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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  
3828 W. Caldwell Ave.  
Visalia, California 93277

559-734-9000

San Joaquin Valley College is a accredited private college that provides accelerated, career-focused education 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 14 campuses throughout California, plus the Online division, and offers more than 23 certificate and associate of science and baccalaureate degree programs in the business, medical, and technical fields.

## II. PLANNING ELEMENTS

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

SJVC prepares graduates for professional success by offering Baccalaureate and Associate of Science Degrees and Certificates of Completion in 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:

**Integrity** – We Do what's right

**Family** - We are a caring and supportive team.

**Professionalism** - We are accountable and take ownership in all we do.

**Communication** - We cultivate transparent communication with mutual respect.

**Diversity** - We seek inclusivity, fairness, and embrace differences.

**Success** - We commit to personal, professional, and academic success.

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.

San Joaquin Valley College 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, Associates and Baccalaureate 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 degrees.

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. 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, paid search, social media, television and radio, and direct mail.

SJVC competitors include various institutions that offer career-focused, accredited certificate and/or degree programs, such as Pima Medical Institute, Keiser University and West Coast University. 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.

**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.

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

San Joaquin Valley College has a Board of Governors that meets with SJVC representatives four times a year. The board of governors is comprised of four individuals affiliated with the institution, and five individual members that represent the community outside of San Joaquin Valley College. The Board of Governors 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 leadership consists of executive level individuals overseeing the Admissions, Career Services, Academics, Student Services, Financial, and Operational success of the institution. Members of the senior leadership team meet frequently with campus personnel to ensure compliance with standards, provide professional development, and to ensure consistency of policy and process.

The Online division is overseen by the the Director of E-learning, Curriculum and Instruction provides oversight of academics and student support services within the online division. Operational services and functions such as admissions, financial aid and student services are overseen by directors at the central administrative office. We have admissions and career services officers and directors providing multiple levels of oversight in each area.

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.

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 had year over year improvement of graduate rate, but its first backtrack on placement rates for the first time in several years.

The college is looking to achieve two strategic goals in 2024 – 80 % graduation rate, and 85% student placement rate. To support those goals, SJVC embraces the Kaplan & Norton system of strategy execution through the use of a balanced scorecard system. 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.

The balanced scorecard data has drill down features that allow a user to disaggregate the data by several different variables.

Stakeholders such as senior leaders, board of governors, central administrative officer directors and campus directors regularly review and use this data to verify and address achievement gaps

The College continues to monitor the competitive employment market, with persistently low unemployment and high starting salaries available for unskilled and low-skill positions. SJVC remains focused on recruiting and educating individuals desiring training that has a higher chance of continuation should there be fluctuations in the labor market.

This also includes the ability to prepare students to operate in both remote and on-site roles given the adjustments in the arrangement of work assignments, the reliance on emerging technologies such as task automation and artificial intelligence.

The college attributes the decline in placement rates to the combination of administrative challenges with collecting the necessary paperwork to document placement as well as transiency in the work force. Graduates have been found less likely to return mandatory employment forms and/or stay with an employer for extended periods creating difficulties in gathering materials on their placement status. The college is committed to connecting with graduates to ease the burden on them to sign physical forms, and is leveraging text messaging to simplify that process, and is

working with employers as well to finds quick and convenient was to verify employment.

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

SJVC will continue 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 will leverage emerging technologies to ensure students are prepared to process artificially created material, separate quality content from “hallucinations” and ensure the integrity of the educational process in all programs regardless of modality.

The College will continue to refine its educational programs to address market needs and maximum the student potential for success in their chosen career field.

### III. SUBMISSION

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*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.*

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Signature of Authorized School Official:



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Print of Type Name and Title of Authorized School Official

Date:

Robert M. Hendrickson, VP of Compliance and Regulatory Affairs 8/23/2024

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