DVC
DIABLO VALLEY COLLEGE

Diablo Valley College
Educational Strategic Plan

ESP Taskforce Workshop #4
February 20, 2026

Gensler

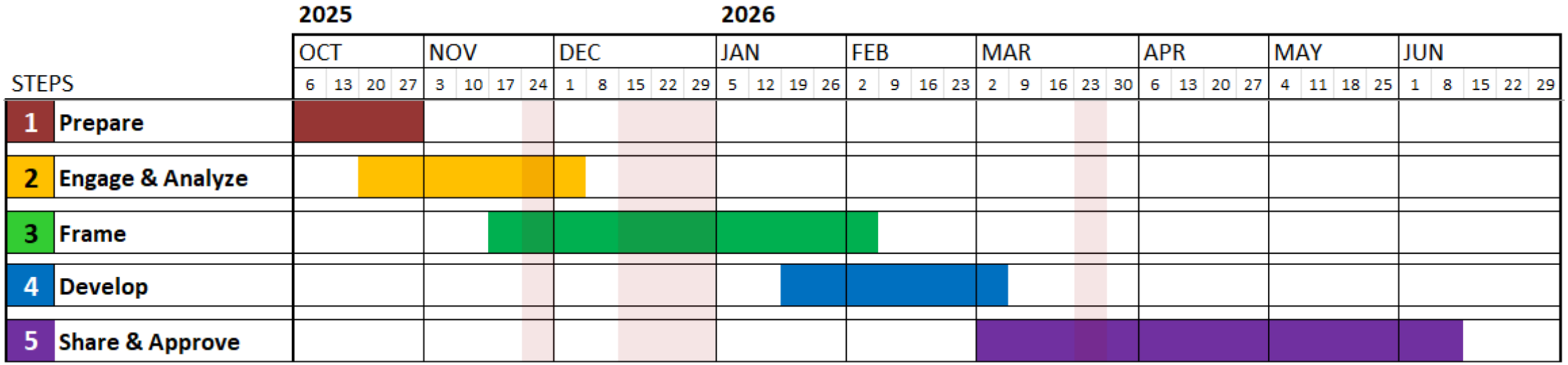
AGENDA

- Planning Roadmap (Timeline)
- Mission, Vision, Values
- Planning Data
  - Engagement Session Themes
  - Trends in Higher Education
  - Challenges and Opportunities
- Strategic Goals
- Next Steps

Planning Roadmap

Diablo Valley College Educational Strategic Plan

PLANNING ROADMAP (TIMELINE)



KEY DATES

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Mission, Vision, Values

Mission, Vision, Values (FINAL DRAFT)

MISSION

Diablo Valley College welcomes all learners, enhances the community, and advances equity through high-quality education and support services that empower students to achieve their goals.

VISION

Through lifelong learning and meaningful engagement, DVC supports and inspires students to learn, thrive, and dream, fostering positive change and contributing to a stronger, more vibrant community.

VALUES

Student-Focused Mindset
providing high quality learning experiences, connecting with students and helping them achieve their goals

Equity and Inclusion
welcoming all, removing barriers, and leading with compassion

Community and Connection
building community, cultivating collaboration, and creating a shared future

Growth and Adaptability
valuing innovation, creativity, and curiosity to prepare for a changing world

Planning Data

Engagement Sessions Themes
Trends in Higher Education
Challenges and Opportunities

Engagement Sessions Themes

Engagement Session Themes

Through in-depth analysis of the qualitative input, ten distinct and interconnected themes emerged, summarizing key input from employees, students, and community members.

Belonging, Connection, and Student Life

Student Support, Well-Being, and Basic Needs

Equity, DEI, and Accessibility

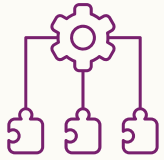
Guided Pathways and the Student Journey

Enrollment Management and Scheduling

Academic Program Innovation

Program Viability, Resource Alignment, and Budget Priorities

Data Culture, Infrastructure, and Institutional Effectiveness



Institutional Culture, Employee Capacity, and Professional Learning

Community Partnerships & External Engagement

Engagement Session Theme #1

Belonging, Connection, and Student Life

- Foster a welcoming campus culture where students feel connected, valued, and supported.
- Expand opportunities for engagement through clubs, student government, learning communities, and Guided Pathways centers.
- Integrate student life initiatives at both Pleasant Hill and San Ramon campuses.
- Support diverse student identities and experiences to strengthen belonging and persistence.

"DVC really gives students the sense that they want to help you."

Students would like a "greater sense of community" among students on campus.

Students would like "more encouragement or a larger push to join clubs".

Students would like the college to "provide more social events".

Engagement Session Theme #2

Student Support, Well-Being, and Basic Needs

- Strengthen holistic student support by expanding access to mental health, physical health, basic needs, and technology resources.
- Improve communication so students understand available services early and can access support before challenges escalate.
- Address financial pressures and competing work obligations that affect retention and completion.

"There are a lot of students who don't know about the resources that are available."

Student input: "I wish faculty could have more empathy."

Engagement Session Theme #3

Equity, DEI, and Accessibility

- Build on existing equity and accessibility efforts by establishing shared definitions and clear collegewide goals.
- Embed equity and DEI into daily practices, professional development, and decision-making processes.
- Continue focusing on closing access and success gaps across student populations.
- Provide sustained resources to support long-term equity work.

"Provide more education around diversity and have DEI be promoted on a larger scale. The DEI events we have are small."

"Offer more creative ways to have DEI events – living DEI, not just talking about it."

Students would like "instructors to have an improved level of awareness about what students' realities are".

Engagement Session Theme #4

Guided Pathways and the Student Journey

- Leverage Guided Pathways as the framework for a clear, coherent student experience from entry to completion.
- Strengthen program maps, advising tools, and onboarding processes.
- Improve coordination (reduce silos) across interest areas, centers, and student services.

“Finding information is like a scavenger hunt.”

Engagement Session Theme #5

Enrollment Management and Scheduling

- Align enrollment strategies with student demand and the Student Centered Funding Formula (SCFF).
- Develop coordinated, student-centered schedules across campuses, modalities, and disciplines.
- Balance access, retention, and fiscal sustainability through intentional scheduling decisions.
- Improve scheduling tools, data access, and planning processes.
- Clarify institutional priorities for dual enrollment, concurrent enrollment, distance education, and other college pathways as key strategies for access, equity, and enrollment growth.

Table Discussions

Engagement Session Themes (Part 1)

Through in-depth analysis of the qualitative input, ten distinct and interconnected themes emerged, summarizing key input from employees, students, and community members.

Belonging, Connection, and Student Life

Student Support, Well-Being, and Basic Needs

Equity, DEI, and Accessibility

Guided Pathways and the Student Journey

Enrollment Management and Scheduling

Engagement Session Theme #6

Academic Program Innovation

- Balance general education, transfer, and CTE priorities within a unified institutional vision.
- Develop a cohesive strategy that aligns transfer and workforce programs with regional needs.
- Support innovation that responds to emerging labor market and student needs.
- Expand non-credit, community education, and short-term training pathways to broaden access.
- Expand internship, mentoring, and apprenticeship opportunities.

"I chose DVC to support my transfer aspirations."

"I wish there were more job connections."

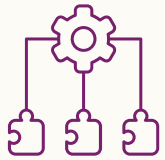
Engagement Session Theme #7

Program Viability, Resource Alignment, and Budget Priorities

- Align resources and budgets with strategic priorities and future-focused goals.
- Strengthen program review and viability processes to support timely decision-making.
- Create space to invest in high-impact initiatives by thoughtfully sunsetting lower-impact activities.
- Increase transparency and understanding of budget processes and constraints.

Engagement Session Theme #8

Data Culture, Infrastructure, and Institutional Effectiveness



- Build a campuswide culture of data to support planning, equity, and continuous improvement.
- Expand access to consistent, timely, and accurate data through dashboards and standardized definitions.
- Provide data literacy training so employees can confidently interpret and apply data.

"Confusing processes and hard to find information on the website causes frustration."

Students would like "better safety at night".

Engagement Session Theme #9

Institutional Culture, Employee Capacity, and Professional Learning

- Foster a culture that encourages innovation, shared leadership, and continuous learning.
- Support employees through clear priorities and sustainable expectations.
- Show more faculty and classified staff appreciation.
- Strengthen onboarding, cross-training, and professional development opportunities.
- Improve communication and collaboration across departments and campuses.

Engagement Session Theme #10

Community Partnerships & External Engagement

- Strengthen and expand coordinated partnerships with K–12 schools, local businesses, and community organizations to support student pathways and workforce needs.
- Build more consistent systems for internships, career connections, and community engagement opportunities.
- Leverage communication tools to improve outreach, collaboration, and continuity with external partners.
- Develop community education, non-credit programs, and short-term workforce training as strategic opportunities to broaden access and regional impact.

Students would like “more on-campus jobs”.

Students would like “more connections to local job opportunities”.

Table Discussions (1)

Engagement Session Themes (Part 2)

Through in-depth analysis of the qualitative input, ten distinct and interconnected themes emerged, summarizing key input from employees, students, and community members.

Belonging, Connection, and Student Life

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Program Viability, Resource Alignment, and Budget Priorities

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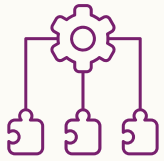


Institutional Culture, Employee Capacity, and Professional Learning

Community Partnerships & External Engagement

Trends in Higher Education

Trends in Higher Education – National Level

- The perceived value of higher education will continue to be closely tied to **workforce relevance and economic mobility**, requiring colleges to clearly articulate outcomes and pathways to careers and transfer.
- Employers and students—particularly working adults—are seeking **short-term, flexible credential pathways** aligned with in-demand skills.
- Employers are prioritizing **demonstrated skills and competencies** over degrees alone.
- Student enrollment is gradually rebounding following pandemic-related declines, with participation patterns continuing to evolve.
- **Dual enrollment will continue to expand,** increasing expectations for seamless transitions from high school to college.
- Student populations are becoming more **diverse in age, background, and life circumstance**, requiring colleges to adapt programs, services, and teaching practices.
- Students expect **flexible learning options**, including online and accelerated formats that support learning anytime, anywhere.
- **Artificial intelligence (AI) is reshaping the economy and workforce**, driving expanded use of AI in instruction, student support, and career preparation.

Trends in Higher Education – State Level

- **Student success and equitable outcomes will remain central to statewide policy**, with continued emphasis on **access, completion, and post-college outcomes** for California Community College students.
- **Reducing the cost of education and time to degree** will continue to be a priority for students, families, and policymakers, driving demand for efficient pathways and clear program maps.
- **Advancing CCCCO Vision 2030 goals** will remain a key expectation, requiring colleges to build on prior progress and accelerate improvement in equity and completion.
- **Basic needs support will remain essential**, with sustained focus on addressing **food, housing, and financial insecurity** as critical components of student success.
- **Career education** will continue to expand statewide, with growing emphasis on **credit and noncredit short-term certificates** aligned with regional workforce needs.
- **Regional collaboration in workforce development** will increase, encouraging colleges to coordinate programs and avoid duplication while meeting labor market demand.
- **Improving math and English readiness** will remain critical, particularly to close equity gaps and support timely completion.
- **Simplifying and integrating academic and student support pathways** will remain a priority, especially as the SCFF hold-harmless period has ended and colleges must increase outcomes to sustain funding.

Table Discussions (2)

Challenges and Opportunities

Statewide

CHALLENGES

- **Increasing student demand for access** to learning anytime, anywhere
- **Increasing competition for general course enrollment** due to the availability of online courses
- Rising employer and student demand for more **affordable, time-efficient educational pathways**
- **Declining public perception** of the value of higher education
- Continuing **digital divide** based on income and location
- Increasing **cost of education** is impacting student enrollment decisions

OPPORTUNITIES

- Continued commitment to Vision 2030 – focus on **equity in access, success, and support**
- Continued **expansion of workforce and career technical education (CTE) programs**, with growing emphasis on short-term certificates and career-aligned pathways
- Expanded access to California Virtual Campus (CVC), providing **high-quality online and cross-college learning opportunities**
- **Rapid growth of Artificial Intelligence (AI)** is reshaping pedagogy, instructional practices, and the student learning experience
- **Strong demand for noncredit curriculum and flexible scheduling** to support working adults
- Continued focus on **dual enrollment, transfer simplification, and financial aid support**

Regional/County

CHALLENGES

- In Contra Costa County, **projected decline over the next decade in residents under age 19 and high school graduate**, affecting traditional DVC enrollment patterns
- **Approximately 40% of Bay Area students in grades 3–8 and 11 are not proficient in English language arts**, affecting preparedness for postsecondary education.
- Expansion of CTE programs across regional community colleges is **intensifying competition for students and employer partnerships.**
- **Nearly one-quarter of Bay Area adults** (ages 25+) lack the credentials needed for middle-skill occupations.*
- **Healthcare dominates job postings** in Contra Costa County
- **A small number of employers account for the majority of Bay Area job openings**

OPPORTUNITIES

- In Contra Costa County**, significant population growth is projected in the 25–34 age group** over the next decade
- Just over half of county residents ages 25 and older hold an associate degree or higher, indicating both **educational momentum and opportunity for continued attainment**
- **Growing regional emphasis on CTE and short-term certificate programs** reflects demand for applied and workforce-aligned pathways

Collegewide

CHALLENGES

- **Financial pressures, basic needs insecurity, access to mental health support, and limited awareness of services** continue to affect retention and completion
- Many students **experience limited connection to campus life**, particularly across campuses and student populations
- Persistent **access and success gaps** remain across student groups
- **Fragmented onboarding, advising, and information systems** make it difficult for students to navigate their pathways
- **Aligning schedules with student demand, developing coordinated schedules across disciplines, and aligning with SCFF requirements** remains challenging
- **Ensuring programs remain relevant, viable, and aligned with workforce and transfer needs** requires ongoing attention
- **Inconsistent data systems and limited access to data** adversely affect planning and decision-making
- **Competing priorities** affect the college's ability to implement change sustainably

OPPORTUNITIES

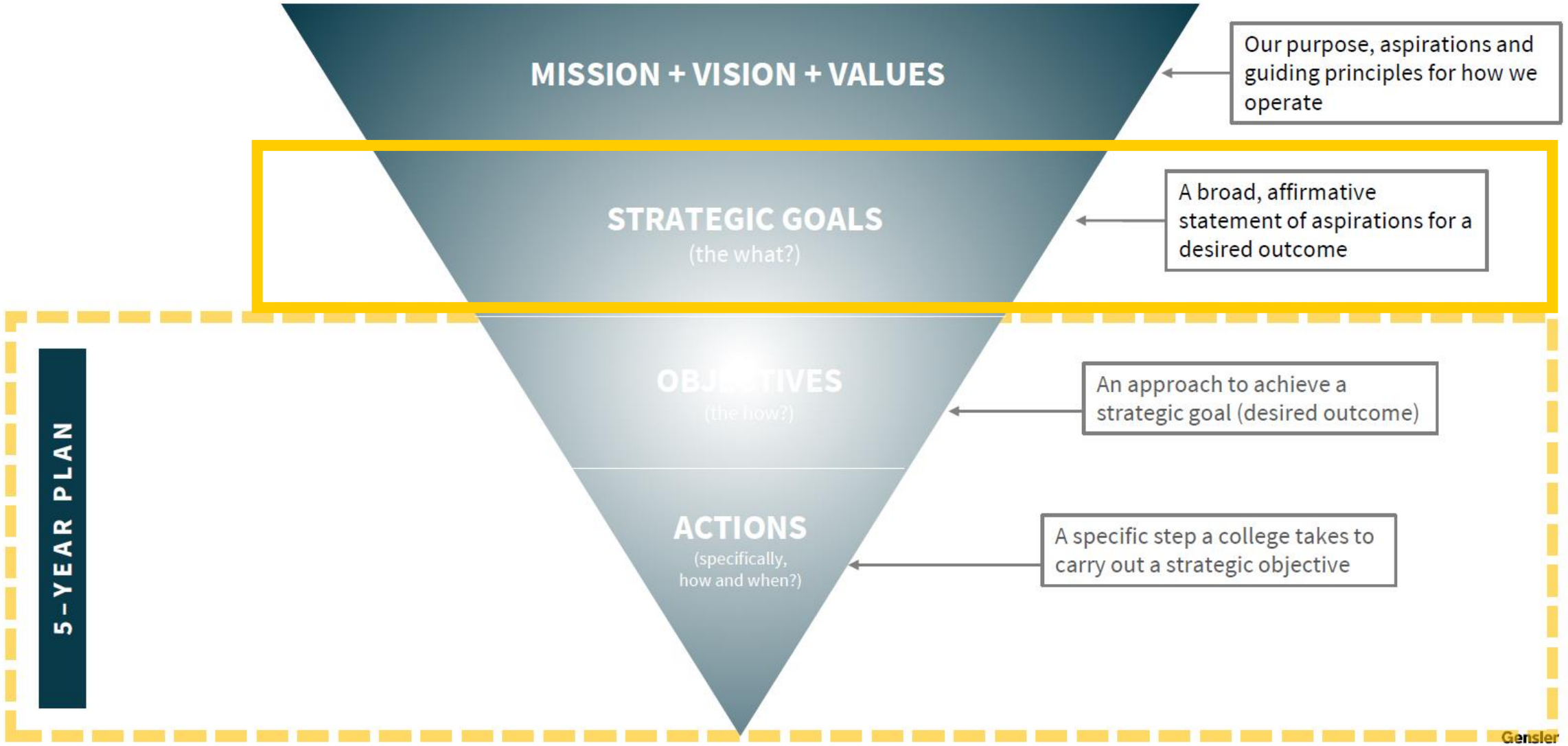
- **Expand integrated academic, basic needs, and mental health support services** to **strengthen persistence and completion**
- **Enhance student life, engagement opportunities, and cross-campus integration** to foster a **welcoming campus culture** and **build community**
- **Institutionalize equity goals, shared definitions, and professional learning** to close access and success gaps
- **Expand data dashboards, provide shared metrics to a wider group**, and provide data literacy training
- Use Guided Pathways to create a **clear, coherent student experience from entry through completion**; improve coordination across interest areas, centers, and services
- **Align enrollment strategies with the SCFF model**, strengthen student-centered scheduling and dual enrollment pathways, and improve scheduling tools and data access
- Grow workforce, transfer, non-credit, and short-term programs **aligned with labor market needs**
- Develop **internship, apprenticeship, and credit for prior learning opportunities**
- **Deepen education, industry, and community partnerships**
- Use **program viability and budget transparency** to invest in high-impact priorities
- **Strengthen employee onboarding, professional learning, and cross-functional collaboration**

Table Discussions (3)

Draft Strategic Goals

Strategic Goal Setting - Overview

Strategic Goal Setting - Levels



Example

Strategic Goal Topic:
Student Access and Support

Strategic Goal:
Expand access and support by offering flexible learning opportunities and equity minded support.

OBJECTIVE #1

Increase Flexible and Equitable Access to Learning

ACTION STEPS

- Expand course delivery/timing options
- Implement targeted outreach to working adult population
- Increase Financial Aid awareness within local community

Strategic Goal Topics and Six Goal Statements (DRAFT)

Shared College Goal: *Advance equity in student goal completion by increasing holistic support and eliminating barriers to success.*

Student Support and Belonging

DVC will advance equity in student goal completion by increasing holistic support and fostering an inclusive and engaging learning environment.

Access and Success

DVC will advance equity in access and success by embedding inclusive practices into instruction, student services, and decision-making, and by closing access and success gaps across student populations.

Guided Pathways and the Student Experience

DVC will eliminate barriers to success by delivering a clear, coherent, and student-centered experience from entry to completion through strong guided pathways and cross-campus coordination.

Enrollment Growth and Flexible Learning

DVC will strengthen enrollment and completion by aligning schedules, programs, and modalities with student and community needs.

Transfer, Workforce, and Community Partnerships

DVC will develop and continuously improve transfer and workforce pathways aligned with regional needs and emerging industries and deepen educational and community partnerships to support student access and success.

Institutional Effectiveness, Capacity, and Culture

DVC will strengthen institutional effectiveness through data-informed planning, strategic resource alignment, program viability processes, and meaningful professional learning – while fostering a culture of innovation, collaboration, and continuous improvement.

Collegewide Strategic Goal and Six Goal Statements Alignment

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Institutional Effectiveness, Capacity, and Culture

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Strategic Goal Topics and Four Goal Statements (DRAFT)

Shared College Goal: *Advance equity in student goal completion by increasing holistic support and eliminating barriers to success.*

Equitable Support and Belonging

DVC will increase student support and sense of belonging by offering holistic support, delivering a clear, coherent student-centered experience, and fostering an inclusive and engaging learning environment.

Equitable Access and Success

DVC will advance equity in student access and goal completion and eliminate barriers to success by offering flexible learning opportunities, developing student-centered schedules, strengthening guided pathways, and embedding inclusive practices into instruction and student services.

Academic Innovation and Community Partnerships

DVC will expand transfer and workforce programs that align with regional needs and emerging industries and deepen educational and community partnerships.

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Institutional Effectiveness, Capacity, and Culture

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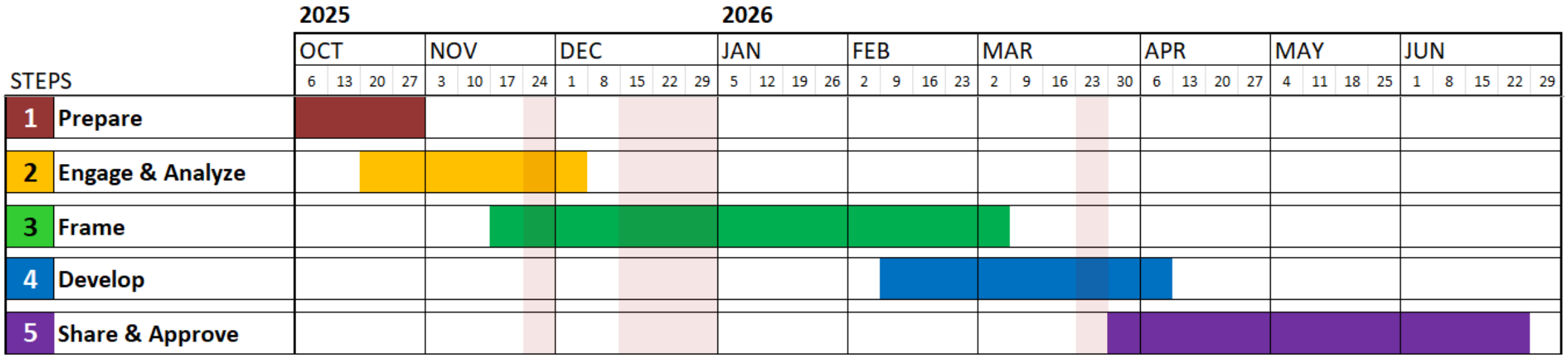
Table Discussions (4)

Next Steps

Diablo Valley College

PLANNING ROADMAP (TIMELINE)



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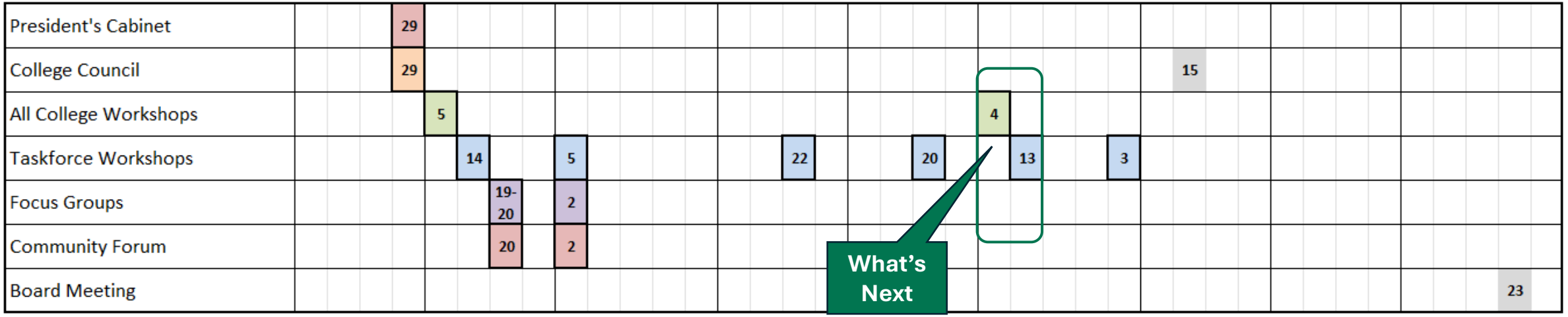

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