



Transformation Vision, Goals and Outcomes

WHY: Transform the student experience to meet the education and employment needs of the community.

WHAT:

- Create guided education pathways that ensure students achieve their goals
- Close the achievement equity gap in student success
- Increase the number of students prepared to meet immediate and future industry demands
- Enhance employee engagement and contributions to student success
- Optimize current resources while gaining new revenue to better serve students and communities
- Fully implement classification and market-driven compensation structure
- Develop a robust performance management system to support a culture of accountability and employee development

By 2022 —

Student Success and Economic Mobility

1. Increase student enrollment by 10 percent, 15 percent for underserved populations. (All students, credit and non-credit, unduplicated headcount)
2. Increase the overall 3-year and 6-year transfer and graduation rates by 50 percent. (New to higher education in fall terms)
3. Increase fall-to-spring & fall-to-fall retention rates by 10 percent. (All students)
4. Reduce the average accumulated credits to the amount required for program completion
5. Reduce the ratio of students to advisors

Workforce and Industry Partnerships

1. Increase the number of students who earn an occupational degree or certificate by 25 percent. (All students)
2. Increase the median wage of occupational awards by 10 percent within 3 years after graduation. (All occupational award completers)

Organization and Employees

1. Salary Competitiveness Ratio (SCR) used to evaluate the competitiveness of compensation options
2. 100% of employees receiving regular performance reviews

Budget and Finance

1. Create a system-centric cyclical budget process that includes regular strategic reviews of all site budgets and aligns resource allocation with strategic initiatives
 2. Complete extensive analysis to determine delivery costs for all (100%) programs and services
 3. Develop a funding model that is anchored by an equitable distribution of limited resources which encourages collaboration among colleges in serving students and the community
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