



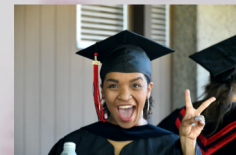
# Foothill-De Anza Community College District Chancellor's Priorities and Goals Town Hall





Centering our purpose in everything  
we do

A mission-driven focus



Foothill-De Anza Community College District  
Welcome to District Opening Day!  
September 20, 2023



# Six Gaps



Foothill-De Anza Community College District  
Welcome to District Opening Day!  
September 20, 2023



# A vision for Foothill-De Anza Community College District



To work collaboratively toward unified goals –  
Todos Somos, Somos Uno (We are All, We are  
One)



To become a nationally recognized Employer of  
Choice



To be an innovative leader that is responsive to  
needs of the community



To remain equity-minded and learner-focused  
to effectively equip students with the skills  
necessary to pursue their goals

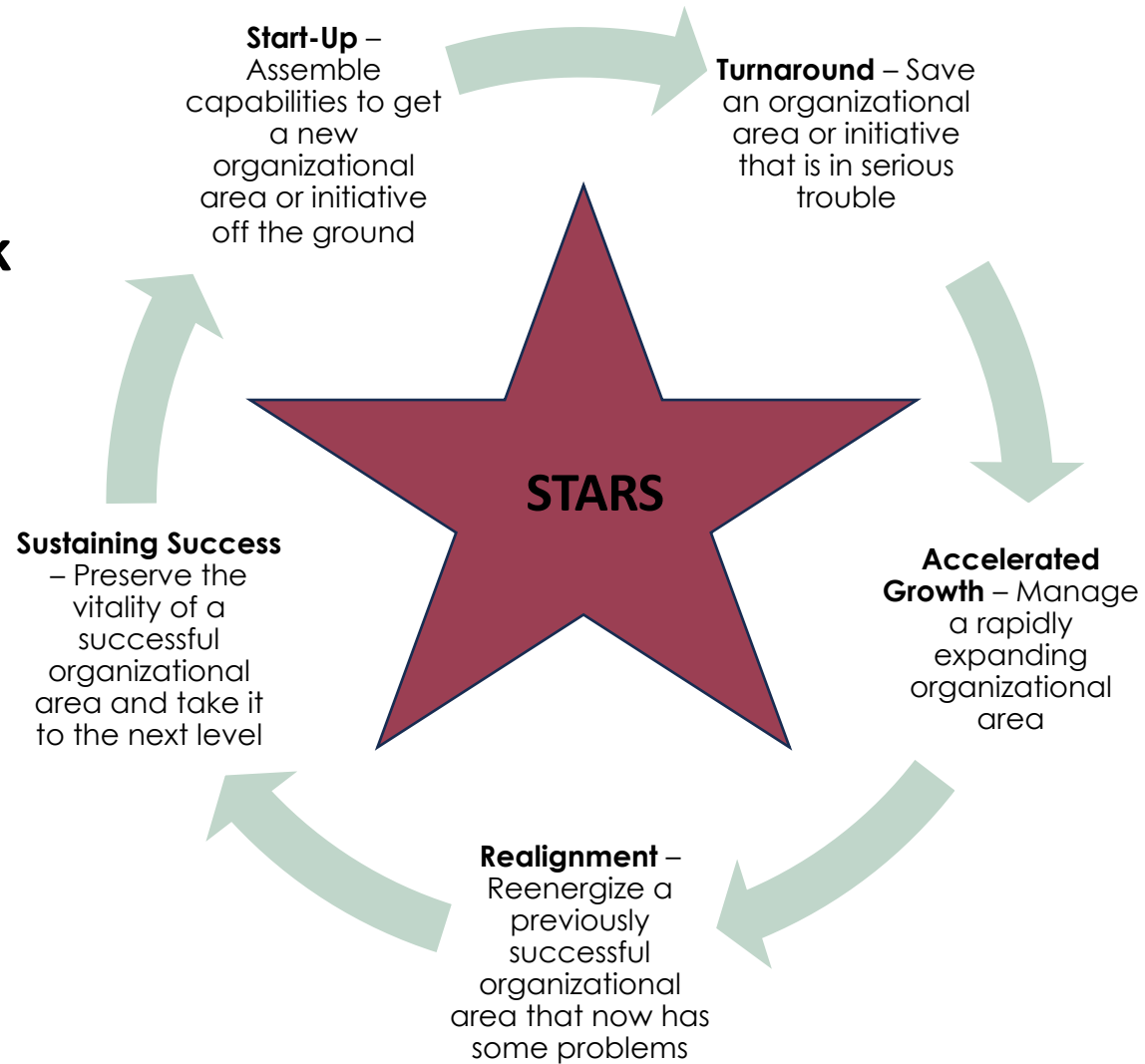


# Organizational Planning & Execution

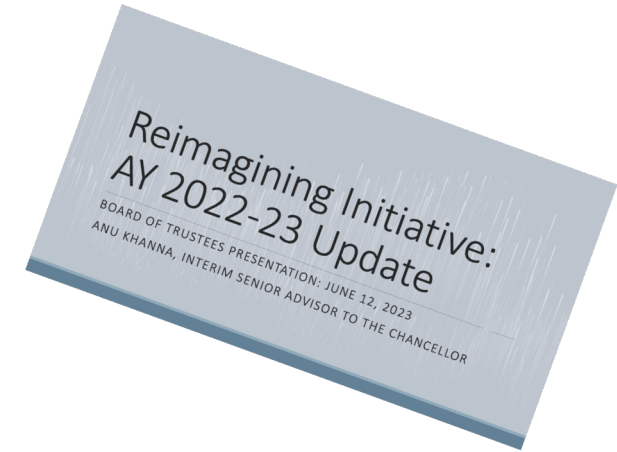


Strategic planning sets the long-term vision and direction for the organization, Tactical planning focuses on the methods and approaches to achieve that vision, and operational planning deals with the day-to-day activities to implement those approaches.

# Diagnosing the Organization Using the STARS Framework



# Overlapping Themes in the Chancellor's Profile, Reimagining Initiative, and 90-Day Plan



Foster a working environment characterized by **mutual respect and trust**

Opportunities for all staff to acquire knowledge and skills for **professional growth**

Improve **shared governance** processes and outcomes

**Streamline** districtwide processes

**Remove barriers** to student access and success

Cultivate and inspire a climate of **cooperation** between the colleges and Central Services

Reimagine how programs **meet community needs**

Develop new approach to enrollment management and **new enrollment innovations**

Develop new **sustainable partnerships**

Respond to **shifting demographics**

Identify a **sustainable financial model**

Promote **income-generating ventures and partnerships** with business and industry

Find **entrepreneurial** ways to raise revenue

Implement a **revised budget allocation model**





# **90-Day Plan – people, processes, and priorities**

## **Discoveries**

**We have incredible programs, talented and dedicated employees, an enviable reputation, and a lot of community support**

# We are missing opportunities to grow enrollment and revenue

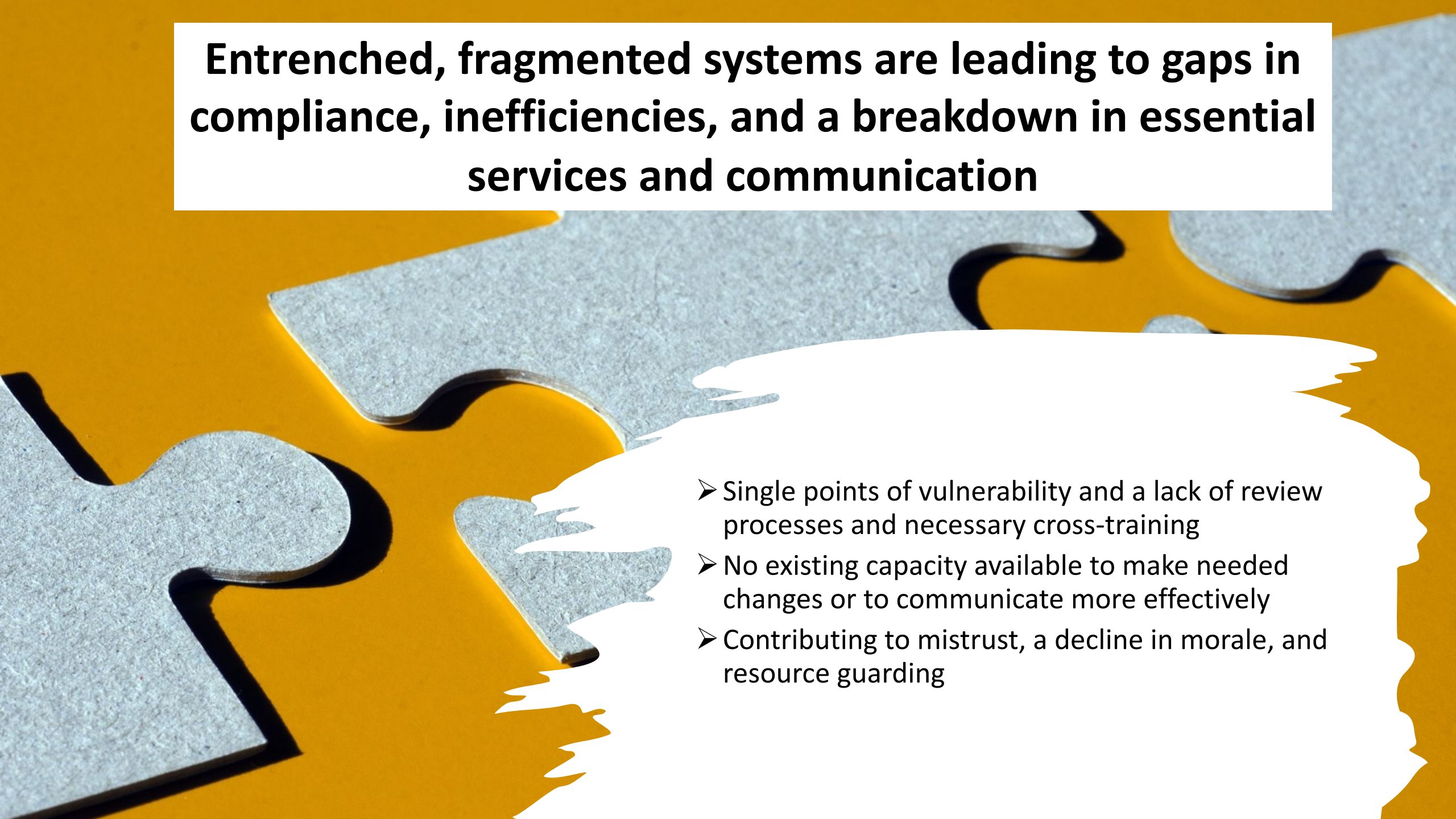


For example, no clear systems and infrastructure to support:

- grants development
- scalable industry partnerships
- long range strategic analysis/planning
- unified marketing
- comprehensive professional development
- coordinated curriculum/program development

that could lead the district in a single, **unified** direction

**AND**



**Entrenched, fragmented systems are leading to gaps in compliance, inefficiencies, and a breakdown in essential services and communication**

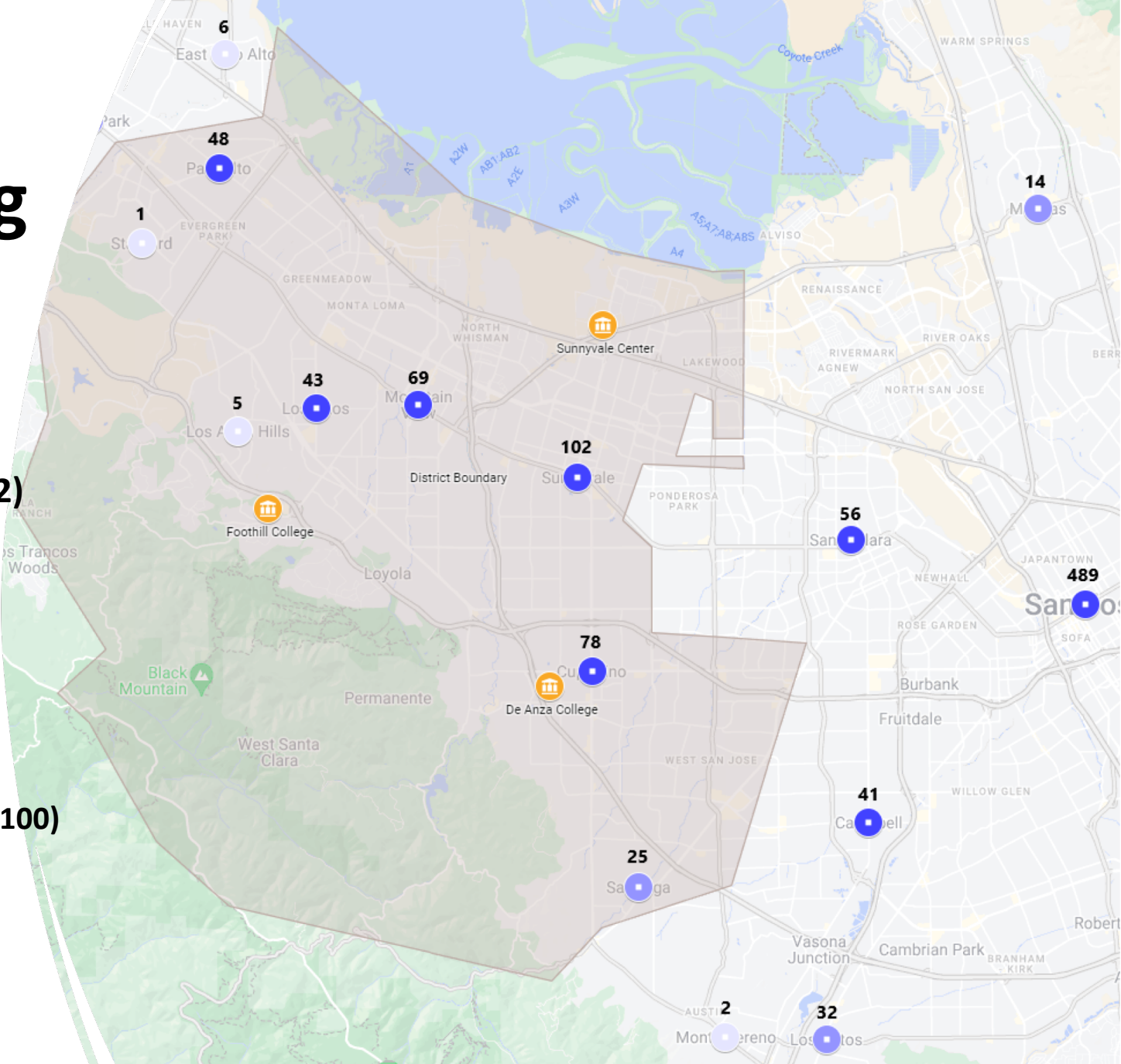
- Single points of vulnerability and a lack of review processes and necessary cross-training
- No existing capacity available to make needed changes or to communicate more effectively
- Contributing to mistrust, a decline in morale, and resource guarding



# Geographic Realities of Employees Serving Our District

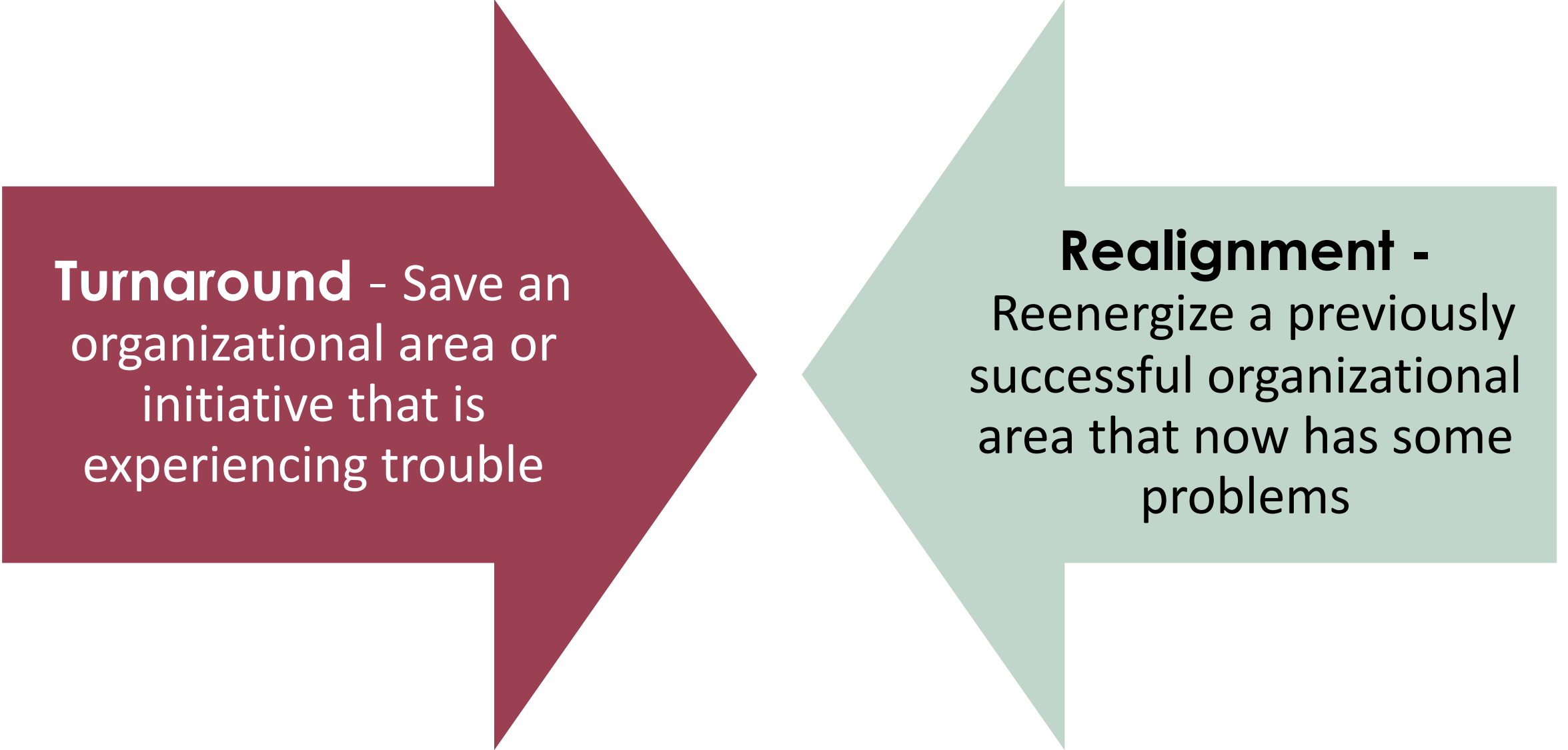
## Administrators, Classified Staff & Faculty (1,782)

- **Living within District Service Area (371)**  
Largest Concentrations:
  - Sunnyvale (102)
  - Cupertino (78)
  - Mountain View (69)
- **Living in Bay Area outside District Service Area (1,100)**  
Nine Counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano & Sonoma
- **Living outside of Bay Area (311)**



Source: AY 2023-24 Employee Data (IRP Office)

## STARS Diagnosis



**Turnaround** - Save an organizational area or initiative that is experiencing trouble

**Realignment** -  
Reenergize a previously successful organizational area that now has some problems

# Organizational Priorities



- Pursuing opportunities for enrollment and revenue growth
- Realigning institutional assets
- Strengthening institutional infrastructure
- Building districtwide capacity
- Improving labor relations between management and employee groups
- Providing regular updates on key performance indicators related to student success and equity





## **Key factors that need to be addressed throughout the district**

- ✓ **Communication**
- ✓ **Compliance**
- ✓ **Coordination of processes across service areas**
- ✓ **Cross-collaboration across instructional areas**

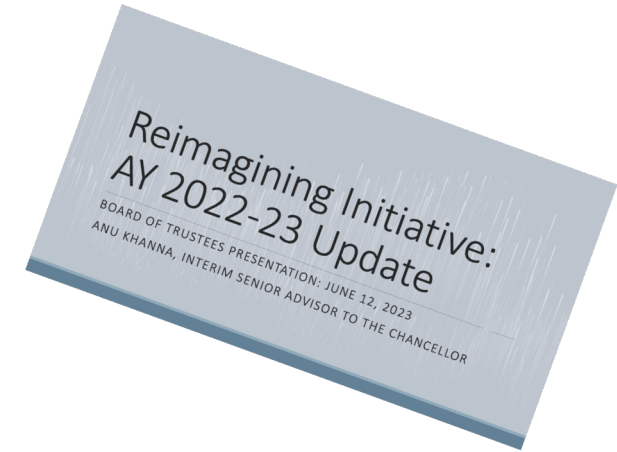
# Capacity is required to take advantage of these missed opportunities and address our structural challenges



We build capacity by

- restructuring/realigning
- improving coordination and collaboration
- addressing skills gaps and workload
- creating a clear process for decision-making

# Overlapping Themes in the Chancellor's Profile, Reimagining Initiative, and 90-Day Plan



Foster a working environment characterized by **mutual respect and trust**

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# Chancellor's Goals

## Derived from the Overlapping Themes

Foster a working environment characterized by **mutual respect and trust**

Opportunities for all staff to acquire knowledge and skills for **professional growth**

Improve **shared governance** processes and outcomes



- ✓ Improve employee engagement and morale and nurture a more responsive, service-based culture to improve the employee and student experience across the district
- ✓ Engage employee groups in identifying a labor negotiation model that is proactive in administrative interests and is based on a more collaborative, win-win approach
- ✓ Establish a leadership, management, and supervision professional development program

# Chancellor's Goals

## Derived from the Overlapping Themes

**Streamline** districtwide processes

**Remove barriers** to student access and success

Cultivate and inspire a climate of **cooperation** between the colleges and Central Services



- ✓ Identify and remove barriers in the student and employee experience, including identifying duplicative or inefficient processes and/or systems
- ✓ Facilitate cross-collaborative efforts across the district to implement legislative mandates
- ✓ Establish and nurture cohesive, highly effective administrative teams with clear expectations and accountability

# Chancellor's Goals

## Derived from the Overlapping Themes

Reimagine how programs **meet community needs**

Develop new approach to enrollment management and **new enrollment innovations**

Develop new **sustainable partnerships**

Respond to **shifting demographics**



- ✓ Develop a comprehensive districtwide enrollment management strategy
- ✓ Identify policy changes, resources, and advocacy efforts needed to support college plans to strengthen student economic mobility as a lever for equity
- ✓ Provide leadership in identifying innovations and emerging technologies that accelerate student learning and administrative efficiency

# Chancellor's Goals

## Derived from the Overlapping Themes

Identify a **sustainable financial model**

Promote **income-generating ventures and partnerships** with business and industry

Find **entrepreneurial** ways to raise revenue

Implement a **revised budget allocation model**



- ✓ Develop and implement an ongoing process for a balanced budget while prioritizing and allocating resources aligned with districtwide priorities developed in coordination with campus, Chancellor and Board goals
- ✓ Strengthen governmental relations within our district service areas to build resource capacity and/or pursue partnership opportunities
- ✓ Prioritize efficiency in facilities and operations to manage energy use across the district





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What is needed to execute these goals?

# Capacity is required to take advantage of these missed opportunities and address our structural challenges



We build capacity by

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# Considerations and Commitments

How do changes create and build more capacity to implement and further the Chancellor's Goals & Priorities?

What changes are most appropriate and will improve the employee and student experience?

How do changes effectively address the workload issues our employees are facing and help to redistribute workload more equitably?

How do changes help to utilize our district resources more effectively?

How can changes be done in a manner that is as cost neutral as possible given vacancies and retirements?

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Questions?





## Announcements

- Town hall slides, proposed priorities and goals, and a link to the webinar recording will be available on the Chancellor's website [https://www.fhda.edu/\\_chancellor/InformationalSessions.html](https://www.fhda.edu/_chancellor/InformationalSessions.html)
- Budget town hall meetings to be held in March/April
- Vice Chancellor Searches – Invitations to appoint representatives to serve on the search committees will be sent in February
  - Vice Chancellor, Business Services, Search Committee – Chair, Jory Hadsell
  - Vice Chancellor, Human Resources and Equal Opportunity, Search Committee – Chair, Anu Khanna