

INSTITUTIONAL PLANNING

Wis. Stats. 38.50 (10) (a)
Form EAB 1.10 (Rev. 11/15)



STATE OF WISCONSIN
EDUCATIONAL APPROVAL BOARD
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The Educational Approval Board (EAB) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAB requires schools to submit evidence appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAB and school officials to engage in a dialogue over time about the future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. ***The EAB does not expect any school to divulge any sensitive, proprietary business information.*** The information must address the five elements identified below and provide the information requested.

I. SCHOOL INFORMATION

Name of School:

San Joaquin Valley College, Inc.(SJVC)

II. PLANNING ELEMENTS

A. MISSION. Describe your school's mission and vision, which identifies its purpose and its core values.

San Joaquin Valley College (SJVC) is a regionally accredited private junior college that provides accelerated, career-focused curriculum and instruction to a diverse demographic of students. Since its founding in 1977, SJVC has prepared more than 25,000 graduates for professional success in their chosen careers.

SJVC has 15 campuses throughout California, plus one Online division, and offers more than 30 certificate and degree programs in the business, medical, and technical fields.

The mission of SJVC is to prepare graduates for professional success in the business, medical and technical career fields. The College serves a diverse student population with a common interest in professional development through career-focused higher education. The College is committed to student development through the achievement of measurable learning outcomes, emphasizing a balance of hands-on training and academic instruction. The College identifies and responds to the educational and employment needs of the communities it serves. The College is committed to the success of every student.

The core values of the college include: (See Attachment A - Mission Cont.)

B. MARKET. Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

SJVC is in the business of transforming lives through the use of exceptional instruction, targeted content, and outstanding student support services. The College offers a variety of certificates and degrees that provide a diverse demographic with information and skills needed to acquire employment in an ever changing job market.

SJVC offers career based education for students seeking certificates in the fields of business, medical, and technical fields. The College also offers general education courses, providing students with opportunities to earn their Associates of Science degree. We recently added a baccalaureate degree completion program in Respiratory Therapy.

SJVC enrolls a diverse population of students, representing many cultural and socio-economic backgrounds. Many are looking to fulfill a dream of securing an education and subsequent successful careers, enabling them to transition out of predominately under-resourced socio-economic conditions. (See Attachment B - Market Cont.)

C. MANAGEMENT. Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

SJVC has a multi-tiered management structure that ensures consistency of mission, vision, and focus at all levels of the institution.

SJVC has a Board of Governors (BoG) that meets with SJVC representatives twice a year. The BoG is comprised of the College President, Chairman, and five (5) appointed independent members of the community and four (4) affiliate members. The BoG is charged with the responsibility of ensuring the quality, integrity, and financial security of the college. It acts as an independent policy approving body capable of reflecting constituent and public interest in SJVC activities, decisions, and policies.

Located at the Central Administrative Offices, SJVC's Senior Management (SM) consists of executive level individuals overseeing the Admissions, Career Services, Academics, Student Services, Financial, and Operational success of the institution. Members of the SM team meet frequently with campus personnel to ensure compliance with standards, provide professional development, and to ensure consistency of policy and process.

Located at the College's Visalia Campus, management of the Online Division is supported by the Visalia Campus Director, with daily operational success of the Division residing with the Online Site Coordinator. The Site Coordinator's team includes department heads responsible for Academics, Admissions, Career Services, Human Resources, Student Services, and Financial Aid. Through consultation with members of the institutional SM, the Online management team ensures enrollment compliance, institutional continuity of curriculum/content, and quality of education, student support, and career placement services (See Attachment C - Management Cont.).

D. SWOT ANALYSIS. Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

SJVC has embraced the Kaplan & Norton system of strategy execution through the use of a strategy map and balanced scorecard system. SJVC's strategy map captures the strategic objectives the College intends to accomplish. The associated scorecard highlights the measures that reflect achievement on each of the noted strategic objectives. Any gaps between achievement on these measures and their defined targets prompts an initiative (action plan) creation. Initiatives are defined, executed and tracked towards driving improvement on strategic measures. As initiatives are completed, outcome achievement and related movement of the associated strategic objective measures are reviewed. Upon determining degree of achievement on a given measure, need for further action is defined and scoped.

D. SWOT ANALYSIS *(continued)*

n/a

E. FUTURE THINK. Describe your school 5 years from now. What will it look like and how it will be positioned in the market place.

SJVC will be serving a diverse and growing population of students within California and across the United States, through career-focused higher education offerings in business, medical, and technical career fields. SJVC will be a recognized community member, engaged in transforming lives through student achievement in graduation and placement, within the communities in which our students live.

SJVC is currently pursuing regional accreditation through WSCUC (aka WASC Senior), which will enable us to offer high level credentials (baccalaureate/master's level degrees).

III. SUBMISSION

I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signature of Authorized School Official:

Michael S. All

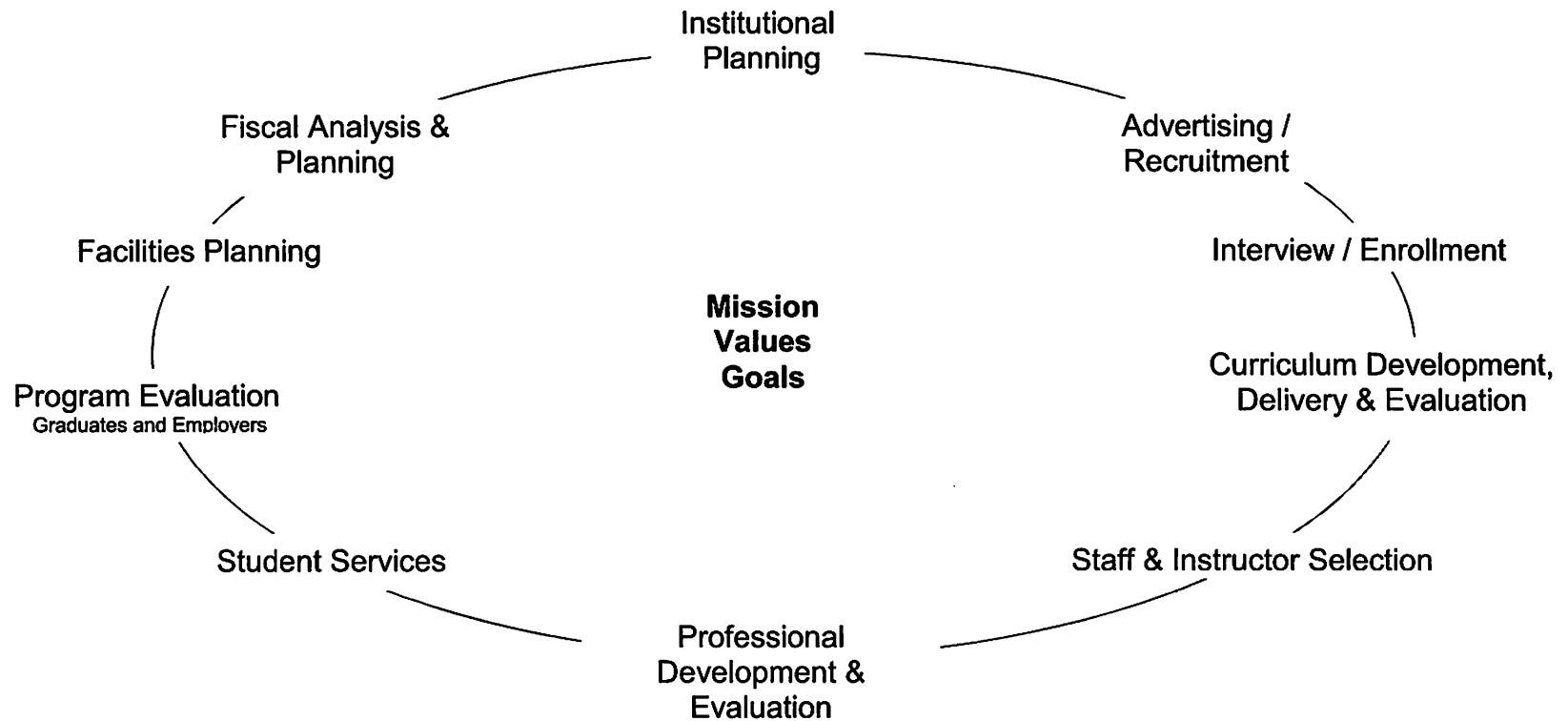
Print or Type Name and Title of Authorized School Official:

Vice President of Legal & Regulatory Affairs

Date:

8/29/18

INSTITUTIONAL SYSTEMS



Institutional Planning – State of Wisconsin Attachment

II. Planning Elements

Attachment A - Mission cont:

- **Success-** The College Community is committed to the personal, academic and professional success of its students, employees and graduates by providing high-quality education programs, instruction, professional development opportunities, support services and guidance.
- **Integrity-** The College Community expects personal and professional integrity in the fulfillment of its mission.
- **Excellence-** The College Community sets excellence as a standard in all areas of operation.
- **Diversity-** The College Community celebrates and embraces diversity, emphasizing inclusion and open dialogue.
- **Community Involvement-** The College Community encourages and supports student and employee involvement in their respective communities to mutually enhance civic, personal and intellectual development.
- **Lifelong Learning-** The College Community fosters an environment where students and employees actively pursue lifelong learning.

San Joaquin Valley College's vision:

Through commitment to high education standards and in placing the needs of students at the center of all decision-making, SJVC will be a recognized community leader in transforming lives, achieving exceptional graduation and placement rates for a growing and diverse student population.

Attachment B - Market cont:

The majority of SJVC students are seeking accelerated curriculum, flexible scheduling options, and convenient location in an effort to quickly achieve their goal of attaining entry level positions in their fields of study.

SJVC advertises our Certificate and Degree programs through traditional direct and indirect marketing. Advertising media platforms include print, online, television and radio, and direct mail.

SJVC competitors include various institutions that offer career-focused, accredited certificate and/or degree programs. SJVC is differentiated from other institutions in several key areas. SJVC provides a family-like atmosphere, with small class sizes and flexible class schedules. Programs are short-term and offer hands-on training, preparing our students for career success in an effective and efficient manner. Students are provided academic assistance throughout the program and job placement assistance post-graduation.

Attachment C - Management cont:

SJVC has a history of utilizing Advisory Boards in an effort to gain feedback from employers within the communities served. Each campus has periodic Advisory Board meetings with community members and the online division attends many of those meetings, to gain insight from employers located throughout California. Feedback gained is used to effect change within our processes, content, and curriculum. Additionally, representatives from the online division, through constant communication with employers throughout the nation, compile feedback from various constituencies and provide frequent pointed feedback to all departments within the Division.