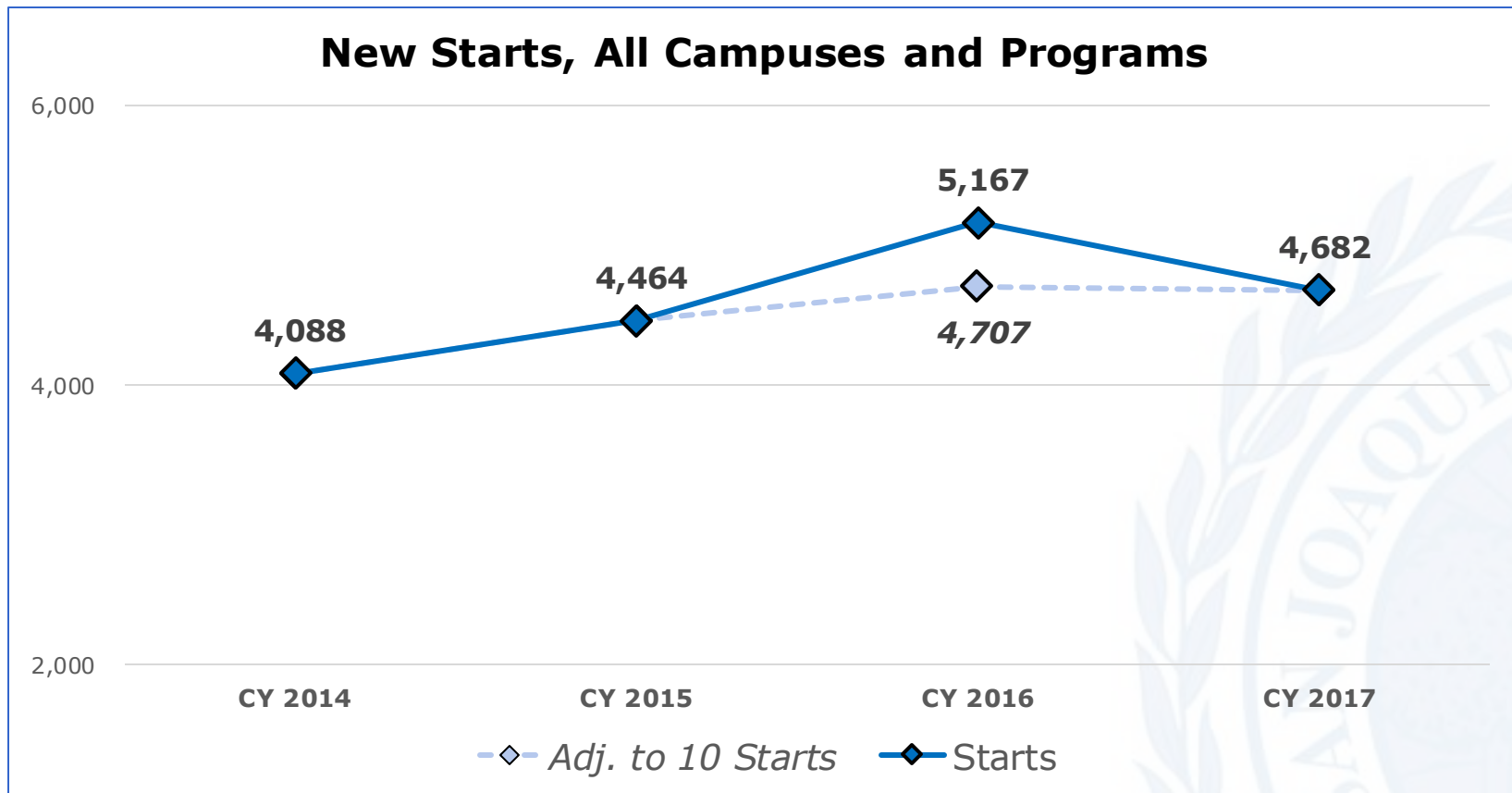
Target	Actual
85%*	87%
80%	74%

Online



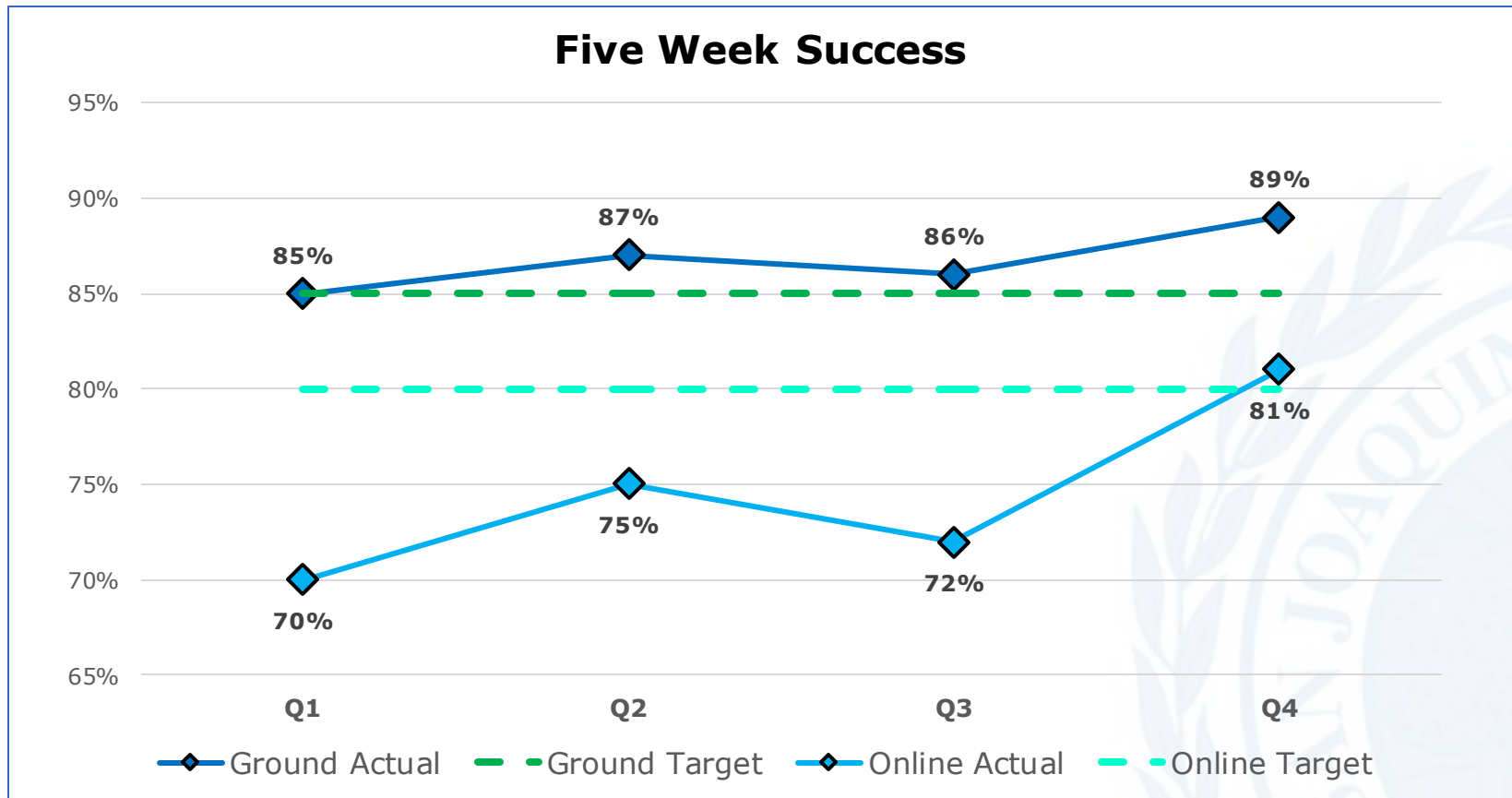
Quality Education

Enroll Capable Applicants



Quality Education

Enroll Capable Applicants



Quality Education

Achieve Course Success

We will see our students engage with the course curriculum to achieve learning outcome proficiency.



Classroom Engagement

Faculty meeting expectation

Target	Actual
85%	82%



Course Pass Rate

Students passing each course

Ground

Target	Actual
90%	91%
80%	77%

Online



Learning Outcomes

LO Achievement

Target	Actual
80%	84%



Quality Education

Ensure Career Readiness

We will develop students with the vocational and professional skills required to secure in-field employment in a competitive job market.



Classroom Professionalism

Faculty meeting expectations

Target	Actual
85%	84%



Graduate Exit Interviews

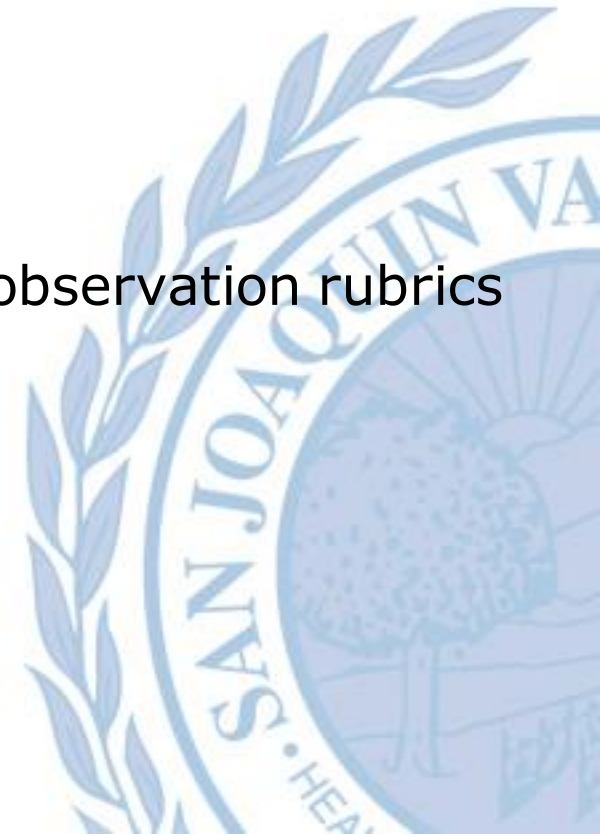
Graduates with exit interview completed

Target	Actual
85%	51%

Quality Education

Strategic Developments

- Online Task Force
 - California focus for student recruitment
 - Mystery Shopper enrollment and course feedback
- Student Success Plan
- Development and emphasis on classroom observation rubrics
- Faculty coaches
- Graduate Readiness Plan



Student Success

Achieve Academic Success

Achieve Professional Success



Student Success

Achieve Academic Success

We will see our students achieving academic outcomes resulting in graduation and licensure rates.



Graduation

Student graduation rate

Target	Actual
65%*	60%



Licensure

Programs meeting expectation

Target	Actual
90%	67%

Quality Education

Achieve Academic Success

Graduation

- Decline in graduation rate across modality, programs, and credential
- Largest declines in Online programs and BA ground program
- Improvement in RT program



Quality Education

Achieve Academic Success

Licensure

- All but two Linear programs met external standards
 - Outliers: Ontario RN and Fresno Vet Tech
- All but one Pharm Tech program met internal target of 75%
- None of our MA programs met internal target of 75%
 - Highest achievement in Ontario with 70%
 - Eight campus MA programs below 50%



Student Success

Achieve Professional Success

We will find career opportunities for our students, positioning them for success and financial responsibility.



Graduate Placement

Verified placement rate

Target	Actual
75%	67%



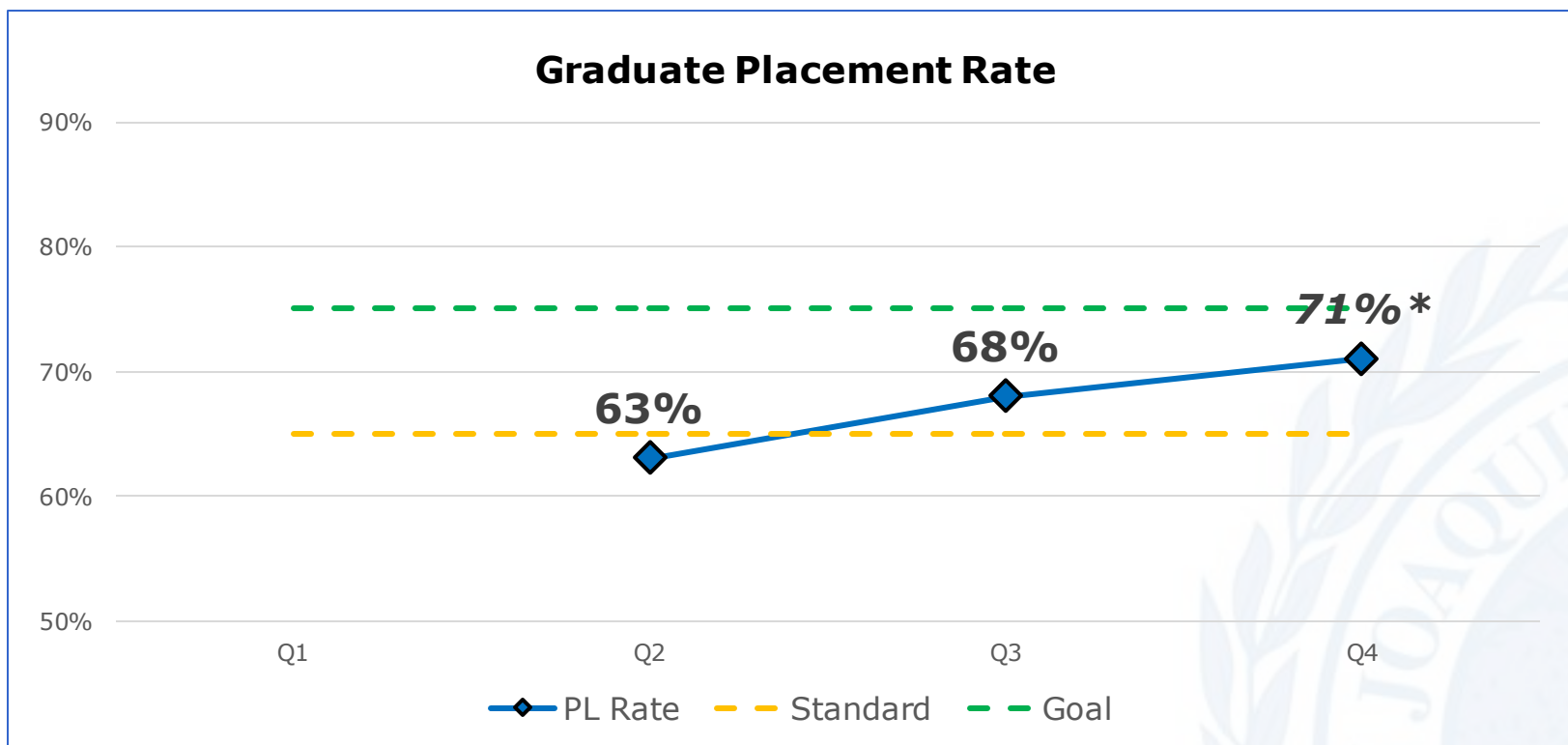
Cohort Default Rate

Projected 2016 Cohort Default Rate

Target	Actual
19%	23%

Student Success

Achieve Professional Success



Four Campuses above 75% for 2017

Our Success

Increase SJVC Presence

Ensure Financial Stability



Our Success

Increase SJVC Presence

We will serve new markets and increase our offerings in existing markets, resulting in increased census.



College Census

Average month-end census

Target	Actual
4,500	4,205



Revenue from New Sources

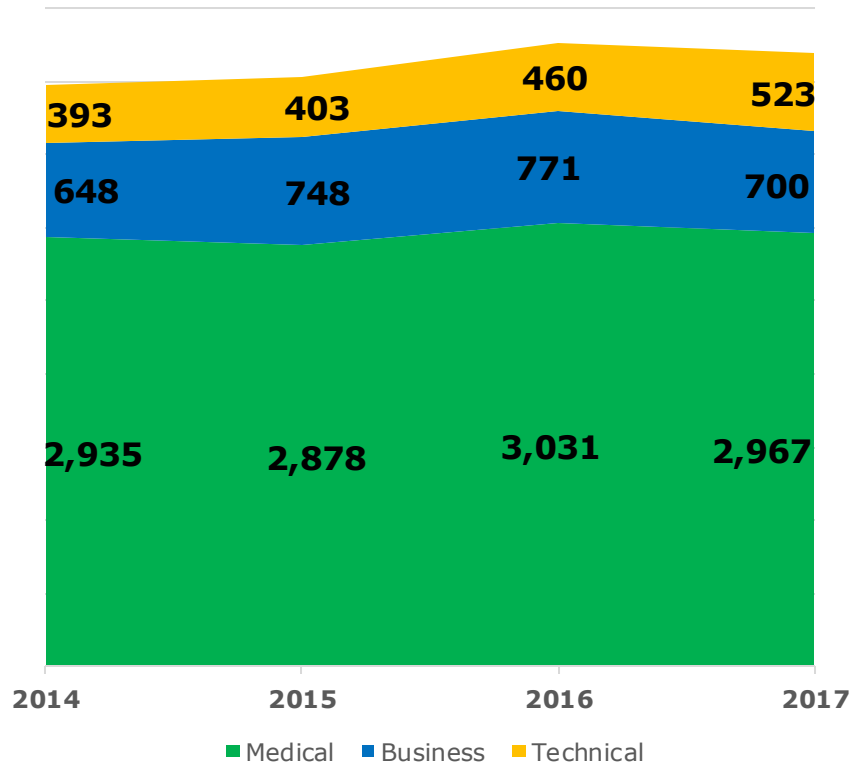
Revenue from G&D Initiatives

Target	Actual
\$6.0M	\$3.6M

Our Success

Increase SJVC Presence

SJVC Census by Program Type



- 2% Annual Growth
- 10% Annual Growth in Technical Programs

Our Success

Ensure Financial Stability

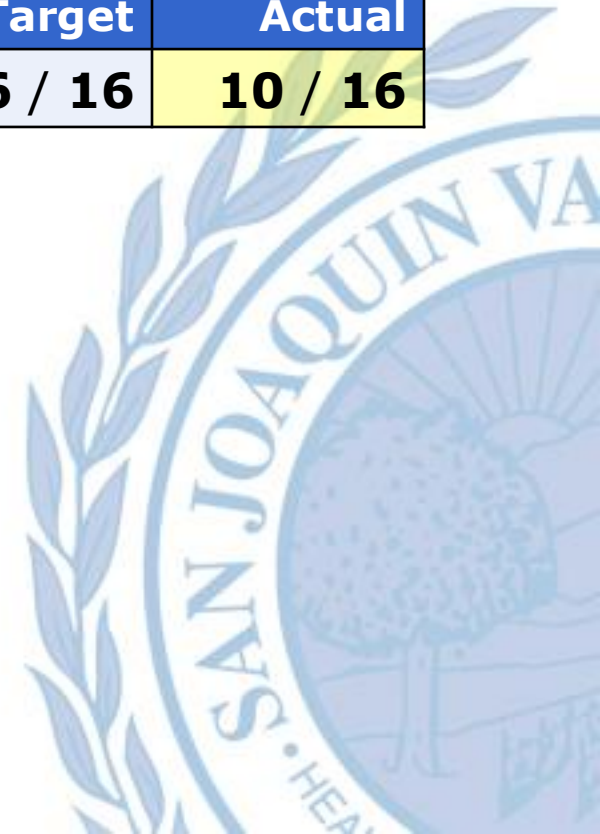
We will manage our resources effectively towards ensuring sustainability of the institution.



Operating Margin

Campuses achieving budgeted margin

Target	Actual
16 / 16	10 / 16





Campus Data Sheets

2017 Year in Review - Campus Data Sheet		
Quality Education	Target	SJVC
Enroll Capable Applicants		
Starts to Budget	100%	89%
Five-week Success		
Ground	85%*	87%
Online	80%	74%
Achieve Course Success		
Classroom Engagement	85%	82%
Course Pass Rate		
Ground	90%	91%
Online	80%	77%
LO Achievement	80%	84%
Ensure Career Readiness		
Classroom Professionalism	85%	84%
Graduate Exit Interviews	85%	51%
Student Success	Target	SJVC
Achieve Academic Success		
Graduation	65%*	60%
Ground		
Linear		74%
Modular		62%



Learning Outcomes

- Increase awareness and understanding of institutional strategy and performance



- Identify connections and alignment between your daily work and SJVC strategic objectives





2017 Year in Review

Campus Presentations: January-March 2018

