



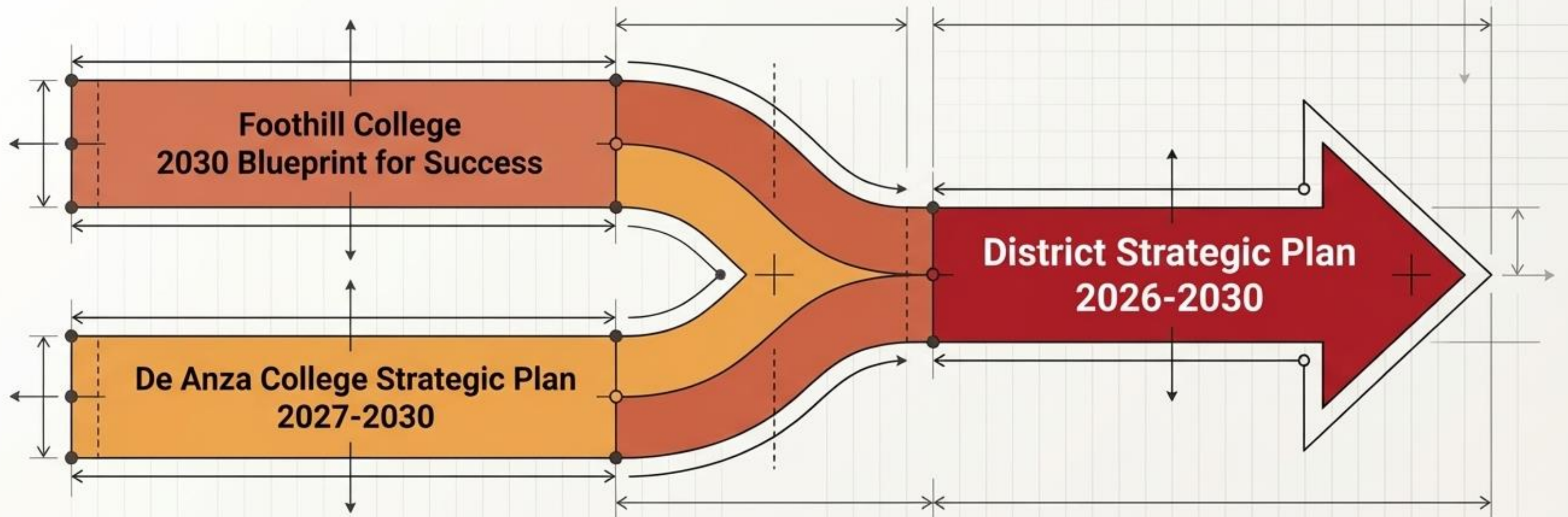
**FOOTHILL-DE ANZA**  
COMMUNITY COLLEGE DISTRICT

# Designing the Future of Learning and Society

## District Strategic Plan 2026–2030

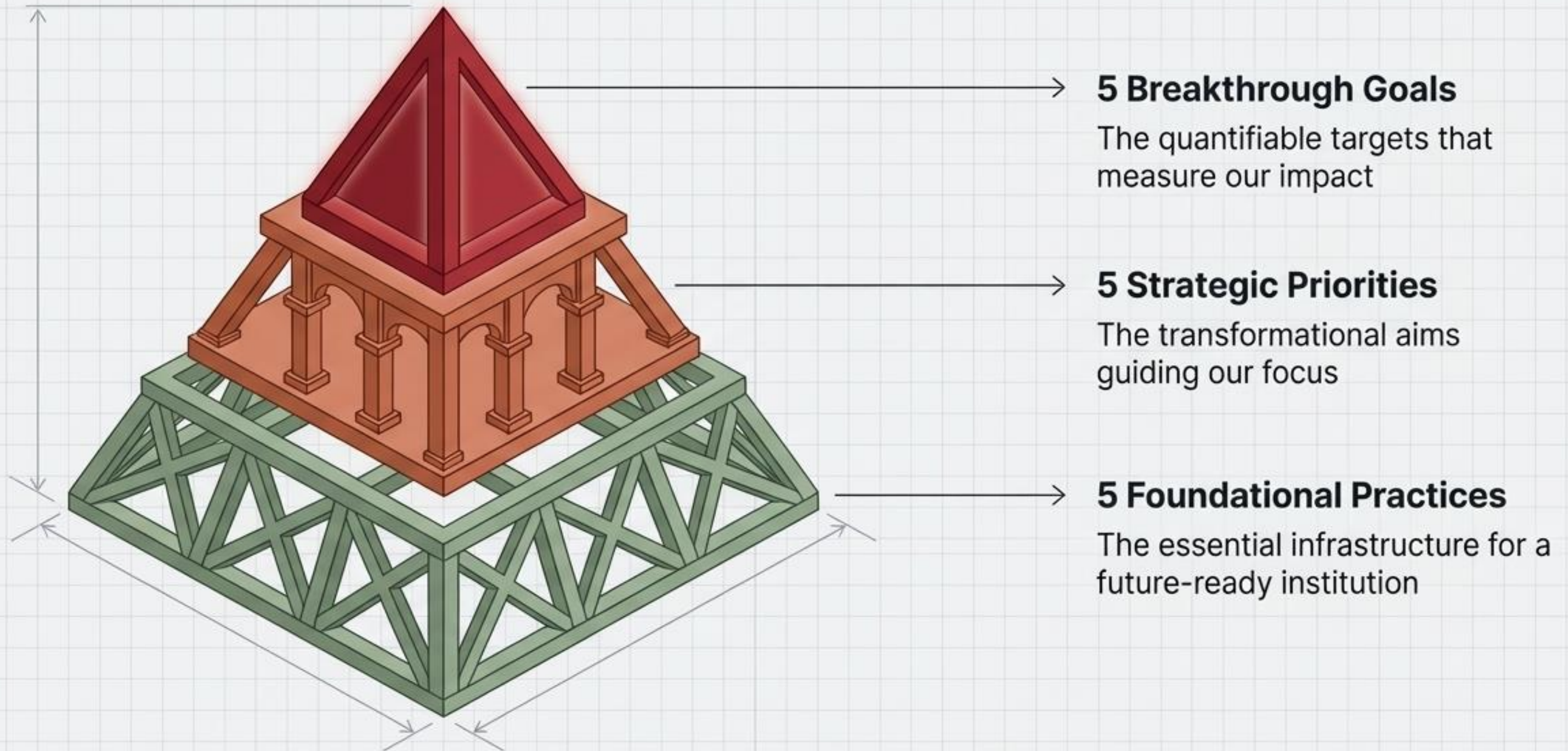
Foothill-De Anza Community College District

# Moving from Vision to Action



This plan serves as an intentional addendum to prior efforts, designed to establish a common framework for accountability. It is a call to action requiring districtwide collaboration—centering students, advancing equity, and fostering continuous learning. We are moving beyond theoretical planning to deliver meaningful, measurable impact.

# The Architecture of Our Strategy



# The Infrastructure: Five Foundational Practices



*From governance as compliance to governance as a catalyst.*

*Fuel the future with smart investments and inspired people.*

*From partnerships of convenience to coalitions of consequence.*

*Adapt to disruption. Design for durability. Lead for the long-term.*

*Well-being is not just a benefit. It is a shared responsibility for a thriving institution.*

# The Transformational Aims: Five Strategic Priorities

## 1. Equity by Design

Advance justice-centered student success by reimagining learning experiences that remove systemic barriers and center possibility.

## 2. Learning, Innovation & Liberal Arts Education

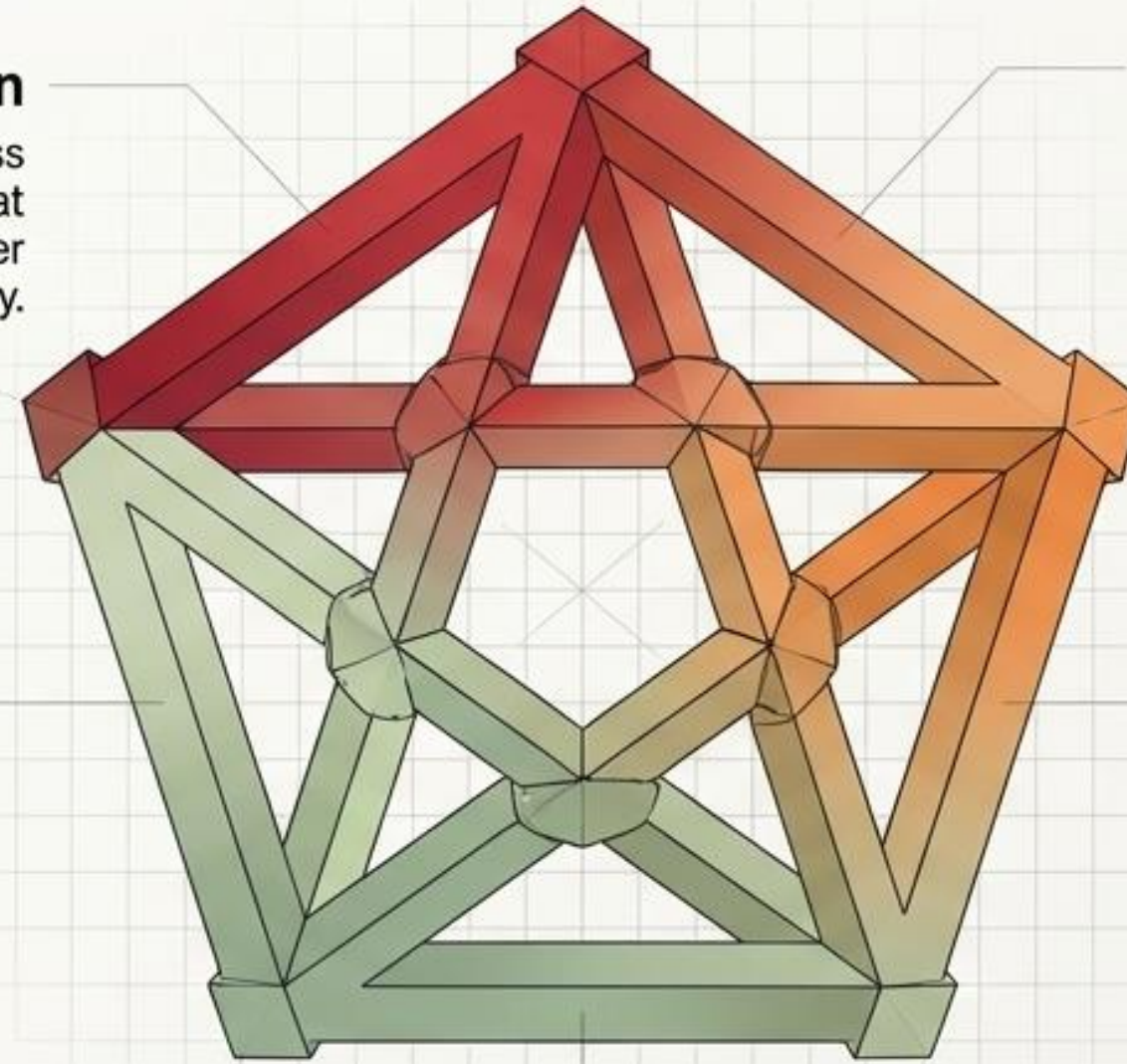
Integrate critical thinking, civic engagement, and career-aligned learning to prepare whole humans for a complex world.

## 5. Global Citizenship & Civic Innovation

Educate for a borderless world by infusing curricula with global competence and participatory democracy.

## 3. Digital Transformation & AI Readiness

Build a unified, human-centered tech infrastructure to lead, not just adapt to, the digital frontier.



## 4. Career Pathways & Economic Opportunities

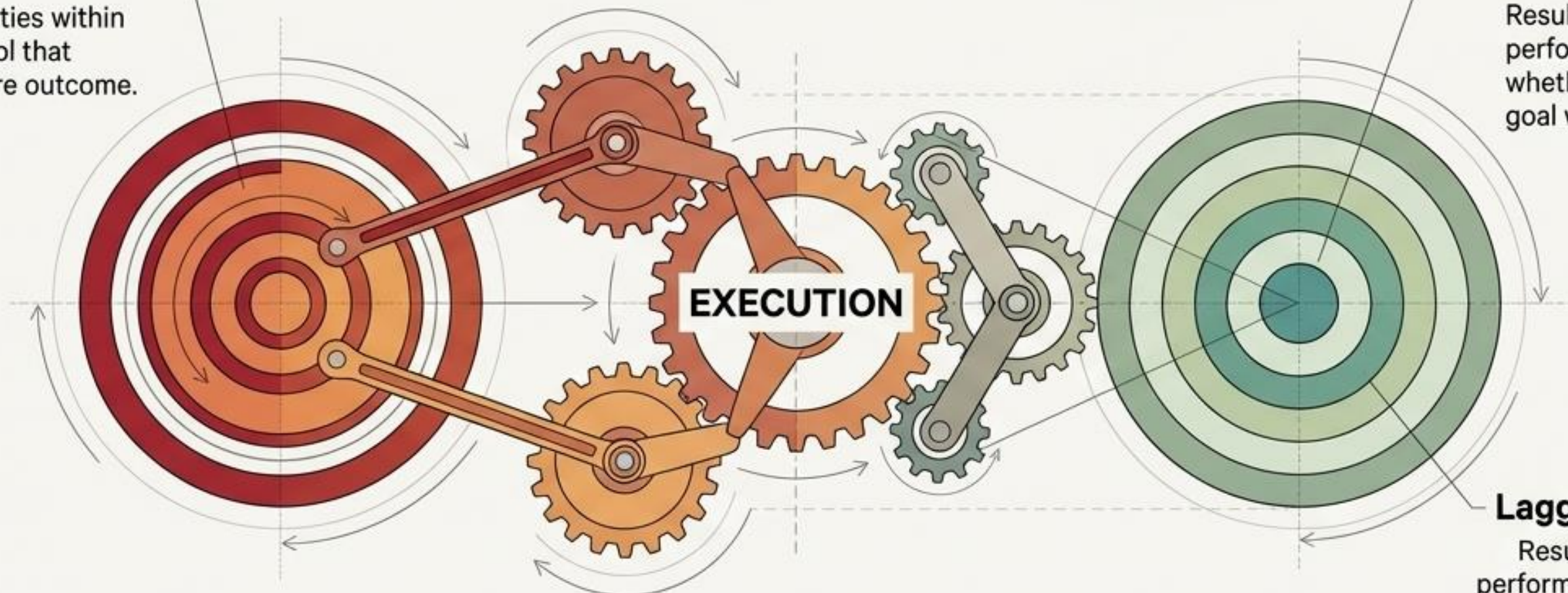
Build bridges between learners and employers, transforming student success into economic vitality.

# The Engine of Execution: Defining Our Metrics

To track progress toward our five breakthrough goals, we utilize a disciplined execution framework built on two distinct types of performance metrics. By focusing intensely on the predictive activities, we control the levers that guarantee our lagging results.

## Leading Measures

Predictive activities within our direct control that influence a future outcome.



## Lagging Measures

Results that track past performance to confirm whether the ultimate goal was achieved.

## Lagging Measures

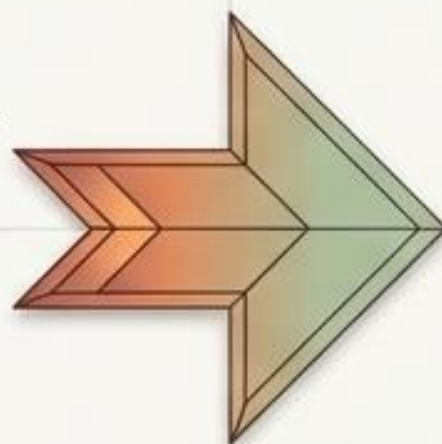
Results that track past performance to confirm the ultimate goal was achieved.

# Goal 1: Equity by Design



Target: By Fall 2027, Redesign Course Scheduling to Support Workforce Pell Grant Implementation to Ensure 30% of Eligible Programs Are in Accelerated Pathways.

## Leading Measures

-  Number of accelerated programs scheduled in 12-week or less formats, 150 clock hours.
-  Number of structured engagements (workshops, co-design sessions, advisory board meetings) held with faculty and industry partners.



## Lagging Measures

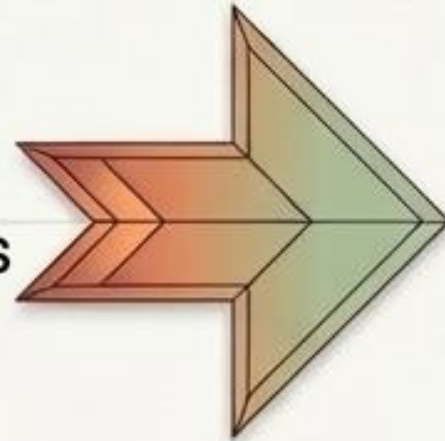
-  80% course success rate for accelerated courses.
-  85% course retention rate for accelerated courses.

# Goal 2: Learning, Innovation & Liberal Arts Education

Target: Create Five Academic Pathways for Dual Admissions Articulation With UC/CSU Transfer Institutions by Fall 2027.

## Leading Measures

- 1 Number of pathway program maps (course sequences + GE pattern) completed.
- 2 Number of structured working sessions or feedback cycles with UC/CSU articulation/transfer counterparts.
- 3 Number of pathway maps that have all internal approvals and implementation steps completed.



## Lagging Measures

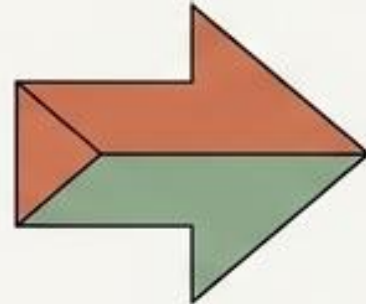
- 1 Number of fully approved pathways.
- 2 Number of students enrolled in an approved dual-admission pathway.
- 3 Number of students who successfully transfer to a UC/CSU within three years.

# Goal 3: Digital Transformation & AI Readiness

Target: By Fall 2027, a Framework for Digital Transformation Is Defined and Applied to Enhance the Student Experience.

## Leading Measures

- Employee participation in training (AI literacy, data ethics).
- Growth in student tech utilization.
- Number of innovation grants/pilots.
- Number of systems migrated to cloud.



## Lagging Measures

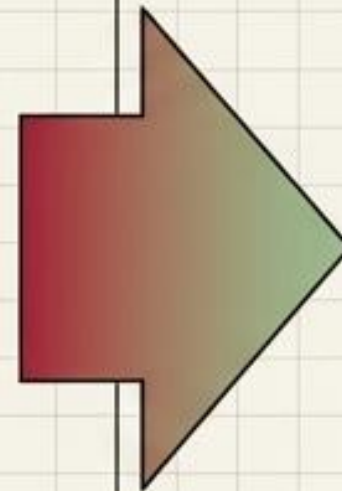
- Student satisfaction.
- Employee digital confidence.
- Utilization of dashboards.
- Platform user satisfaction.

# Goal 4: Career Pathways & Economic Opportunities

Target: Ensure All CTE Programs Are Aligned With Labor Market Demand by the End of Spring 2029.

## Leading Measures

- Number of programs with industry input.
- Number of programs with public ROI data.
- Number of students in revised curriculum students in revised curriculum.
- Number of city official meetings.
- Number of programs trained on BILT model.



## Lagging Measures

- % wage increase for students.
- Number of students employed in field within 12 months.
- Board presentation on CLNA/labor data.
- Number of programs implementing BILT.

# Goal 5: Global Citizenship & Civic Innovation

Target: Every Student Enrolled in Area 4 (CalGETC) Will Engage in Civic and Community Engagement by Fall 2030.

## Leading Measures

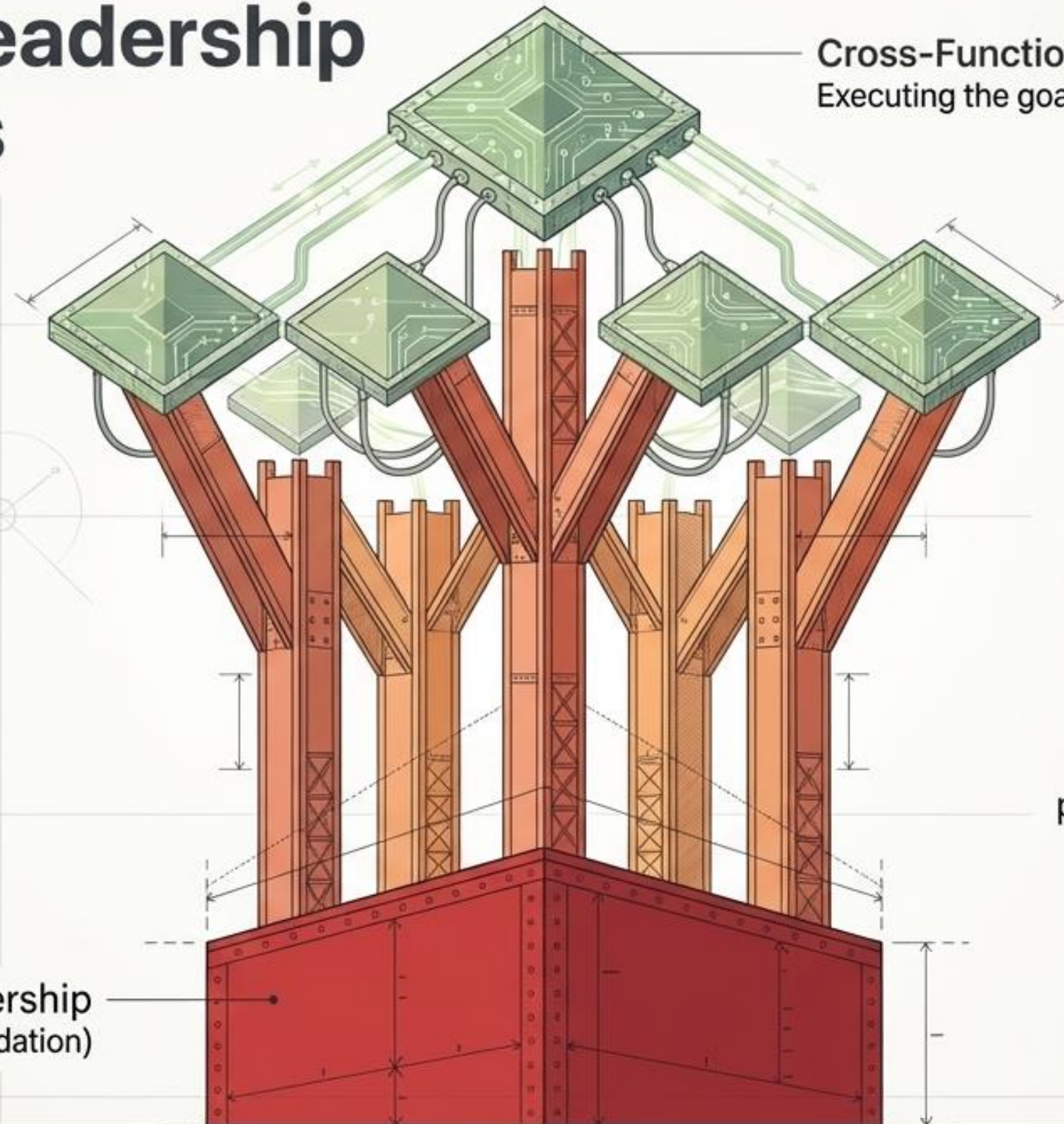
- # of faculty who attend professional development on global and civic learning
- # of faculty who attend professional development on the engaged learning model



## Lagging Measures

- # of students who earned the transcript designation for Community Engaged Scholar (De Anza College specifically)

# Executive Leadership as Sponsors



Cross-Functional Working Groups  
Executing the goals

Executive Leadership  
(Presidents, Vice Chancellors, Foundation)

District leadership plays a critical role in sponsoring and stewarding these goals. Moving beyond functional oversight, executive leaders assume a shared, strategic responsibility to provide the conditions, resources, and alignment necessary for our working groups to succeed.

# The Cadence of Accountability



# Strategic Alignment Matrix

Strategic Priority	Breakthrough Goal	Target Date
Equity by Design	Redesign Course Scheduling to Support Workforce Pell Implementation	Fall 2027
Learning, Innovation & Liberal Arts	Create Five Academic Pathways for Dual Admissions (UC/CSU)	Fall 2027
Digital Transformation & AI Readiness	Define and Apply Framework for Digital Transformation	Fall 2027
Career Pathways & Economic Opportunities	Align All CTE Programs With Labor Market Demand	Spring 2029
Global Citizenship & Civic Innovation	Area 4 Students Engage in Civic & Community Engagement	Fall 2030

# Setting Direction Together

*Measuring what matters. Remaining responsive to the evolving needs of our students, communities, and the future they will shape.*

