SCCCD Strategic Plan
Annual Assessment

Presented to Board of Trustees
October 10, 2013

Dr. George Railey, Vice Chancellor of Educational Services & Institutional Effectiveness
with
Dr. Jothany Blackwood
Districtwide Liaison for Strategic & Integrated Planning

District Strategic Planning Committee (DSPC)

- Ben Andersen (FCC) Student Trustee
- Jothany Blackwood (DO) Liaison for Districtwide Strategic & Integrated Planning, Chair
- Linda Cooley (RC), Communications Instructor
- Larry Dickson (FCC) General Utility Worker, Former CSEA President
- John Fitzer, (RC) Dean of Instruction
- John Hayes (WI) Student
- Thomas Mester (WI) Dean of Instruction
- Jim Mulligan (RC) International Education Coordinator
- George Railey (DO) Vice Chancellor of Educational Services and Institutional Effectiveness
- Michael Stannard (WI) Philosophy Instructor
- Robin Torres (D) Institutional Researcher
- Mary Ann Valentino (FCC) Psychology Instructor, Academic Senate President
- Laura West (FCC) Sculpture Instructor, SCFT Representative

- <u>Former Members</u>
- Lacy Barnes (RC) SCFT President
- Diane Clerou (DO) Associate Vice Chancellor of Human Resources
- Anacelly Hernandez (WI) Student
- Veronica Jury (MC) Student Services Specialist
- Mark Sanchez (FCC) Dean of Counseling

Highlights of the 2012-2016 SCCCD Strategic Plan Annual Assessment

▶ The 2012-2016 SCCCD Strategic Plan Annual Assessment will highlight selected quantitative and qualitative data that supports the accomplishments of year 1 of the strategic plan.

➢ Although no quantitative targets are available in year one of the plan for goals 2, 5, 6, and 7, there is significant evidence of qualitative data in support of accomplishments of those goals by the district, colleges and centers. As this report only focuses on year one, it is anticipated that quantitative data will be provided for those goals in coming years as the district, colleges and centers prioritize different goals in subsequent years.

▶ The Annual Assessment ensures ongoing and continuous dialogue on the strategic plan, implementation, and progress.

▶ There is an administrative district strategic plan matrix that identifies the action steps, baseline measures for each campus, success measures, timelines and responsibilities for each goal and objective of the SCCCD 2012-2016 Strategic Plan.

Highlights of the 2012-2016 SCCCD Strategic Plan Annual Assessment

▸ The District Strategic Planning Committee (DSPC) is responsible for the oversight of the SCCCD 2012-2016 Strategic Plan and organized the update of accomplishments during the first year of the plan.

▸ DSPC is comprised of all constituent groups from the district, colleges and centers and met twice a month through the academic year to ensure oversight of strategic planning.

▸ The DSPC will continue to implement and monitor progress of the strategic plan and provide an Annual Assessment to the Board each fall.

▸ DSPC is recommending a revised timeline for the Board of Trustee's approval to identify October for the annual assessment on the strategic plan due to the timeline required in the collection of data on the success measures and benchmarks by the institutional researchers.

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Goal 1

Student Success: SCCCD is committed to supporting and assisting students in achieving their goals by offering premier academic career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.

1.1 Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success.

1.2 Improve student success rates by increasing persistence and completion rates for all students.

1.3 Create a comprehensive Student Services Delivery Plan for all campuses and centers.

1.4 Analyze current student assessment processes and outcomes and ensure cohesion across all District locations.

1.5 Increase students' campus and community engagement.

Goal 1: Persistence, Graduation, and Transfer Rates

Outcome Measures/Targets	Current Status	Change since 2011
FCC Persistence rate of first time students in three semesters	72.6%	+4.0%
RC-All Persistence rate of first time students in three semesters	68.8%	+1.3%
FCC Graduation Rate	14%	-4%
RC Graduation Rate	22%	-1%
FCC Six Year Transfer rate	43%	+3%
RC-All Six Year Transfer rate	43%	-1% .

Goal 1: Success and Retention Rates

Outcome Measures/Targets	Current Status	Change since 2011
FCC FA12 Success Rate	68.2%	-0.5%
RC FA12 Success Rate	67.2%	+ 0.2%
WI FA12 Success Rate	68.9%	-1.3%
MC FA12 Success Rate	66.2%	-0.5%
OC FA12 Success Rate	68.5%	-2.5%
FCC FA12 Retention Rate	90.2%	No Change.
RC FA12 Retention Rate	90.7%	-0.1%
WI FA12 Retention Rate	92.0%	+1.4%
MC FA12 Retention Rate	89.4%	-1.7%
OC Fall12 Retention Rate	90.0%	+0.4%

Goal 1: Student Survey Results from fall 2012 to fall 2013

Outcome Measures/Targets	Current Status	Change since 2011
I felt welcomed by college staff and was made to feel at ease.	Fall 2012 65.2 Fall 2013 64.3	-0.9
I felt that my time and effort spent at this event was worthwhile.	Fall 2012 66.7 Fall 2013 66.0	-0.7
College staff adequately explained the registration process.	Fall 2012 63.2 Fall 2013 61.5	+1.7
After getting help from college staff I am now more confident about going to college.	Fall 2012 57.3 Fall 2013 55.8	-1.6
The RTG program did assist me matriculate into community college and resulted in me registering into coursework.	Fall 2012 49.2 Fall 2013 55.7	+6.5

Goal 1   Highlights

- District Office
  - Started an inventory of student health services, provided by the colleges and centers to ensure student access to psychological services.

- Fresno City College
  - Peer tutoring and mentoring is being used in the Business Division for classes in the Accounting, Business Technology, and Computer Information Systems Departments.
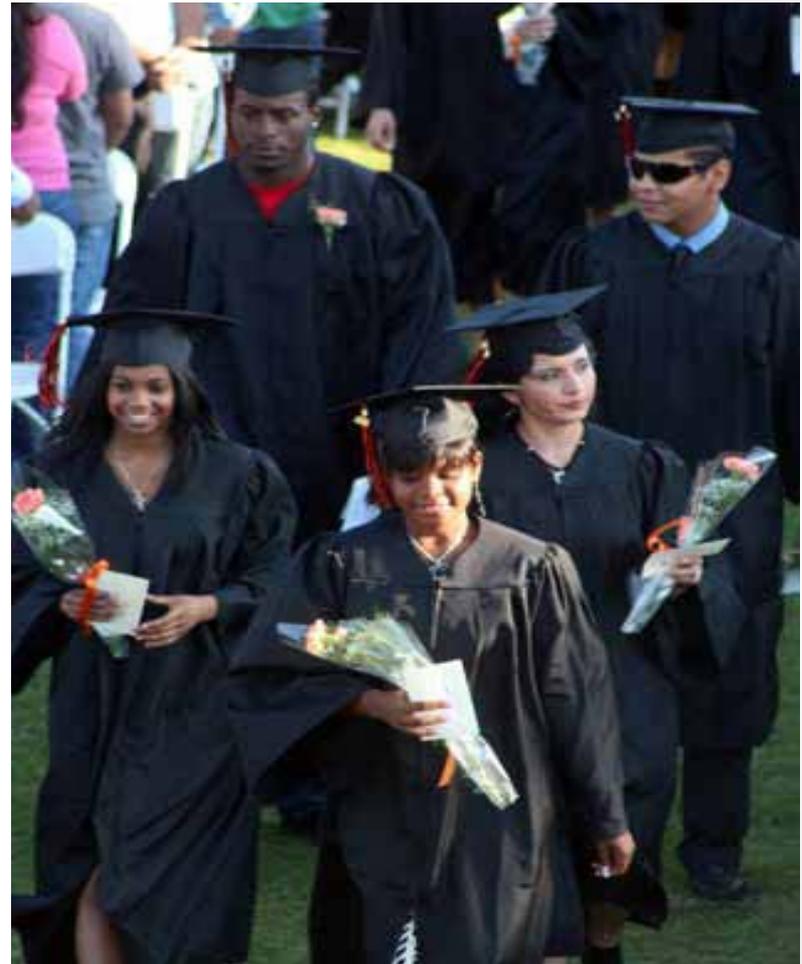
Goal 1   Highlights

- Reedley College/Madera Center (MC)/ Oakhurst Center (OC)
  - In the process of reviewing and updating the Matriculation Plan to align with SB 1456 Student Success Initiatives, emphasis will be directed towards strengthening support for entering students through the completion of mandatory assessment, orientation and completion of a SEP.

- Willow International Community College Center (CCC)
  - Evaluate the initial effectiveness of Engl-130 option.

Goal 2
Student Access: SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.

2.1 Evaluate Student access for communities and develop a districtwide Enrollment Management Plan to optimize the District presence in all areas of the District.

2.2 Maintain and improve student admission, registration, counseling, and orientation processes to maximize student educational planning.

2.3 Enhance student support program coordination and development in areas such as outreach, recruitment, co-curricular, and career awareness activities throughout the District.

Goal 2: Student Access

| Outcome Measures/Targets	Current Status	Change since 2011
No Quantitative Targets available in year 1 of plan.		

Goal 2   Highlights

- District Office
  - In progress of creating a districtwide Enrollment Management Taskforce which will develop a districtwide Enrollment Management Standing Committee.

- Fresno City College
  - Applied Technology (AT) placed a part time counselor in the division office that specializes in AT programs and students; this allowed AT to implement dual enrollment opportunities.

Goal 2   Highlights

- Reedley College/MC/OC
  - The RC/MC Matriculation Committee is engaged in reviewing, revising and updating the Matriculation Plan to align with SB 1456 Student Success Initiatives.

- Willow International **CCC**
  - Counseling with in-class workshops has increased SEP activity.
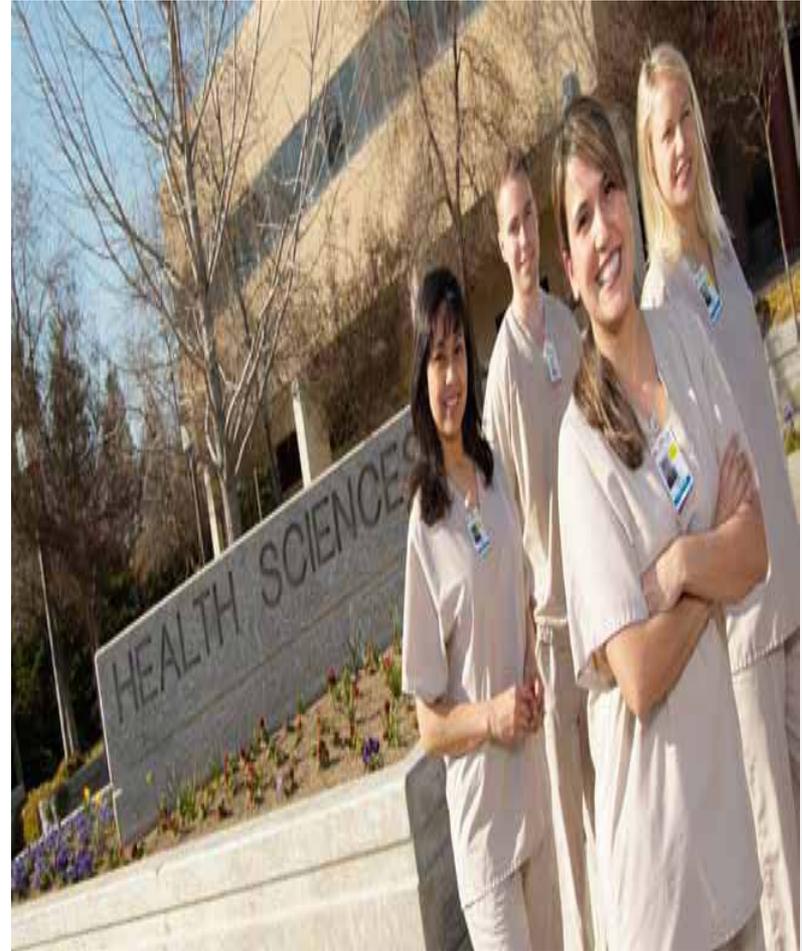
Goal 3

Teaching and Learning Effectiveness: SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.

3.1 Create a comprehensive Basic Skills Delivery Plan.

3.2 Coordinate curriculum and Signature Programs, and develop new Signature Programs as appropriate throughout the District.

3.3 Develop a comprehensive Distance Learning Delivery Plan and increase the number of courses and enrollment services delivered at a distance.

3.4 Ensure continuous integration and implementation of the colleges/centers' cycles of Program Review and Student Learning Outcome assessment to improve institutional effectiveness.

3.5 Provide faculty development opportunities to support excellent teaching and learning in areas such as distance learning, innovative teaching methods, the use of technology for learning, and learning communities.

Goal 3: Distance Education Headcount, Sections, Success, Retention and GPA

Outcome Measures/ Targets	Current Status	Change since 2011
Districtwide Section Count	Fall 2011-164 Fall 2012-173	+5%
Districtwide Enrollments	Fall 2011-4,588 Fall 2012- 5,053	+10%
FCC Headcount in Distance Education Fall 2011 and Fall 2012	Fall 2011 1,848 Fall 2012 2,387	+29.2%
FCC Sections in Distance Education Fall 2011 and Fall 2012	Fall 2011 77 Fall 2012 88	+14.3%
FCC Success in Distance Education Fall 2011 and Fall 2012	Fall 2011 63.4% Fall 2012 64.1%	+1.1%
FCC Retention in Distance Education Fall 2011 and Fall 2012	Fall 2011 85.0% Fall 2012 85.1%	+0.1%
FCC GPA in Distance Education Fall 2011 and Fall 2012	Fall 2011 2.43 Fall 2012 2.44	+0.4%

Goal 3: Distance Education Headcount, Sections, Success, Retention and GPA

Outcome Measures/ Targets	Current Status	Change since 2011
RC Headcount in Distance Education Fall 2011 and Fall 2012	Fall 2011 1,224 Fall 2012 1,249	+2.0%
RC Sections in Distance Education Fall 2011 and Fall 2012	Fall 2011 43 Fall 2012 44	+2.3%
RC Success in Distance Education Fall 2011 and Fall 2012	Fall 2011 55.5% Fall 2012 56.6%	+1.9%
RC Retention in Distance Education Fall 2011 and Fall 2012	Fall 2011 83.3% Fall 2012 84.1%	+0.9%
RC GPA in Distance Education Fall 2011 and Fall 2012	Fall 2011 2.12 Fall 2012 2.07	-2.4%

Goal 3: Distance Education Headcount, Sections, Success, Retention and GPA

Outcome Measures/ Targets	Current Status	Change since 2011
WI Headcount in Distance Education Fall 2011 and Fall 2012	Fall 2011 953 Fall 2012 890	-6.6%
WI Sections in Distance Education Fall 2011 and Fall 2012	Fall 2011 28 Fall 2012 25	-10.7%
WI Success in Distance Education Fall 2011 and Fall 2012	Fall 2011 61.9% Fall 2012 64.2%	+3.7%
WI Retention in Distance Education Fall 2011 and Fall 2012	Fall 2011 85.4% Fall 2012 88.5%	+3.6%
WI GPA in Distance Education Fall 2011 and Fall 2012	Fall 2011 2.45 Fall 2012 2.35	-4.1%

Goal 3: Distance Education Headcount, Sections, Success, Retention and GPA

Outcome Measures/ Targets	Current Status	Change since 2011
MC/OC Headcount in Distance Education Fall 2011 and Fall 2012	Fall 2011 563 Fall 2012 527	-6.4%
MC/OC Sections in Distance Education Fall 2011 and Fall 2012	Fall 2011 16 Fall 2012 16	No Change.
MC/OC Success in Distance Education Fall 2011 and Fall 2012	Fall 2011 58.1% Fall 2012 62.3%	+7.2%
MC/OC Retention in Distance Education Fall 2011 and Fall 2012	Fall 2011 83.8% Fall 2012 85.2%	+1.7%
MC/OC GPA in Distance Education Fall 2011 and Fall 2012	Fall 2011 2.27 Fall 2012 2.39	+5.3%

Goal 3 Highlights

▶ District Office
  ◦ Educational Coordinating Planning Committee (ECPC) maintains quarterly meetings to review all districtwide curriculum action as an established process.

▶ Fresno City College
  ◦ Expanded to develop embedded tutor program for preparatory writing classes.

Goal 3 Highlights

- Reedley College/MC/OC
  - In MECH/AG, AUTO, and Manufacturing, all students participating in the C6 program will be required to participate in basic skills assistance by utilizing peer tutors and attending 1-2 hours a week of Student Success Sessions.

- Willow International CCC
  - SLO Analysis on Duty Day (breakout by department): This will be a dedicated time for departments to share and analyze the assessment results and formulate a department-level response.

Goal 4

Economic and Workforce Development: SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.

4. 1 Assess, maintain, and develop effective and relevant career technical programs and curriculum in collaboration with external partners.

4.2 Regularly assess workforce program and skill needs based upon up-to-date, relevant employment, and other business data.

4.3 Increase persistence and completion rates for students in career technical programs.

4.4 Increase the number of quality work experience, apprenticeship, job shadowing, service learning, and internship experiences for district students.

Goal 4: Success and Retention Rates in CTE Courses

Outcome Measures/Targets	Current Status	Change since 2011
Districtwide Success Rates in CTE courses from fall 2011 to fall 2102	76%	+1%
Districtwide Retention Rates in CTE courses from fall 2011 to fall 2102	92%	No change
FCC CTE Success Rates from fall 2011 to fall 2012	78%	+1%
RC CTE Success Rates from fall 2011 to fall 2012	75%	+2%
WI CTE Success Rates from fall 2011 to fall 2012	69%	-3%
MC CTE Success Rates from fall 2011 to fall 2012	74%	+2%
OC CTE Success Rates from fall 2011 to fall 2012	71%	-3%
FCC CTE Retention Rates from fall 2011 to fall 2012	92%	No Change.
RC CTE Retention Rates from fall 2011 to fall 2012	93%	+1%
WI CTE Retention Rates from fall 2011 to fall 2012	91%	+1%
MC CTE Retention Rates from fall 2011 to fall 2012	92%	No Change.

Goal 4: Course Section and Enrollment Rates in CTE Courses

Number CTE Course Sections			
	Fall 2011	Fall 2012	Difference
FCC	541	558	3%
RC	147	152	3%
WI	60	58	-3%
MC	70	77	10%
OC	8	6	-25%
SCCCD	826	851	3%
Number of CTE Enrollments			
	Fall 2011	Fall 2012	Difference
FCC	12,366	12,684	3%
RC	4,128	4,181	1%
WI	1,869	1,804	-3%
MC	1,466	1,596	9%
OC	134	85	-37%
SCCCD	19,963	20,350	2%

Goal 4   Highlights

- ▸ District Office
  - ◦ CITD has made great strides in supporting international trade and business with county and local businesses to have greater access to regional and international trade opportunities, as well as providing extensive technical assistance to our business community.

- ▸ Fresno City College
  - ◦ Workforce Development is working with the WIB careers in the valley to determine training gaps.

Goal 4   Highlights

- Reedley College/MC/OC
  - The programs in the Industrial Technology Department have identified the difficult courses for students and provided tutoring and supplemental instruction for the students.

- Willow International CCC
  - Developed grant initiatives with CSUF's Engineering and Industrial Technology Programs for advances engineering pathways.

Goal 5
Communication: SCCCD is committed to open and clear communication among its constituent groups and with its external communities.

5.1 Develop and implement a District Governance Model.

5.2 Increase regular reporting of District and Board activities and actions to the colleges/centers' communities through various means such as newsletters, meetings and discussion sessions.

5.3 Expand and improve communication throughout the district.

Goal 5: Communication

| Outcome Measures/Targets	Current Status	Change since 2011
No Quantitative Targets available in year 1 of plan.		

Goal 5 Highlights

- District Office
  - Educational Services oversees The Linkage Report which for one academic year provided accreditation and planning updates. It has evolved into a quarterly report that will continue providing all employees districtwide updates on planning.

- Fresno City College
  - All academic divisions are scheduling regular Division Meetings and requiring regular department meetings while developing a communication plan to ensure adjunct faculty receives timely pertinent information.

Goal 5   Highlights

▶ Reedley College/MC/OC

- Impeding finalization of college governance handbook with operating agreement.

▶ Willow International CCC

- The College Center Council will send out minutes to all campus faculty and staff.
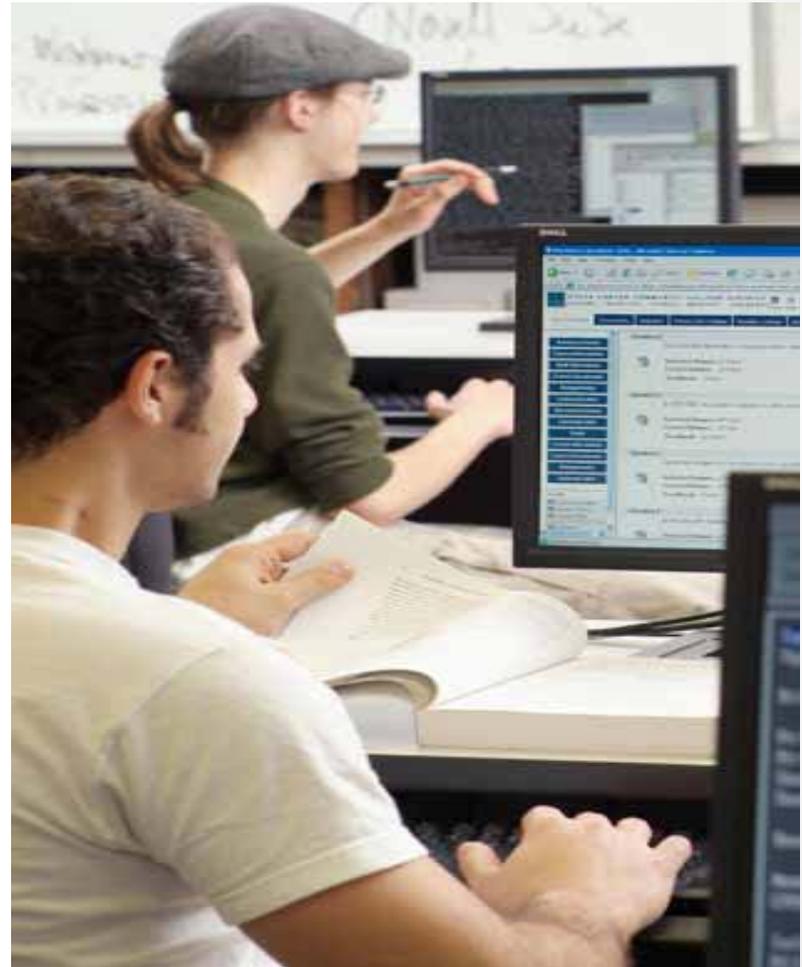
Goal 6
Organizational Effectiveness: SCCCD is committed to continually improve its organizational processes to ensure its institutional effectiveness and accountability.

6.1 Develop and implement a District Resource Allocation Model.

6.2 Review and update the District Technology Plan.

6.3 Finalize and implement a District Facilities Master Plan.

6.4 Develop and implement a Human Resources Staffing Plan that recognizes the staff diversity needs, expected retirements in the near future, the organizational and curricular changes of the District, and the need for staff training.

6.5 Develop a plan for growth of the District's campuses and centers, including planned phases for enrollment, staffing, resource allocation, organizational structures, and facilities needs.

6.6 Develop an effective planning and research infrastructure at the district level to enhance institutional research across the District with coordination mechanisms, an annual district research agenda, common research projects, and additional research needed for assisting in planned growth for SCCCD.

Goal 6: Organizational Effectiveness

Outcome Measures/Targets	Current Status	Change since 2011
No Quantitative Targets available in year 1 of plan.		

Goal 6   Highlights

- District Office
  - The Districtwide Facilities Master Plan was presented and approved by the Board of Trustees at their September 4, 2012 board meeting.

▸ Reedley College/MC/OC
  - Reedley IR is currently working with administration on a local research agenda which will then be aligned to incorporate and meet the needs of the districtwide research agenda.

Goal 6   Highlights

▶ Fresno City College
  ◦ Fresno City College's Institutional Research and Effectiveness Committee developed and implemented a research agenda for the College for 2012-2013 and will report out on the results in Fall 2014.

▶ Willow International CCC
  ◦ Institutionalized Duty Day Activity to review the Willow International CCC 2013-2017 Strategic Plan which aligns with the SCCCD 2012-2016 Strategic Plan.

Goal 7
Community and Resource Development: SCCCD is committed to optimizing its resources while maintaining fiscal integrity.

7.1 Maintain prudent financial practices to ensure and support the fiscal health and wellbeing of the District.

7.2 Create a Resource Development Plan to enhance revenue generation and external giving.

7.3 Develop a systematic process to maximize mission driven grants acquisition.

Goal 7: Community and Resource Development

Outcome Measures/Targets	Current Status	Change since 2011
No Quantitative Targets available in year 1 of plan.		

Goal 7 Highlights

- District Office
  - During fall 2012 and spring 2013, a grant application approval process was developed with input from all campuses. This process was reviewed by Chancellor's Cabinet in spring 2013 and will be considered for approval in fall 2013.

- Fresno City College
  - Applied Technology is training faculty and staff in the identification of external resources (Grants and Contract Opportunities).
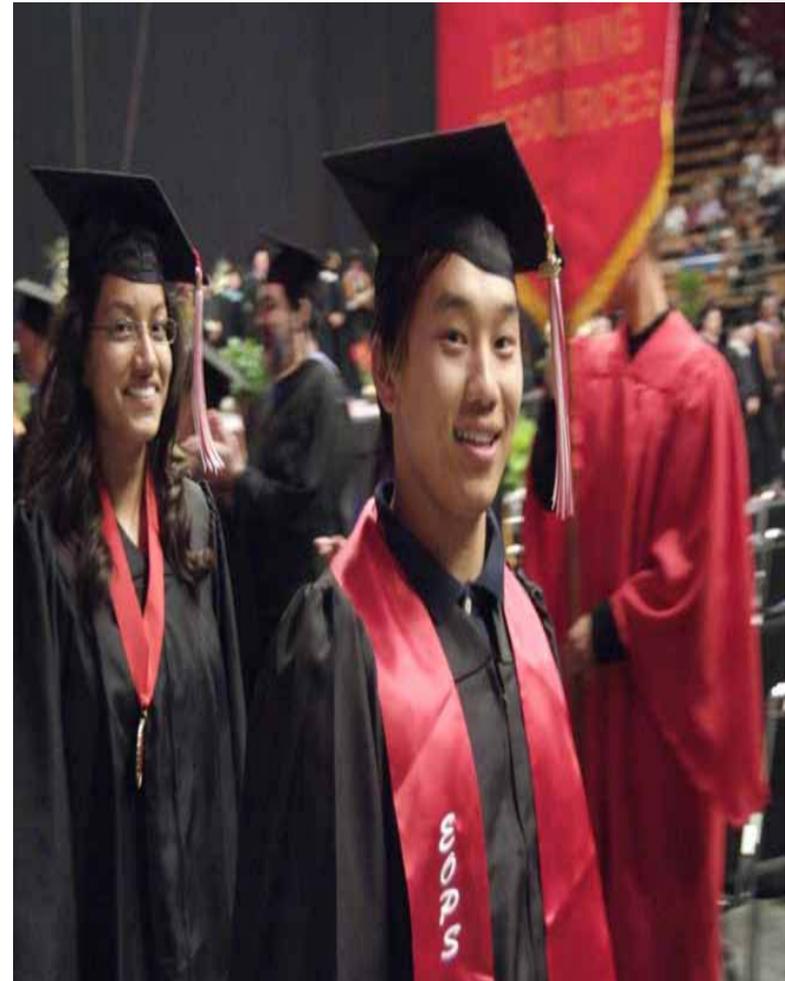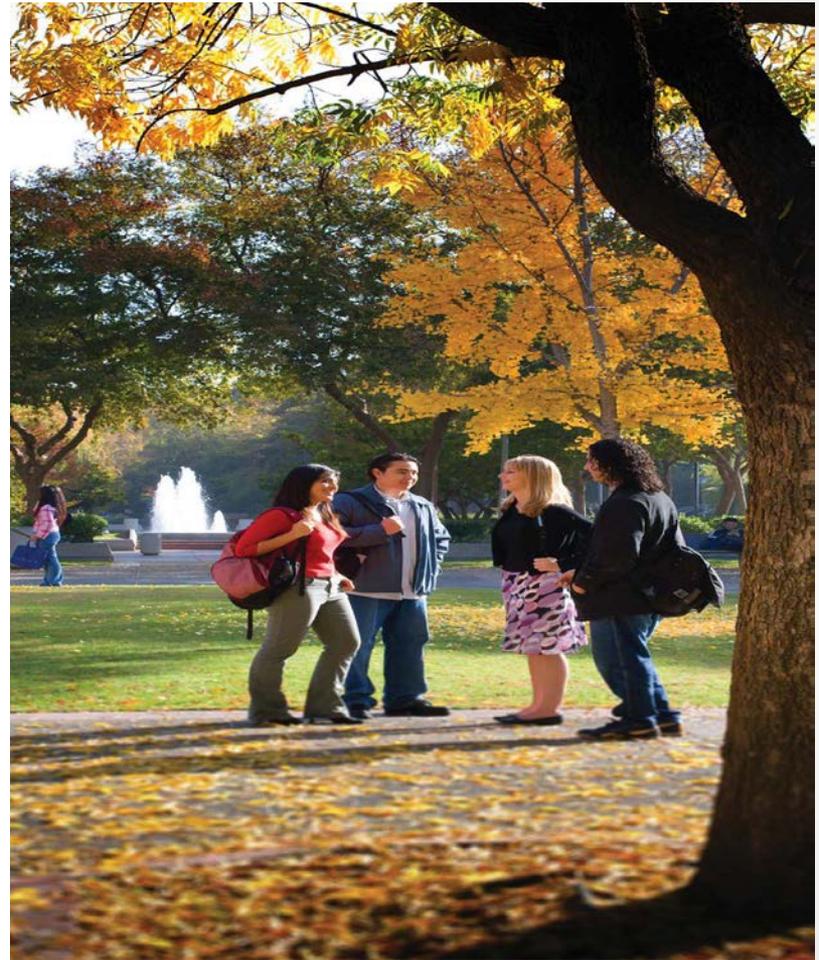
Goal 7 Highlights

▶ Willow International CCC
  ◦ Reviewed Action Plan Funding Requests for FY 12-13 budget allocation – LT0, Perkins in order to tie resources to integrated planning.

▶ Reedley College/MC/OC
  ◦ Implementing a budget monitoring process in operating areas.

Next Steps

▶ Based on the timeline required to collect data for the annual assessment, DSPC will revise the timeline for the annual reporting of the SCCCD 2012-2016 Strategic Plan to the Board.

▶ The District Strategic Planning Committee will continue to evaluate the strategic plan on an annual basis and recommend modifications to objectives as appropriate.

▶ The Board will continue to receive an annual update each fall.

Questions?