STRATEGIC PLAN
2021-2023

Student Services
West Valley College
Dear Students and Colleagues

West Valley College Student Services strives to create a college environment where all students have the support they need to be successful - academically, socially, and professionally. This strategic plan is our roadmap for realizing that goal.

We launched this process before the onset of COVID-19 and before the murder of George Floyd - two pivotal inflection points for our campus, the nation, and the world. The seismic shift in our environment only strengthened our resolve to bring our student services family closer to create this bigger vision of Student Services. Our process included countless interviews with students, design sessions with staff, and deep dives into future opportunities. It developed consensus around Student Services’ priorities and aligned our vision for equity with students’ perspectives, experiences, and needs.

The 2021-2023 Student Services Strategic Plan will guide us across the next three years - a unique time in our history that will see our communities heal from the pandemic, walk deeper into the digital age, and continue the hard work of racial equity.

A heartfelt thank you to the West Valley community members - administrators, staff, faculty and students- that lent their time, insights, and feedback to the development of our strategic plan. Staff and faculty play a critical role in supporting students holistically. Student Services looks forward to partnering with the Office of the President and the Office of Instruction to implement this strategic plan and move our equity agenda forward.

I am proud of this Plan and look forward to keeping the West Valley community updated on our progress.

Sincerely,

Debra Y. Griffith, Ed. D.
Vice President, Student Services, Diversity and Inclusion
Introduction

West Valley College’s Student Services Division engaged in a strategic planning process to advance the Division’s commitment to equity, affirm a clear vision, and develop strategic priorities responsive to the needs of students and staff. The following plan focuses on the Division’s five most critical strategic priorities - articulating a vision and objectives for each.

This Plan is informed by and responsive to 2020’s monumental moments. This included COVID-19 which forced West Valley College into a remote learning environment, and a national reckoning with America’s history of systemic racism and exclusionary policies and pervasive anti-blackness. While these events were disruptive for what would have been a traditional process, it also uncovered important considerations and created a unique intersectionality with a number of timely student success initiatives including: Vision for Success, Guided Pathways, Caring Campus, and the Anti-Racist Action Plan. Weaving these initiatives together was central to the work of this Plan and their inclusion alongside each Strategic Priority is demonstrative of that commitment.

The timespan of a strategic plan defines the ‘journey’, and this plan covers an ambitious three-year period. This Plan launches just as the nation begins to work its way out of the pandemic, at the beginning of a new presidential administration, and as communities codify their commitments to racial justice. These factors and many others make this a unique moment for West Valley and the world around it - a time of immense change and optimism for a better future.
DEVELOPMENT PROCESS

This strategic planning process brought together the West Valley family of staff, faculty, administrators, and students using a Student-Centered Design (SCD) approach. SCD is a mindset that emphasizes the design thinking tenants of meaningful inclusion, collaboration, and iteration. It engages all involved as ‘co-designers’ using their insights and experiences to shape better student services programs, practices, and experiences. It encourages constant prototyping and testing of goals and solutions. Most importantly, it collaborates with students in a meaningful way. This student-centered approach cultivated a diversity of viewpoints and brought staff, faculty, and administrators closer to student experiences and needs.

This process included:

Large and small group exercises, facilitated discussions, and participatory reflection sessions to develop consensus around Student Services’ vision, values, and strategic priorities.

A West Valley College Student Ambassador was hired to co-design with students, conduct empathy interviews, develop student personas, share insights, and synthesize key learnings.

Forty-two hours of student empathy interviews and design sessions with a diverse set of West Valley College students.

Work with Student Services leadership to explore specific growth opportunities in various areas of the organization’s footprint, and in the prototyping of new service models and plans.
Strategic Priorities

S P 1 Strengthen student-centered approaches to meet students’ existing and emergent needs.

S P 2 Foster a culture that is rooted in equity, inclusion, and social justice.

S P 3 Implement new business practices for an improved student experience.

S P 4 Deepen engagement with current and prospective students, and the community.

S P 5 Enhance Career Services to better prepare students for a dynamic future.
VISION
All West Valley students experience a sense of belonging and achieve their goals at equal levels.

STRATEGIC PRIORITY 1
Strengthen student-centered approaches to meet students’ existing and emergent needs.

OBJECTIVES

1.1 Expand guided-pathway counseling to provide all students with more academic planning, access to critical support, and important campus connections.

1.2 Expand student access to the equipment, software and support needed to thrive in the online environment, and to meaningful virtual services and experiences.

1.3 Develop dynamic success “roadmaps” to help students more easily navigate their West Valley journey.

1.4 Utilize Student-Centered Design to fully understand students’ experiences, remedy gaps, innovate, and continually incorporate the student voice in the development of student services.

LINKAGES TO WEST VALLEY STUDENT SUCCESS INITIATIVES

Vision for Success
Core Commitments:
1. Focus relentlessly on student end goal
2. Always design and decide with the student in mind
3. Pair high expectations with high support
6. Enable action and thoughtful innovation

Guided Pathways
Pillar 1: Clarify the paths
Pillar 2: Help students get on a path
Pillar 3: Help students stay on their path

Caring Campus
Commitment 1: Name Tags
Commitment 2: Standardized Campus FAQ & Resource Guides
Commitment 3: Warm Referrals

Anti-Racist Action Plan
Guiding Principles
Guiding Principle 6: Elevating marginalized voices
Guiding Principle 9: Validating truth of harm

Goals:
1. Completion
2. Transfer
3. Unit accumulation
4. Workforce
All West Valley students experience a sense of belonging and achieve their goals at equal levels.

**VISION**

**STRATEGIC PRIORITY 2**

Foster a culture that is rooted in equity, inclusion, and social justice.

**OBJECTIVES**

2.1 Commit the resources needed to fully activate the five goals of the Anti-Racist and Inclusion Action Plan.

2.2 Understand and support students’ intersectional identities through expanded access to activities and other opportunities.

2.3 Provide ongoing professional development to increase cultural competencies among staff.

2.4 Institute policy changes to support the recruitment, retention, and advancement of staff from diverse backgrounds.

**LINKAGES TO WEST VALLEY STUDENT SUCCESS INITIATIVES**

**Vision for Success**
A commitment to Diversity, Equity and Inclusion enriches the vision of equity outlined in the Vision for Success and fosters an inclusive, anti-racist campus culture.

([www.ccccto.edu](http://www.ccccto.edu))

**Guided Pathways**
Pillar 3: Help students stay on their path
Pillar 4: Ensure students are learning

**Caring Campus**
Commitment 1: Name Tags
Commitment 2: Standardized Campus FAQ & Resource Guides
Commitment 3: Warm Referrals

**Anti-Racist Action Plan**
Guiding Principle 1: Exposing and acknowledging historical failures
Guiding Principle 2: Demonstrating personal accountability
Guiding Principle 3: Confronting racist ideologies
Guiding Principle 4: Eliminating disparities
Guiding Principle 5: Eradicating disparities
Guiding Principle 6: Elevating marginalized voices
Guiding Principle 7: Honoring and memorializing contributions
Guiding Principle 8: Building an inclusive environment
Guiding Principle 9: Validating truth of harm

**STRATEGIC PLAN 2021-2023**
Student Services staff are a collaborative, coordinated, and efficient team - working toward a common set of student success measures.

**STRATEGIC PRIORITY** 3

Implement new business practices for an improved student experience.

**OBJECTIVES**

3.1 Adopt a systems-view approach to help students more easily access the services and information they need.

3.2 Establish a single set of baseline and disaggregated data for use in identifying specific student success goals.

3.3 Enhance analysis of student success data, equity indicators, and other metrics - with new practices in how data is shared, considered, and utilized.

3.4 Provide staff with the professional development needed to develop more efficient business processes, service plans and strategies, and other continuous improvements efforts.

**LINKAGES TO WEST VALLEY STUDENT SUCCESS INITIATIVES**

**Vision for Success**

Core Commitments:
1. Focus relentlessly on student end goal
2. Always design and decide with the student in mind
3. Pair high expectations with high support

**Guided Pathways**

Pillar 3: Help students stay on their path

**Caring Campus**

Commitment 1: Name Tags
Commitment 2: Standardized Campus FAQ & Resource Guide
Commitment 3: Warm Referrals

**Anti-Racist Action Plan**

Guiding Principle 4: Eliminating disparities
Guiding Principle 8: Building an inclusive environment
VISION

West Valley students are actively engaged in College life and receive the support they need. Prospective students and their families are positioned for success. The community understands West Valley’s value.

STRATEGIC PRIORITY 4

Deepen engagement with current and prospective students, and the community.

OBJECTIVES

4.1 Expand and enhance communication to ensure students are informed of the activities, resources, and opportunities available to them.

4.2 Engage staff, faculty, and leadership as ambassadors of West Valley.

4.3 Equip students and families new to the college experience with the information and tools needed to thrive.

4.4 Actively communicate West Valley’s educational, economic and cultural value to prospective students, the employer community, and key regional stakeholders.

4.5 Broaden West Valley’s outreach efforts to reach underrepresented populations of prospective students and identify enhanced messaging to reach the diversity of current West Valley students.

LINKAGES TO WEST VALLEY STUDENT SUCCESS INITIATIVES

**Vision for Success**

Core Commitments:

2. Always design and decide with the student in mind
3. Pair high expectations with high support
6. Enable action and thoughtful innovation

Goals:

1. Completion
2. Transfer
4. Workforce

**Guided Pathways**

Pillar 1: Clarify the paths
Pillar 2: Help students get on a path
Pillar 3: Help students stay on their path
Pillar 4: Ensure students are learning

**Caring Campus**

Commitment 1: Name Tags
Commitment 2: Standardized Campus FAQ & Resource Guides
Commitment 3: Warm Referrals

**Anti-Racist Action Plan**

Guiding Principles

Guiding Principle 6: Elevating marginalized voices
STRATEGIC PRIORITY 5
Enhance Career Services to better prepare students for a dynamic future.

OBJECTIVES
4.1 Provide students with multiple entry-points to career services so that they may build their readiness at all junctures of their West Valley journey.

4.2 Reimagine the Career Services website as a robust portal for career pathway development.

4.3 Leverage alumni relationships to open new career exploration, employment, and internship opportunities for students.

4.4 Partner with faculty and College leadership in stewarding long-term employer relationships that generate opportunity for students.

4.5 Explore an entrepreneurial framework for Career Services that equips students with the leadership, agility, and a lifelong-learning mindset to direct their career futures.

LINKAGES TO WEST VALLEY STUDENT SUCCESS INITIATIVES

Vision for Success
Core Commitments:
1. Focus relentlessly on student end goal
3. Pair high expectations with high support
5. Take ownership of goals and performance

Guided Pathways
Pillar 1: Clarify the paths
Pillar 2: Help students get on a path
Pillar 3: Help students stay on their path
Pillar 4: Ensure students are learning

Caring Campus
Commitment 1: Name Tags
Commitment 2: Standardized Campus FAQ & Resource Guide
Commitment 3: Warm Referrals

Anti-Racist Action Plan
Guiding Principles
Guiding Principle 4: Eliminating disparities

Goals:
4. Workforce
Glossary of Terms

**Student-Centered:** An approach that views all things from the perspective of a diverse set of students with an understanding that students hold the key to designing solutions for the challenges they face.

**Guided-pathway counseling:** A counseling approach where counselors are assigned to students based on a commonality and provided with continuous support, individually and as a cohort.

**Success roadmaps:** A suggested roadmap to help students navigate college life and identify annual goals, milestones and accomplishments to successfully progress to graduation, transfer, or certificate completion.

**Student-Centered Design (SCD):** An interactive, problem-solving process premised on empathy that centers students, seeks to better understand students, and validates ideas with students.

**Student voice:** The needs, desires, and perspectives students have regarding their college experience and educational plan, captured through interviewing, polling, the development of student personas, or other qualitative methods.

**Equity:** The provision of just and fair inclusion in all opportunities afforded to students; the acknowledgment of the systemic barriers that prevent many disproportionately impacted populations from succeeding and meeting their intended educational goals.

**Social justice:** Mindset and commitment to challenging inequalities often arising from differential distribution of power, resources, and privilege.

**Systems-view:** A broad perspective that considers overall structures, patterns, and cycles and analyzes interrelated entities in an environment to problem-solve and identify solutions for multiple issues in the larger system.

**Continuous improvement:** A practice of constantly revisiting processes to uncover opportunities for improvement.

**Entrepreneurial framework:** An orientation that values curiosity, the setting of individual goals, collaboration among like-minded partners, creative use of resources, and comfort with risk.