

Primary Strategic Priorities (2026–2029)

Mission-driven priorities guiding budget development, policy decisions, and institutional planning.

Priority 1: Increase Enrollment

Mission Alignment: Expand access to higher education and strengthen the College's role in serving the community.

Objective: Achieve sustained enrollment growth through improved student experience, strategic outreach, and program innovation.

Key Strategies:

- Improve application, registration, and scheduling systems for greater accessibility and ease of use.
- Launch targeted marketing and outreach to attract new and returning students.
- Partner with businesses and industry organizations to expand workforce and continuing education pathways.
- Set and monitor annual enrollment growth targets tied to funding and resource allocation.

Key Performance Indicators (KPIs):

- Annual percent increase in total and full-time equivalent student (FTES) enrollment
- Growth in new and returning student headcount
- Expansion of workforce and continuing education enrollments

Priority 2: Achieve a Balanced Budget Within Four Years

Mission Alignment: Ensure the College's long-term fiscal sustainability to support educational excellence and institutional stability.

Objective: Attain a structurally balanced budget by FY 2029 through disciplined fiscal management and revenue growth.

Key Strategies:

- Align resource allocation with strategic priorities and enrollment-driven revenue.
- Maintain mindful oversight of salary and benefit expenditures (currently 88% of the total budget).
- Complete annual audits on time and strengthen fiscal transparency.
- Consider establishing an Audit Committee (two Board members, CEO-appointed staff, and audit team) to enhance financial oversight.
- Evaluate long-term strategies to sustain competitive compensation while maintaining fiscal balance.

Key Performance Indicators (KPIs):

- Balanced budget achieved by FY 2029 without one-time funds
- On-time completion of annual audits
- Personnel costs maintained or reduced as a percentage of total expenditures
- Documented annual progress toward structural balance

Priority 3: Increase Focus on Student Success Measures

Mission Alignment: Advance equitable student achievement and align outcomes with the Student Centered Funding Formula (SCFF).

Objective: Improve student retention, completion, and post-graduation success through data-driven strategies and integrated planning.

Key Strategies:

- Enhance academic and student support programs that promote completion and transfer.
- Use data analytics to monitor and improve SCFF-related metrics.
- Align institutional initiatives with the Comprehensive Integrated Plan (CIP) and Three-Year Strategic Plan.
- Establish measurable three-year goals for student success outcomes.

Key Performance Indicators (KPIs):

- Increased number of students earning degrees and credit certificates
- Higher transfer rates to accredited four-year institutions
- Growth in students completing transfer-level math and English within the first year
- Increased completion of nine or more career education (CE) units
- Higher percentage of students attaining jobs at or above the regional living wage