



<b>San Joaquin Valley College Board of Governors Meeting December 8, 2016</b>	
<b>MEETING CALLED TO ORDER BY</b>	John Swiger, Chair
<b>ATTENDEES</b>	Mark Perry, Mike Perry, John Swiger, Jill Sozinho, Susan Good, and Marlea Lyon (by telephone)
<b>ABSENT</b>	Carol McLellan
<b>GUESTS AND PRESENTERS</b>	Joseph Holt, Chief Administrative Officer Russ Lebo, Chief Financial Officer Carole Brown, Vice President of Academic Affairs Nick Gomez, Chief Operating Officer Angela Heinz, Director of Growth & Development Heather Blunt, Medical Assisting Instructor (Lancaster Campus) Jerry Franksen, Associate Director, Administration (Madera Campus)
<b>RECORDER</b>	Crystal VanderTuig
<b>QUORUM PRESENT</b>	Yes

- I. **CALL TO ORDER:** Meeting was called to order at 5:09 p.m. by John Swiger.
  
- II. **BOARD RECOGNITION:** The following employees of the Lancaster Campus were recognized for their contributions to and support for student and employee involvement in community service: Cheri Johnson, Campus Director and Heather Blunt, Medical Assisting Instructor.  
  
 Heather then gave a short presentation on the various events that the Lancaster Campus students and staff have been involved in.
  
- III. **INTRODUCTION OF JERRY FRANKSEN:** Mike Perry introduced Jerry Franksen, the Associate Director, Administration of the Madera Campus. Jerry gave an overview of his

educational and experiential background, including his history with SJVC. He also informed the board of the goals he and his team will be working toward in 2017, including improving job placement and credentialing rates and increasing the campus' presence within the local community.

- IV. NEW SJVC POSITIONS:** Nick Gomez informed the board of two newly created campus leadership positions: Associate Director, Administration and Campus President. Nick explained the purpose for these new positions – that is, to better reflect the responsibilities and complexities of the oversight of the SJVC campuses. He explained that the Campus President is a regional position by the leader of a large campus with a diversity of academic offerings (modular and linear) at the certificate and associate degree levels. This position provides oversight of the large campus as well as the smaller campuses within a geographical region. The Associate Director, Administration position is for a smaller campus with the three core certificate credentials (MA, BA, and MOA). Lastly, SJVC's current Campus Director Position reflects the responsibilities of one managing a medium-sized campus with a variety of certificate and associate degree programs.

Nick advised the board that this model has been implemented in the Fresno region with Dr. Sumer Avila serving as the Campus President with oversight of the SJVC Madera and Fresno Aviation campuses. If successful, Nick advised that the model will be rolled out in other geographical regions.

Board engaged in discussion about the impacts of the new model, including the reporting structures for student and employee grievances, potential confusion over the Campus and College President roles and titles, and the community viewpoint on the various leadership titles. The board requested that more consideration be given to the new structure as well as the new titles. Nick will present any proposed revisions to the new structure at the first meeting in 2017.

- V. AKT PRESENTATION:** The presentation has been re-scheduled for the first board meeting in 2017 (February 9<sup>th</sup>).

- VI. STRATEGIC PLANNING UPDATES:** Nick Gomez presented the new Strategy Map for 2017-2019. He discussed the review process, including the next steps in the process which is to review the document with the Campus Directors. Nick also described the revisions that were made as a result of the Senior Management's review of the Strategy Map. Discussion took place concerning the strategic goals set for the next two years as well as SJVC's progress on reaching the 2016 strategic goals.

**Voting Item: Susan moved to approve the draft of the Strategy Map for dissemination to campus leadership. Mike seconded the motion. All in favor.**

**VII. GAINFUL EMPLOYMENT (GE) UPDATE:** Mike, Joseph, and Russ gave an overview of preparations that have been made for the implementation of the GE regulation as well as those that are planned for 2017. Joseph informed the board that – from the time of the last GE update (9/1/16), the earnings data has been received. Based upon the data, five SJVC degree programs failed the calculation and one certificate program is in the “zone.” Joseph then described the sanctions associated with the various categories (pass, fail, and zone) and the 2017 plans to address this issue. Questions were asked and answered concerning the impact of the regulation on college operations.

**VIII. STUDENT VALUE PROPOSITIONS:** At the request of the board, Joseph Holt presented on the student value propositions that distinguish SJVC from other educational providers: 1.) career outcomes aligned to academic program offerings, 2.) time to completion, and 3.) exceptional student services.

**IX. GROWTH & DEVELOPMENT**

**A. Surgical Technology:** Angela Heinz presented a proposal to migrate the Surgical Technology program to migrate the Surgical Technology program to the SJVC Rancho Cordova and Temecula campuses. She gave an overview of the Evaluation Summary & Recommendation (attached) which highlights the rationale for this change through the lens of SJVC’s strategic plan. Discussion took place concerning the local competition, need for the program, and timeline for the approval processes.

**Voting Item: Mike moved to approve the migration of the Surgical Technology program to the SJVC Rancho Cordova and Temecula campuses, Susan seconded the motion. All in favor.**

**B. PHLEBOTOMY COURSE:** Angela informed the board of an initiative to offer a short-term phlebotomy course. The course will be offered on a cash pay basis to meet need for training in this area. The course will be piloted at one campus. Continuance of the course and expansion to other campuses will be determined after an evaluation of the course and its outcomes.

**X. INSTITUTIONAL PERFORMANCE DATA**

**A. Graduation and Licensure:** Carole reported on the institution’s progress toward its strategic graduation goal of 70% (59-64% over last four years). She further explained the student success challenges that the Online Division continues to experience. Carole informed the board that a task force has been established to identify the root causes of the under-performance and recommend improvements.

Carole reported on the academic programs that are not meeting the institutional or programmatic accrediting body licensure pass rate requirement. These

programs include: RT (Visalia), RN (Ontario), VT (Fresno), and MA. Carole then described the actions that have and will continue to be taken to improve licensure pass rates in these programs.

- B. Graduate Placement:** Joseph informed the board that – due to the BPPE’s new placement definitions (which went into effect on July 1, 2016), SJVC does not have placement data that complies with the new definitions for the third quarter of 2016. He reported that SJVC has been working under the new definitions for two modules and that employment starts are being counted as a leading indicator of placement outcomes (placement rates will not be available until March 2017). Joseph reported that the employment starts in the first module of the new cycle were good; whereas, the starts in the second module were not.

## **XI. BOARD BUSINESS**

- A. San Diego Campus:** Mike informed the board of the Senior Management’s recommendation to close this campus and provided the rationale for doing so. Questions were asked and answered concerning current students and the completion of their education.
- B. Finance Committee Report:** Marlea informed the board that the committee met on November 21, 2016 (see attached Finance Committee meeting minutes). She informed the board that SJVC is in compliance with the Department of Education’s composite score and 90:10 ratio. Marlea also informed the board that the ACCJC has placed SJVC on Category “M” status (Enhanced Monitoring). She explained that this status was conferred on the basis of the data provided in SJVC’s 2015 Annual Financial Report. Marlea then stated that the committee reviewed the data and concluded that SJVC is was below the Commission’s threshold for the primary reserve ratio and operating revenue ratio. She reported that the committee has recommended that SJVC’s CFO contact the ACCJC to get a copy of their calculations for SJVC’s Composite Financial Index.

Marlea then discussed current financial view as well as the 2017 forecast and the implications of the GE regulation on SJVC finances.

- C. Accreditation Updates:** Crystal informed the board of the ACCJC’s recent decision to approve the following substantive changes reviewed at the October 27, 2016 Substantive Change Committee meeting: New branch campus (Porterville); new educational program in Veterinary Assisting (Bakersfield and Fresno campuses); and migration of the Dental Assisting program (Hesperia Campus).
- D. Minutes from September 1<sup>st</sup>, 2016 BoG Meeting:** Minutes from this meeting were reviewed.

**Voting Item: Susan moved to approve the minutes with the noted corrections, Mark seconded the motion. All in favor.**

- E. Report by the Academic Oversight Committee:** Committee members, John and Jill, reported that they met just prior to the board meeting. The committee reviewed the Dental Assisting, Aviation Maintenance Technology, and Surgical Technology program review reports. John reported that – based upon this review, the committee had no substantial concerns but did note the following:
- i. Surgical Technology:** The graduation and licensure pass rates for the Bakersfield program are declining.
  - ii. Dental Assisting:** There are some variations in licensure and graduation rates.
- F. Discuss results of annual BoG Self Evaluation:** The results of the 2015-2016 board self-evaluation were discussed. Based upon the overall results, members are in agreement that the board is satisfactorily fulfilling its duties and responsibilities. Discussion took place concerning the longevity of a few members and whether there is need for a larger or smaller board; especially, in light of SJVC's pursuit of accreditation by WASC Senior.
- G. Academic Honesty and Freedom policies:** Board reviewed the faculty recommendations to these policies.

**Voting Item: Mike moved to approve the minutes the policies as revised. Jill seconded the motion. All in favor.**

- H. 2017 BoG Meeting Dates and Campus Visits:** Board members reviewed dates for 2017 meetings and decided upon the following: February 9<sup>th</sup>, May 4<sup>th</sup>, August 3<sup>rd</sup> (campus visit), and November 21<sup>st</sup>.

There being no further business, the meeting adjourned at 8:20 p.m.

**CD/SM**  
**The Path Ahead**  
*Meeting Agenda*

January 18, 2017

- 8:30 Welcome
- 8:35 SJVC's 40<sup>th</sup> Anniversary!
- 8:45 Year in Review: 2016 Strategic Map & Scorecard
- 9:15 The Path Ahead: 2017 – 2019 Strategic Map & Scorecard**
- 10:15 Talent Acquisition: Development
- 10:30 GnD: Opportunities & Intention
- 10:35 **Break**
- 10:45 Shared Value: Personally Developed Leads
- 11:45 Shared Clarity: Admissions & Career Services Information Resource
- 12:30 **Lunch**
- 1:00 Gainful Employment Update
- 1:15 Technology Support: The View Forward
- 1:30 Student Success: A Trend to Continue

\*Please reference your syllabus for coverage details.

**Safe Travels!**

## SYLLABUS

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**Subject:** Year in Review: 2016 Strategy Map & Scorecard  
**Presenter:** Nick Gomez, COO

### Description

We will review SJVC 2016 performance on the strategy map and scorecard. Key focus will go to areas of success and needed improvement. Participants will identify key campus' successes and most notable areas for improvement, which will be used in an activity demonstrating opportunity for connection amongst campuses.

### Outcomes

Upon completion of this workshop, participants will:

- *Discern* their campus performance on objectives and associated measures
- *Determine* what contributed to successes seen and improvements needed
- *Identify* areas of opportunity and other campuses approaches

### Assessment

- Participants will share successes and areas of needed improvement, drawing from input shared by other campuses
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**Subject:** The Path Ahead: 2017 – 2019 Strategy Map & Scorecard  
**Presenter:** Nick Gomez, COO

### Description

We will examine SJVC's strategy map and scorecard for 2017 – 2019. Focus will go to clarity of objectives and measures, towards achieving the College's vision. Participants will provide feedback on the map and scorecard. Illustration from the "Year in Review" coverage will be highlighted with intent towards achievement on the strategic plan.

### Outcomes

Upon completion of this workshop, participants will:

- *Discern* institutional focus, objectives and associated measures
- *Inform* campus actions needed to close anticipated performance gaps

### Assessment

- CD will define no more than two campus projects to address key strategic performance gaps, once the strategy map and BSC are deployed

## The Path Ahead

CD/SMM

January 18, 2017

**Subject:** Shared Value: Personally Developed Leads  
**Presenters:** Anthony Romo, Director of Graduate Services, Wendi Oliveira, Director of Admissions  
Ben Almaguer, CD Visalia, Robyn Whiles, CD Temecula

### Description

Much of the perceived enrollment process is built around the quality and quantity of lead flow given to the campuses rather than building on the current population or reputation through PDLs. Small campuses require strong PDLs considering the lower lead flow in these rural areas. Larger campuses require PDLs to increase market share, enlarge census, and increase retention. Campuses need to continuously and effectively work both given leads and relationships through PDLs. Additionally, it is all departments responsibility to build our campuses:

**Admissions:** I want to meet more potential students like you, who else can I speak with?

**Academics:** I want to education more students like you, who else can I educate?

**Career Services:** I want to placement more students like you, who can you professionally recommend?

### Outcomes

Upon completion of this workshop, participants will:

- *Understand* that PDLs are not an optional practice or behavior, it is one of the strongest indicators of student engagement in the Admissions process
- *Identify* new opportunities to integrate on campus that will increase PDL opportunities
- *Identify* the difference between the traditional PDL and the new category of PDL – Staff/Fac
- *Determine* each departments role in PDLs

### Assessment

- Participants will achieve a 20% goal for the traditional PDL standard mod over mod no later than June 1, 2016
- Participants will create an action plan for their campus with at least 3 new activities that will increase PDL – Staff/Fac on each respective campus by 5% by June 1,2016.



## The Path Ahead

CD/SMM

January 18, 2017

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**Subject:** Shared Clarity: Admissions & Career Services Information Resource

**Presenter:** Joseph Holt, CAO

### Description

The group will review new performance reports for admissions and career services. Regular, succinct, and meaningful reporting of outcome measures will facilitate our development of high performance cultures in campus operations across all departments.

### Outcomes

Upon completion of this workshop, participants will:

- *Understand the format and content of performance reports for admissions and career services*
- *Leverage performance reports to communicate effectively with production staff in regular evaluations of productivity*
- *Inform management, coaching, and accountability as necessary to improve outcomes in admissions and career services*

### Assessment

- Participants will implement new performance reports in individual staff meetings following the close of the January mod, and debrief with the COO, Director of Admissions, and Director of Graduate Services.

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**Subject:** Technology Support: The View Forward

**Presenter:** Russ Lebo, CFO

### Description

We will discuss the current and proposed Information Technology infrastructure. Including a quick look back at the domain name change from sjvc.net to sjvc.edu. The look forward includes introducing Microsoft Office 365 (O365) as well as the behind the scenes migration of our systems to the Azure cloud.

O365 overview video - <https://youtu.be/DZQoCDki9Gg>

The O365 project includes documenting features, on-premise preparations, develop and provide training, refining the O365 environment, and update of policy/procedures.

### Outcomes

Upon completion of this workshop, participants will:

- Have a basic understanding of cloud services compared to local servers/workstations
- Gain a basic understanding of O365

### Assessment

- Participants will implement new performance reports in individual staff meetings following the close of the January mod, and debrief with the COO, Director of Admissions, and Director of Graduate Services.

## The Path Ahead

CD/SMM

January 18, 2017

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**Subject:** Student Success: A Trend to Continue  
**Presenter:** Alyssa Perry, Director of Student Services

### Description

The group will review last year's performance on two strategic objectives: Enroll Capable Applicants and Achieve Student Academic Success. Reflect on trends in first module success, first term retention, and grad rates. Learn how one campus made a significant impact in first module success.

### Outcomes

Upon completion of this workshop, participants will:

- *Identify* gaps in current progress
- *Determine* area of greatest concern

### Assessment

- TBD with participants



<b>San Joaquin Valley College Board of Governors Meeting March 9, 2017</b>	
<b>MEETING CALLED TO ORDER BY</b>	John Swiger, Chair
<b>ATTENDEES</b>	<b>In-person:</b> Mark Perry, Mike Perry, John Swiger, and Jill Sozinho <b>By telephone:</b> Susan Good and Marlea Lyon
<b>ABSENT</b>	Carol McLellan
<b>GUESTS AND PRESENTERS</b>	Joseph Holt, Chief Administrative Officer Carole Brown, Vice President of Academic Affairs Mike Abril, Vice President of Legal & Regulatory Affairs Adrianna Ruiz, Campus Director (Porterville) Anthony Alejandro, Campus Director (Modesto)
<b>RECORDER</b>	Crystal VanderTuig
<b>QUORUM PRESENT</b>	Yes

- I. **CALL TO ORDER:** Meeting was called to order at 5:05 p.m. by John Swiger.
  
- II. **BOARD RECOGNITIONS:** John informed the board that this quarter’s recognition award is going to the Bakersfield Campus’ Clinical and Administrative Medical Assisting Club for their involvement in community service. Due to scheduling constraints, Mary Phillips - the recipient of the award, was unable to attend the meeting. Crystal will invite her to attend the next BoG meeting for purposes of receiving this award.
  
- III. **INTRODUCTION OF NEW CAMPUS DIRECTORS:** Mike Perry introduced two newly appointed SJVC campus directors to the BoG.
  - A. **Adrianna Ruiz:** Has been with SJVC for eight years and has served in various capacities within Career Services. She is currently the Director of SJVC’s newest campus in Porterville, CA. Adrianna reported that the community is very excited

about the new campus and informed the board that advertising for the three program offerings began this week (Business Administration, Medical Office, and Medical Assisting). Classes are scheduled to start on May 15<sup>th</sup>. Adrianna informed the BoG of various community activities and events she and her team are participating in to increase awareness of the new campus.

- B. Anthony Alejandro:** Has been with SJVC for two years as an Enrollment Services Director and has extensive industry experience through his previous employment at Heald College. Anthony informed the BoG that he intends to focus on the campus' academics and retention; his goal is to reach a census of 400 students by 2018.

After the introductions were made, the campus directors left the meeting. Mike then informed the BoG that a vote needs to be taken to ratify the appointments of these two new directors (board bylaw 4.3.4).

**Voting Item: Mike Perry moved to ratify the appointment of Adrianna Ruiz and Anthony Alejandro to the position of Campus Director. Jill seconded the motion. All in favor.**

- IV. AKT PRESENTATION:** Tabled to a future meeting.

- V. ONLINE TASK FORCE:** Carole Brown gave the BoG an overview of the rationale behind the creation of this task force (low online graduation and placement rates). To improve in these areas, a committee of academicians and representatives from online and student support services met and developed a quantified vision statement for online (50% graduation rate and 70% placement for the period of January through June 2018) along with four strategic initiatives for improvement: 1) restrict recruiting resources by state, 2) eCourse shopper, 3) online graded orientation, and 4) online remediation plan. Each strategic initiative is described in detail in the attached handout.

- VI. STRATEGIC PLANNING UPDATES:** In Nick Gomez' absence, Joseph Holt informed the BoG that the 2019 Strategy Map has been vetted by appropriate stakeholders (campus and corporate directors) and is now before the board for final approval and implementation. He also informed the BoG that a balanced scorecard has been created for the revised Strategy Map. A copy of both the map and the scorecard were provided to the BoG.

**Voting Item: Mark Perry moved to approve the 2019 Strategy Map and corresponding scorecard. Jill seconded the motion. All in favor.**

- VII. NEW SJVC POSITIONS:** John informed the BoG that he met and discussed the new position of Campus President with Mike Perry before the board meeting. John relayed to the BoG that he continues to have questions about the reporting structure for this

particular position and would like to see some data substantiating both the need for and the effectiveness of the position. As such, Nick will be asked to present this information to the full board at the next BoG meeting.

- VIII. GAINFUL EMPLOYMENT UPDATE:** Joseph informed the BoG of the latest update published by the U.S. Department of Education that extended the deadline to appeal the earnings data for GE impacted programs to July 1<sup>st</sup> (rather than mid-March). As SJVC had not filed an appeal, this extension is favorable for us in that it allows additional time to gather salary data on the impacted programs as well as continue to enroll students in the degree programs.

Joseph also informed the BoG of two pending state bills (AB 1619 and AB 1611); one of which is a derivative of the federal GE legislation; whereas, the other seeks to require 70% placement under new placement definitions. An institution's state authorization would be based upon the ability to meet the various elements of both proposed bills. Joseph informed the BoG of SJVC's work to exert influence in these two matters.

- IX. 2016 YEAR-IN-REVIEW:** All BoG members confirmed that they received a copy of the report. As not all members had the opportunity to review the document in advance of the meeting, decision was made to table any discussions about its content until the next BoG meeting.

- X. SENIOR ACCREDITATION:** Mike Perry, Mike Abril, and Crystal presented a proposal to the BoG recommending that SJVC pursue Eligibility with the WASC Senior Colleges and University Commission. The rationale for pursuing senior accreditation was presented in the handouts distributed for this meeting (see attached) as well as through the delivery of this presentation.

Mike Abril gave an overview of SJVC's history in pursuing senior accreditation, and, more recently, the initiative to gain approval for one baccalaureate degree program through the junior commission. He then gave an overview of the recent challenges faced by the junior commission in their recognition process, including the restoration of their scope to accredit one baccalaureate degree per accredited institution and their future plans to have this scope increased to more than one baccalaureate program per institution (timeline of 18 months). While ACCJC's restored scope will allow the Commission to approve SJVC's pending Baccalaureate Degree Completion in Respiratory Therapy, there is currently unmet need for additional baccalaureate degree programs in SJVC's academic disciplines. With an accreditor that currently only has authority to grant one baccalaureate degree and in light of the initiative to deliver a Physician's Assistant program (which must be offered at the Master's degree level), accreditation with WASC Senior is the clear pathway forward.

Crystal gave an overview of the steps in this process as well as the anticipated changes that need to be made to comply with the senior commission's Policy on Independent Governing Boards and the other action item (augmentation of the Vision Statement). She also discussed the potential timeline for completion of the eligibility application and emphasized that the timeline would be determined; in large part, on the implementation of the necessary BoG changes. To that end, one of the handouts distributed to the BoG was an overview of the senior commission's requirements for governing boards.

Mike Perry led a board discussion on how the board can demonstrate compliance with these requirements as well as specific changes that need to be made for compliance purposes. He then explained that – based upon where the institution is in its current accreditation cycle (1 ½ years from comprehensive visit) and in light of the increased board requirements and expectations of the senior commission, it is conceivable that board members will, in turn, have increased responsibilities. Mike asked all board members to consider their future ability to commit their time and expertise to the institution. Mike then asked that the board to take a vote on this proposal.

**Voting Item: Jill moved to approve the recommendation that SJVC pursue senior accreditation through the submission of an Eligibility Application. John seconded the motion. All in favor.**

## **XI. BOARD BUSINESS**

**A. BoG Terms:** Mike Perry led the BoG in a discussion concerning the language of our current bylaws on length of terms and term limits. The board recommended that the bylaws be modified to remove the cap on term limits; a modified version will be presented to the BoG at their next meeting for consideration and approval.

**B. Review/Approval of BoG Meeting Minutes:** Board reviewed and took action on minutes from the December 8, 2016 board meeting.

**Voting Item: John moved to approve the minutes as submitted. Mark seconded the motion.**

**C. Report by the Academic Oversight Committee:** John and Jill informed the BoG of their recent meeting where they reviewed the Registered Nursing and Pharmacy Technology program review reports. They noted the following:

- i. Registered Nursing:** Committee noted that the program had a slight dip in graduation rates (79% to 70%) and that employer survey results indicated a lack of clinical and critical thinking skills in SJVC graduates. The committee intends to seek answers on the reasons for the declining graduation rate and whether employers have consistently provided this input or whether it was a one off.

- ii. **Pharmacy Technology:** Committee noted that the Ontario program's 5-week retention was significantly lower than the other campuses whether this program is offered. The committee also noted that attendance is declining across the board. The committee will reach out to CAO staff for an explanation on these areas as well.

The committee also informed the BoG that the program review process has been revised to an asynchronous, computer-based process versus a face-to-face meeting. John explained that this change was made to increase faculty participation and support diversity of input among stakeholders such as career services, admissions, etc.

- D. **Professional Development:** Mike Perry and Crystal asked the board to identify potential professional development opportunities for this year. They also informed the BoG of their plan to see if Dr. Ralph Wolff will provide board professional development.
- E. **San Diego Campus and Dental Hygiene Program:** Mike Perry informed the BoG that the Senior Management's previous recommendation to close the campus and teach-out the program is being reconsidered and asked for board support of the same. Mike explained that SJVC's lease on the campus facility expires at the end of 2018 and the last Dental Hygiene cohort will graduate in November 2017. In an attempt to use (rather than sub-lease the facility), Mike suggested that there may be other opportunities in the San Diego market to provide a different program mix. He emphatically stated that unless a Dental Hygiene school in that area closes there is no opportunity to continue offering the program in this market. As such, he also asked the board for their approval to discontinue enrollments in the program. Lastly, Mike discussed the possibility of transferring the San Diego Campus' Dental Hygiene CODA approval to another existing SJVC campus or possibly a new location.

**Voting Item: John moved to approve the period of non-enrollment of Dental Hygiene students and evaluate other options for the San Diego Campus. Jill seconded the motion. Susan abstained from the vote due to her position as volunteer Vice President of the Dental Hygiene Committee of California and her appointment as public member to the Committee by Governor Brown. All others were in favor.**

- F. **Fifth Board Meeting of 2017 and 2018 BoG retreat:** Due to the campus visit scheduled for August 2017, Crystal asked the BoG if they were willing to have a fifth board meeting this year. All agreed that it is necessary and decided upon the date of September 7, 2017.

Crystal presented a proposal for a weekend BoG retreat at Avila Beach; spouses/significant others are welcome to attend. The actual retreat will be on a Saturday morning from 8:30 – 11:30 with an all-board dinner on Friday or Saturday.

Potential dates were presented and discussed; all agreed to hold the retreat on February 23-25, 2018.

**G. Ad Hoc**

- i. John informed the BoG that he sent an email to the Campus Directors asking how the BoG can be more involved in campus life. He stated that he received some feedback that includes being a graduation speaker or serving on committees. John will work with the CD's to provide this support.
- ii. Mark informed the BoG of SJVC's upcoming 40<sup>th</sup> anniversary celebration. Crystal will send out information to all board members.

There being no further business, the meeting adjourned at 7 p.m.



**ECM**  
**The Path Ahead**  
*Meeting Agenda*

April 26, 2017

- 8:30 Welcome
- 8:40 **The Path Ahead: 2017 – 2019 Strategic Map & Scorecard**
- 9:30 Increase Campus & Program Offerings: A Vision
- 10:00 Talent Acquisition: Development
- 10:15 GnD: Opportunities & Intention
- 10:30 **Break**
- 10:45 Shared Value: Personally Developed Leads
- 11:00 Effective Communication: Disney Style!
- 11:45 Learning Outcomes: Architecture
- 12:15 **Lunch**
- 1:00 Gainful Employment Update

\*Please reference your syllabus for coverage details.

**Safe Travels!**

# The Path Ahead

ECM

April 26, 2017

## SYLLABUS

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**Subject:** The Path Ahead: 2017 – 2019 Strategy Map & Scorecard

**Presenter:** Nick Gomez, COO

### Description

We will examine SJVC's strategy map and scorecard for 2017 – 2019. Focus will go to clarity of objectives and measures, towards achieving the College's vision. Participants will reflect on the map and scorecard.

### Outcomes

Upon completion of this workshop, participants will:

- *Discern* institutional focus, objectives and associated measures
- *Inform* actions needed to close anticipated performance gaps

### Assessment

- Participants will:
  - identify areas representing great opportunities for improvement
  - define actions they can take to support needed improvement
  - implement actions, in conjunction with their teams

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**Subject:** Increase Campus & Program Offerings: A Vision

**Presenter:** Mike Perry, President & CEO, Nick Gomez, COO

### Description

We will examine an opportunity to pursue WASC senior accreditation. Recognizing a shift in perspective at the senior level, the group will have opportunity to provide feedback on a new SJVC vision statement.

### Outcomes

Upon completion of this workshop, participants will:

- *Understand* opportunity and intent of pursuing senior accreditation
- *Inform* dialogue on an SJVC vision statement draft

### Assessment

- Participants will:
  - Take part in evaluation of a current draft SJVC vision that better aligns with the senior commission
  - Turn-in group revisions to the current draft

## The Path Ahead

ECM

April 26, 2017

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**Subject:** Shared Value: Personally Developed Leads  
**Presenters:** Anthony Romo, Director of Graduate Services

### **Description** (*Review from 1.18.17 CDSM*)

Much of the perceived enrollment process is built around the quality and quantity of lead flow given to the campuses rather than building on the current population or reputation through PDLs. Small campuses require strong PDLs considering the lower lead flow in these rural areas. Larger campuses require PDLs to increase market share, enlarge census, and increase retention. Campuses need to continuously and effectively work both given leads and relationships through PDLs. Additionally, it is all departments responsibility to build our campuses:

**Admissions:** I want to meet more potential students like you, who else can I speak with?

**Academics:** I want to education more students like you, who else can I educate?

**Career Services:** I want to placement more students like you, who can you professionally recommend?

### **Outcomes**

Upon completion of this workshop, participants will:

- *Understand* that PDLs are not an optional practice or behavior, it is one of the strongest indicators of student engagement in the Admissions process
- *Determine* each departments role in PDLs

### **Assessment**

- *Define* outcomes achieved with the PDL initiative, at campus and across the College.

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**Subject:** Effective Communication: Disney Style!  
**Presenter:** Alyssa Perry, Angela Heinz, Anthony Romo, Ash Carter, and Scott Perry

### **Description**

An engaging group activity designed to exemplify the Disney's approach to effective communication.

### **Outcomes**

Upon completion of this workshop, participants will:

- *Compare and contrast* ineffective and effective communication styles and identify the benefits of effective communication techniques
- *Adjust* current communication style, or adopt a new effective communication technique, designed to produce better communication outcomes.

### **Assessment**

- Outcome 1: group discussion
- Outcome 2: individuals will independently identify and write one take-away that they plan to implement

# The Path Ahead

ECM

April 26, 2017

**Subject:** Learning Outcomes: Architecture!

**Presenter:** Pat Fox, Director of eLearning Curriculum & Instruction, Annette Austerman, Director of Curriculum & Assessment

## **Description**

In this session, participants will be introduced to the new Learning Outcome Architecture. The internal logic, data collection, and curriculum changes needed to implement the new system will be discussed.

## **Outcomes**

Upon completion of this workshop, participants will be able to:

- *Identify the differences in the data collection processes*
- *Describe the curriculum activities taking place to accommodate the new system*

## **Assessment**

- A quiz will be completed at the end of the presentation.