

Skyline College Balanced Scorecard Goals and Strategies

2013/14 – 2015/16

The Balanced Scorecard (BSC) Goals and Strategies represent a set of core indicators that define and measure institutional effectiveness. The BSC translates the college's Mission-Vision-Values into these indicators and each strategy is reviewed annually and evaluated every three years as a way for the institution to evaluate progress towards its intended goals.

1. Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services to lead the San Francisco Bay region in transferring students, awarding degrees and certificates and reflecting social and educational equity.

Strategy 1.1 INNOVATIVE PROGRAMS, SERVICES & MODES OF DELIVERY: An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.

Strategy 1.2 STUDENT ACCESS & SUCCESS & EQUITY IN OUTCOMES: Student access, success, and equity in outcomes through availability, quality and assessment of support services and student learning outcomes, for all student populations.

Strategy 1.3 OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS: Broad outreach efforts that build partnerships and respond to educational community needs.

Strategy 1.4 ASSESSMENT OF STUDENT LEARNING: Ensure that Skyline College assesses student learning at the course, program and institutional levels, engages in shared reflection on the results of these assessments, and uses the results to sustain or improve student learning.

2. Enhance institutional effectiveness in planning and decision-making processes through cooperative leadership, effective communication, and participatory governance.

Strategy 2.1 INTEGRATED PLANNING & INSTITUTIONAL PERFORMANCE MEASUREMENT: An integrated planning system that responds to all stakeholders and tracks and measures college-wide performance indicators.

Strategy 2.2 EFFECTIVE COMMUNICATION: Widespread, continuous and reliable communication that informs decision-making processes and ensures institutional effectiveness.

Strategy 2.3 SAFE & SECURE CAMPUS: A safe and secure environment that includes staff trained in emergency procedures.

3. Fulfill college's role as a leading academic and cultural center for community.

Strategy 3.1 CULTURAL CENTER FOR THE COMMUNITY: A position and presence in the community as a major cultural center.

Strategy 3.2 MARKETING, OUTREACH & CONNECTIONS TO ACADEMIC & BUSINESS COMMUNITIES: Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.

4. Provide human, physical, technological and financial resources to ensure excellent educational programs and student services in order to support students in attaining their educational goals and improve institutional effectiveness.

Strategy 4.1 **INTEGRATED & EVIDENCE-BASED RESOURCE PLANNING SYSTEM:** A comprehensive, integrated and evidence-based resource planning system that responds to all stakeholders and is tied to budget, program and services decisions.

Strategy 4.2 **UPDATED FACILITIES:** Updated facilities that include timely replacement of equipment.

5. Recruit, retain and support a world-class faculty, staff and administration that is committed to ongoing improvement through access to opportunities for professional growth and advancement.

Strategy 5.1 **COMPREHENSIVE STAFF DEVELOPMENT PROGRAM:** Unified and coordinated staff development programs that are dynamic, comprehensive and rich.

6. Play a central role in the preparation of the regions workforce and expand networks and partnerships with business, the community, and non-profit organizations.

Strategy 6.1 **OUTREACH & RESPONSIVENESS TO COMMUNITY NEEDS:** Broad outreach efforts that build partnerships and respond to educational community needs.

Strategy 6.2 **INNOVATIVE PROGRAMS, SERVICES & MODES OF DELIVERY:** An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.

Strategy 6.3 **MARKETING, OUTREACH & CONNECTIONS TO ACADEMIC & BUSINESS COMMUNITIES:** Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.

7. Establish and maintain fiscal stability and alignment of programs and services to the core mission, vision and values of the college.

Strategy 7.1 **INTEGRATED PLANNING & INSTITUTIONAL PERFORMANCE MEASUREMENT:** An integrated planning system that responds to all stakeholders and tracks and measures college-wide performance indicators.

8. Internationalize the educational experience by enriching the college with a diverse community of learners representing the collective resources of humanity and engaging in a vibrant dialogue that engenders an understanding of others.

Strategy 8.1 **CULTURAL CENTER FOR THE COMMUNITY:** A position and presence in the community as a major cultural center.

Strategy 8.2 **MARKETING, OUTREACH & CONNECTIONS TO ACADEMIC & BUSINESS COMMUNITIES:** Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.

Strategy 8.3 **STUDENT ACCESS & SUCCESS & EQUITY IN OUTCOMES:** Student access, success, and equity in outcomes through availability, quality and assessment of support services and student learning outcomes, for all student populations.

Strategy 8.4 **INNOVATIVE PROGRAMS, SERVICES & MODES OF DELIVERY:** An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.