



**FOOTHILL-DE ANZA**  
**Community College District**

# **DISTRICT STRATEGIC PLAN**

## **2024-2031**

**Approved by the Foothill-De Anza Community  
College District Board of Trustees**

**August 7, 2023**



# DISTRICT STRATEGIC PLAN

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### **Introduction**

The purpose of the Foothill – De Anza Community College District Strategic Plan is to identify district-based strategic priorities that work to support and advance the mission of the district. As a district plan, it serves to affirm the priorities of each college and align the strategies of the Central Services Administrative Unit (CSAU) areas<sup>1</sup> thereby cultivating synergy between the colleges and Central Services. Priorities are developed by reviewing the goals and objectives of the two colleges. The work to support those priorities and their related goals is the responsibility of each CSAU. This work is determined and performed in a collaborative effort between the two colleges and Central Services.

### **Process**

To determine the Strategic Priorities of the plan and the goals for each priority, an analysis was conducted of the two college's primary planning document—[De Anza College's Education Master Plan](#) and [Foothill College's Strategic Vision for Equity](#)<sup>2</sup>. From each of those documents, statements describing an institutional goal or objective were extracted and documented, were then reviewed and grouped by themes which were subsequently grouped into the resulting five district priorities. A total of 112 statements were grouped into 20 themes, and those themes were then grouped into the five District Priorities found in this plan. Each strategic priority goal was written in a broad scope so as to capture the intent of multiple statements from the college documents associated with each theme.

Throughout each academic year of the strategic plan, each CSAU will develop one or more initiatives they are or will be working on in support of the District Strategic Plan. These initiatives are to be developed as a collaboration between entities across the district (e.g. the CSAU and related department at one of more of the two colleges, or the CSAU and related district governance committee<sup>3</sup>). The purpose of each initiative is to provide support for the attainment of strategic plan goal(s) and not to take action that is the authority of college and/or district governance.

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<sup>1</sup> You can find a full list of Central Services Administrative Units [here](#).

<sup>2</sup> At the time of this publishing, the Education Master Plan for Foothill College had not been revised. Once it is, the District Strategic Plan can be refreshed to incorporate goals/objectives from that institutional plan.

<sup>3</sup> You can find a full list of Foothill-De Anza CCD governance committees [here](#).

The work and progress of each initiative will be documented in the Administrative Unit Review forms. These forms are published annually to the [Strategic Planning Documents](#) page on the Central Services Institutional Research and Planning website and reported out to the Chancellor’s Advisory Council during the fall and spring quarters. The fall quarter report will be to present the initiatives for the academic year and the spring quarter report will be to present a summary of their outcomes. During the spring quarter report, an overall summary will be provided to provide context on the impact of the year’s work as it relates to each Strategic Priority and the Foothill – De Anza Community College District Mission Statement. This summary will serve as the basis for CAC to discuss recommendations for CSAU initiatives for the upcoming academic year.

**Foothill-De Anza Community College District**  
**Mission Statement**

The mission of the Foothill-De Anza Community College District is student success and educational excellence. The district and its colleges provide access to affordable, quality educational programs and services that develop a broadly educated and socially responsible community that supports an equitable and just future for California and the global community. Every member of our district contributes to a dynamic instructional and learning environment that fosters student engagement, equal opportunity, and innovation in meeting the various educational and career goals of our diverse students. Foothill-De Anza is driven by an equity agenda and core values of integrity, inclusion, care for our students' well-being, and sustainability.

Key mission statement terms

(Mission) Student Success	(Mission) Educational Excellence	(Provide access to) programs and services
(Develop) educated and socially responsible community	(Support) equitable and just future	(Contributes to) dynamic instructional and learning environment
(Foster) student engagement	(Foster) equal opportunity	(Foster) innovation
(Meeting) educational and career goals	(Driven by) equity	(Value) integrity, inclusion, students’ well-being, sustainability

**Strategic Priority #1: Educational Achievement**

Key mission statement terms for strategic priority #1:

(Mission) Student Success	(Mission) Educational Excellence	(Develop) educated and socially responsible community
(Contributes to) dynamic instructional and learning environment	(Foster) student engagement	(Foster) equal opportunity
(Foster) innovation	(Meeting) educational and career goals	(Driven by) equity

Student success and educational excellence is the primary focus of the Foothill-De Anza Community College District. These elements of the mission are viewed through an equity lens to ensure the district continues to strive for excellence for all. It is important for students to be engaged in their educational experience and meet their educational goals, resulting in a broadly educated and socially responsible community.

Goals:

- I. Reduce barriers in the application to enrollment that addresses the needs of all students.
  - a. Create a shared district application
  - b. Eliminate modality as a barrier to enrollment
- II. Increase student achievement in key academic outcome areas (retention, success, completion, transfer, and persistence).
  - a. Reduce disparities among various student groups.
  - b. Eliminate modality as a barrier to achievement.
- III. Ensure classes and services meet the diverse needs of our students.
  - a. Ensure classes and services are equity focused, multicultural, multi-ethnic
  - b. Ensure classes and services are community-centered

**Strategic Priority #2: Learning & Support Services**

Key mission statement terms for strategic priority #2:

(Mission) Student Success	(Provide access to) programs and services	(Contributes to) dynamic learning environment
(Foster) equal opportunity	(Foster) innovation	(Meeting) educational and career goals
(Driven by) equity	(Value) integrity, inclusion, students' well-being, sustainability	

The learning and support services provided by the District greatly impact the ability of our community to achieve the mission of student success and educational excellence. To create a dynamic learning environment that is accessible and inclusive to all our diverse students, we need to be innovative in how we help students meet their educational and career goals.

Goals:

- I. Provide support services in a variety of formats/modalities to address the needs of a diverse student population.
  - a. Support students prior to enrollment (e.g. outreach, orientation)
  - b. Support students from application to enrollment to completion to goal attainment
- II. Meet the basic needs and mental health needs of students
- III. Address issues of staffing to ensure students receive the learning and support services they need.

**Strategic Priority #3: Community Development**

Key mission statement terms for strategic priority #3:

(Mission) Student Success	(Mission) Educational Excellence	(Provide access to) programs and services
(Develop) educated and socially responsible community	(Foster) student engagement	(Foster) equal opportunity
(Driven by) equity	(Value) integrity, inclusion, students' well-being, sustainability	

Success and excellence for all students is central to the work of Foothill-De Anza Community College District. As part of our equity efforts, it is important for the District to ensure we are accessible to and inclusive of all members of our diverse community, which also includes employees of the district. In order to sustain a dynamic learning environment that is innovative and focused on students, we must continually reach out to our communities and ensure their voices are heard.

Goals:

- I. Increase student voice and sense of belonging
  - a. Expand leadership opportunities for students
  - b. Create welcoming and sustainable spaces
  - c. Increase access to student centers (e.g. multicultural, LGBTQ, Dream center)
- II. Increase outreach efforts. In particular to underrepresented communities/nontraditional students.
- III. Develop community partnerships that support student matriculation and achievement.

**Strategic Priority #4: Workforce Development**

Key mission statement terms for strategic priority #4:

(Mission) Student Success	(Provide access to) programs and services	(Develop) educated and socially responsible community
(Contributes to) dynamic learning environment	(Foster) equal opportunity	(Foster) innovation
(Meeting) educational and career goals	(Driven by) equity	

Student success and educational excellence can mean many things. For many at the community college, success and excellence come in the form of professional development to advance one’s career, earning a Career Technology Education (CTE) certificate or degree, and/or completing an academic pathway that leads to a four-year degree in the professional field of their choice. Consequently, Foothill-De Anza Community College District places a priority in understanding the professional needs of its community as well as support in achieving their professional goals.

Goals:

- I. Support professional development for employees that focuses on, but is not limited to:
  - a. Delivering instruction and services in various modalities
  - b. Instruction that is more race conscious and equity based
- II. Reduce disparities in workforce training and employment rates
  - a. Implement credit for prior learning
  - b. Develop and align career pathways with areas of study
- III. Create a diverse workforce in and outside the district
  - a. Eliminate districtwide disparities in the workforce
  - b. Help reduce workforce disparities in our communities.

**Strategic Priority #5: Fiscal Responsibilities**

Key mission statement terms for strategic priority #5:

(Mission) Student Success	(Mission) Educational Excellence	(Provide access to) programs and services
(Foster) equal opportunity	(Foster) innovation	(Meeting) educational and career goals
(Driven by) equity	(Value) integrity, inclusion, students' well-being, sustainability	

A fundamental need for students to be successful and excel in their education is for the experience to be cost effective. Foothill-De Anza Community College District makes it a priority to address the financial needs of its students and continues to improve students' access to financial resources that support their educational goals. In addition, the district works to create a fiscal environment within the district structured to meet the needs of its diverse community.

Goals:

- I. Increase financial aid literacy and support for students
  - a. Improve access to financial aid resources
  - b. Reduce/eliminate incidental costs for students
- II. Develop funding models and institutional practices that prioritize equity and reduce disparities in student achievement.
- III. Establish accountability and assessment measures to track progress towards goal achievements.