

Contra Costa Community College District

Welcome

to the District Strategic Planning Charrette

October 2, 2013

Today's Agenda

- 1:00 - 1:05** Welcome
- 1:05 - 1:15** Chancellor's introduction
- 1:15 - 2:15** Review of evidence and current mission, vision and values
- 2:15 - 2:45** Group break-outs
- 2:45 - 3:00** Break
- 3:00 - 3:15** Summary report out & overview of several best practices
- 3:15 - 4:00** Group break-outs
- 4:00 - 4:20** Report out from each table on strategic direction
- 4:20 - 4:30** Wrap up and outline of next steps

Logistics & Mechanics

- You have been assigned to tables . Introduce yourself to your neighbor ;)
- Folders on your table contain the agenda, several reference documents and two worksheets
- We have two group break out sessions and ask that each table capture the major themes of your group's dialogue on the worksheets
- Three roaming facilitators

Our Planning Process

- A shared governance process endorsed by the District Governance Council. Invitations extended to the entire District.
- Existing District Strategic Plan 2011-2015
- District plan explicitly designed to serve as umbrella for individual College plans
- Tight timeframe
- Second charrette to be held this semester with an invite extended to members of the community
- An on-line survey will be circulated District-wide next week to gather feedback from those unable to attend today

Our Planning timeline

- October
 - 10/2 kickoff
 - Notes summarized and posted
 - Feedback gathered online and via surveys
 - Feedback gathered through college visits
 - Emergence of first draft of mission/vision/values/goals
- November
 - TBD charrette including community members
 - Notes summarized and posted
 - Continuous gathering of feedback
 - Emergence of a second draft
- December → ?
 - DGC, Cabinet, and Board Approval

Expectations for Today

- Build a shared understanding of our current environment and the emerging challenges & opportunities
- Reflect on our existing mission and direction
- **Identify major themes, ideals, principles we would like to capture in our mission, vision & values statements**
- **Capture ideas related to the broad strategic directions the District should pursue over the next five years**

Ok, are you ready?

Let's get busy ...

A few words on planning

“Plans are nothing. Planning is everything.”

“Plans are useful only when they are the evidence that planning has taken place.”

- Moltke the Elder

At its best, planning is:

- Non-linear and ongoing
- An invitation to engage with evidence and colleagues ... to identify and further strategies toward our desired future

Evidence foundation for today's Dialogue

1. Review of major themes from our environmental scan
2. 10,000 ft Snapshot of District enrollment trends
3. Overview of dominant political and economic trends in higher education
4. Examination of best practices in achieving student success
5. A review of our current Mission, Vision & Values

Environmental Scan

Highlights from the Highlights

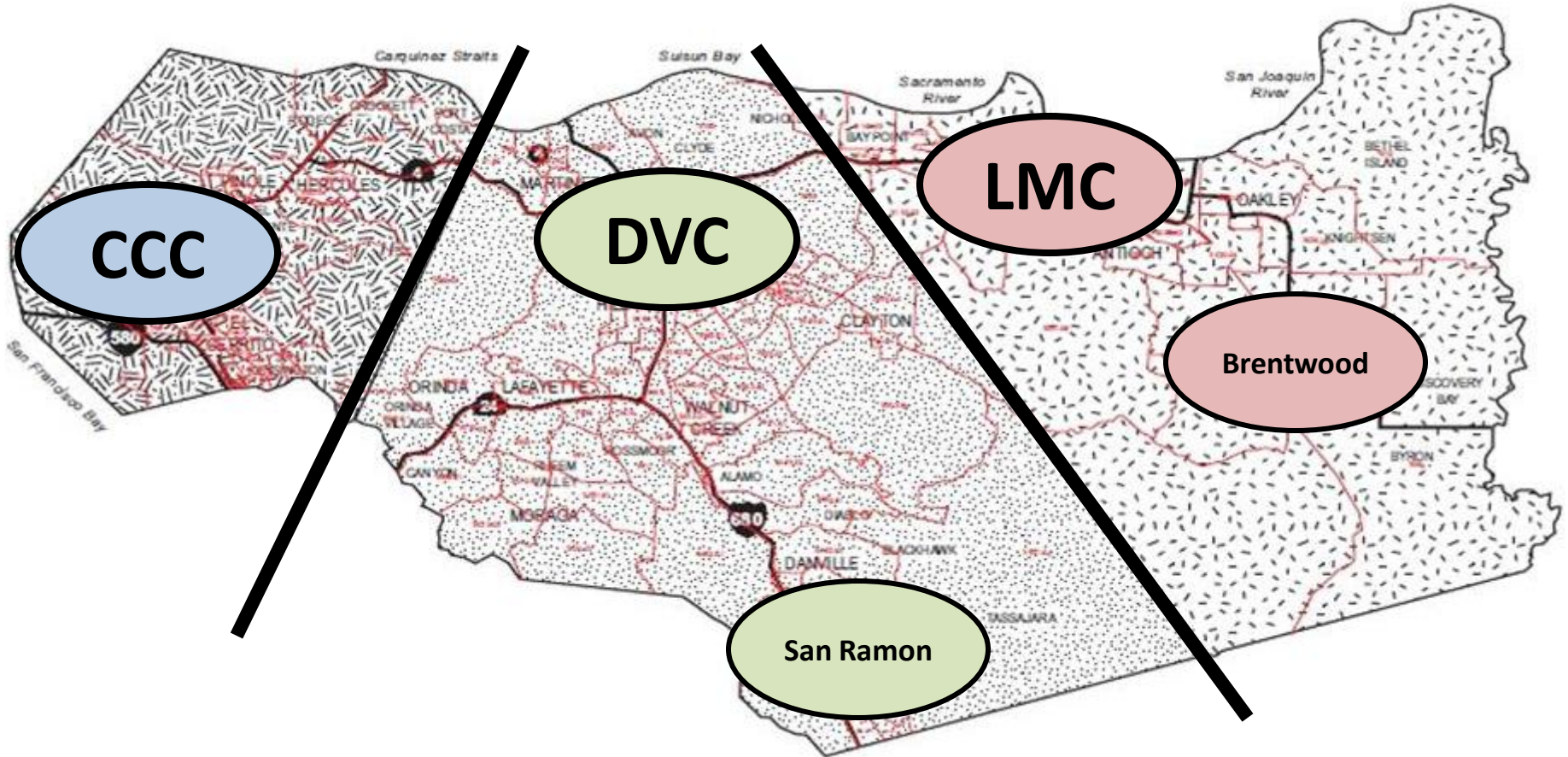
A distillation of the 22 slide summary included in the invitation email

Environmental Scan Geography

West County

Central County

East County



Contra Costa county was broken up into three regions using census tracks associated with each college's service area.

	West County	Central County	East County
Overall population	Third largest region; slow growth	Largest region; modest growth	Second largest region; rapid growth
Age Distribution	Most diverse by age; aging by decline in youth	Deepest age pool; aging by growth in elderly	Youngest age pool; U-shaped growth
Ethnicity	Ethnically diverse; rapid decline of African-Americans	Least diverse; growing more diverse	Bimodal ethnicity profile
Origin of Birth	High & growing density of foreign born	Low density but fast growth in foreign born	Rapid growth of foreign born residents
Language Spoken	English speakers soon to be minority	High density of English speakers but changing	Fastest growth among non-English speakers
Education Attainment	Slightly less educated but growing more so	Most educated and growing more so	Least educated; strong growth in AA degrees
HS Graduate Market	Weak growth; stable capture rates	Moderate growth; stable capture rates	Booming growth; rising capture rates
Feeder HS API Profile	Lowest performing	Highest performing	Midlevel performance
Labor Market	Lingering unemployment; pockets of high poverty	Strong labor market; low levels of poverty	Weak job growth; growing poverty
Income & Housing Market	Low but improving income; strengthening housing market	High income and high home valuations	Slow income growth & tepid housing market

Highlights from the Environmental Scan

1. Modest growth on average with big variation across service areas
2. A diversity-rich county with distinct communities and growing more dynamic (demographically, economically & in educational background)
3. Rapid growth in foreign born and non-English speakers
4. Fastest growing segments traditionally our lowest performing ... more to follow

“When faced with a need for change, history has not been kind to idlers”

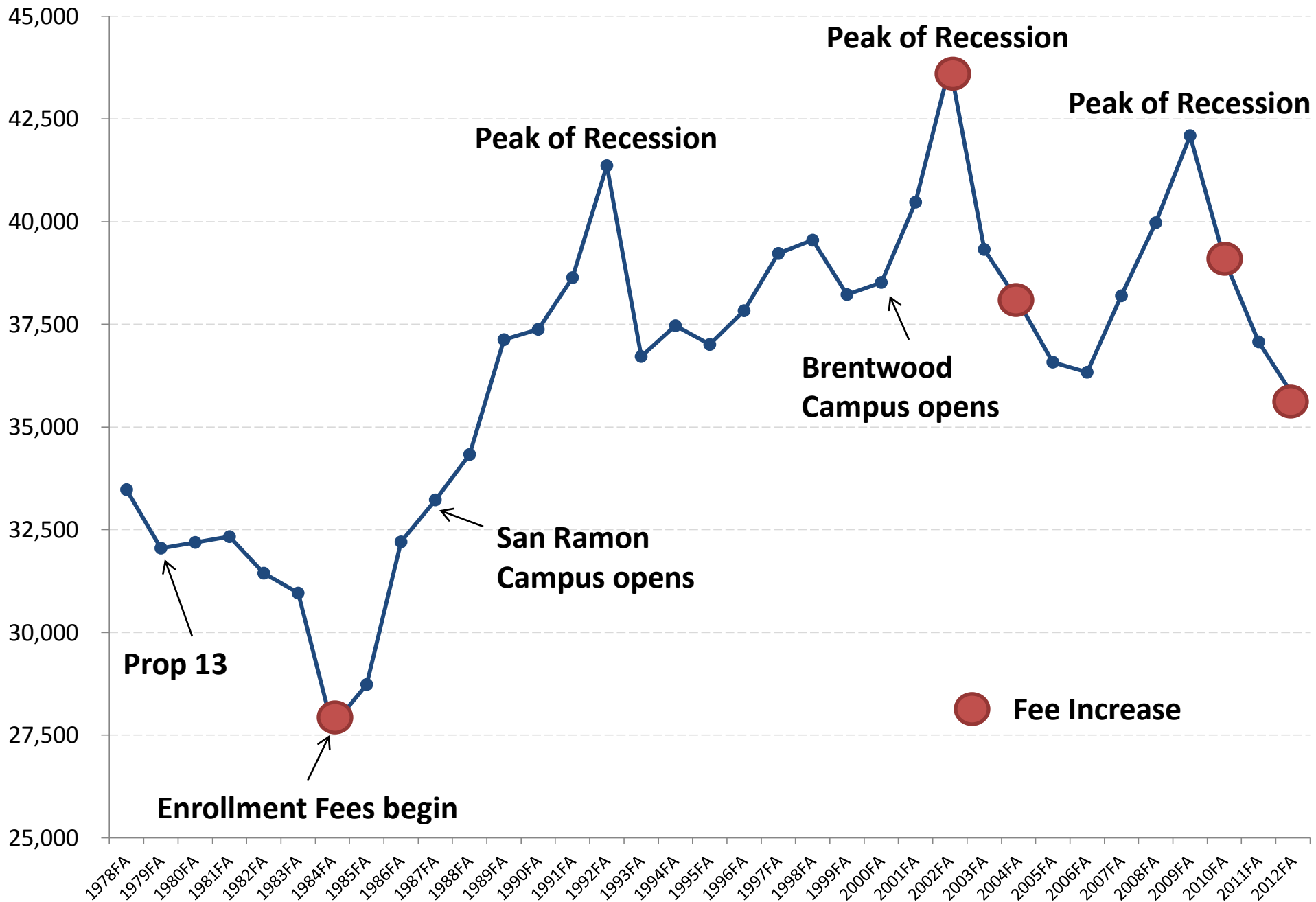
- A Nation at Risk

Your thoughts?

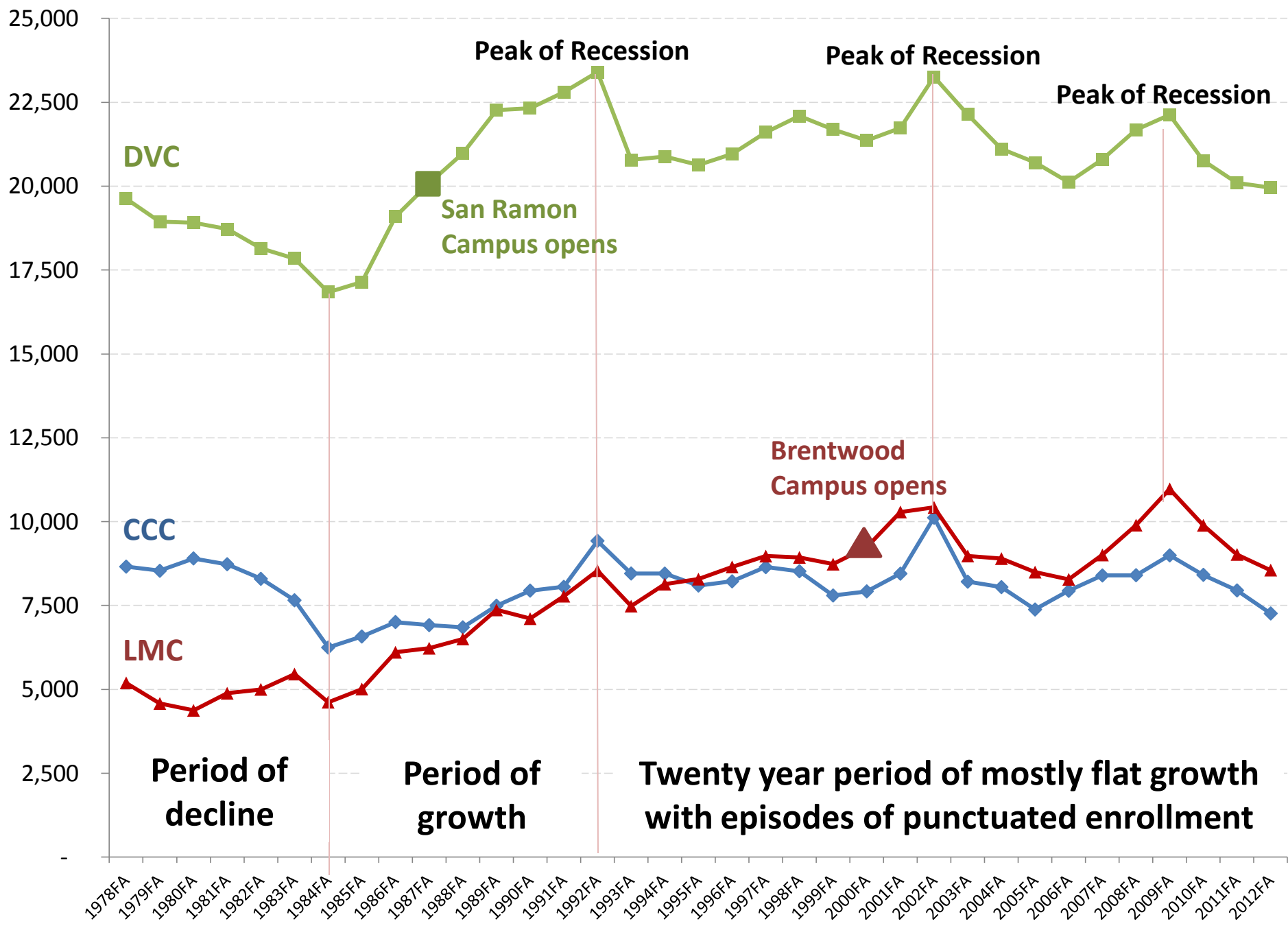
< let's try to limit to 5 minutes >

Snapshot of District enrollment trends

CCCCD Fall Headcount since 1978



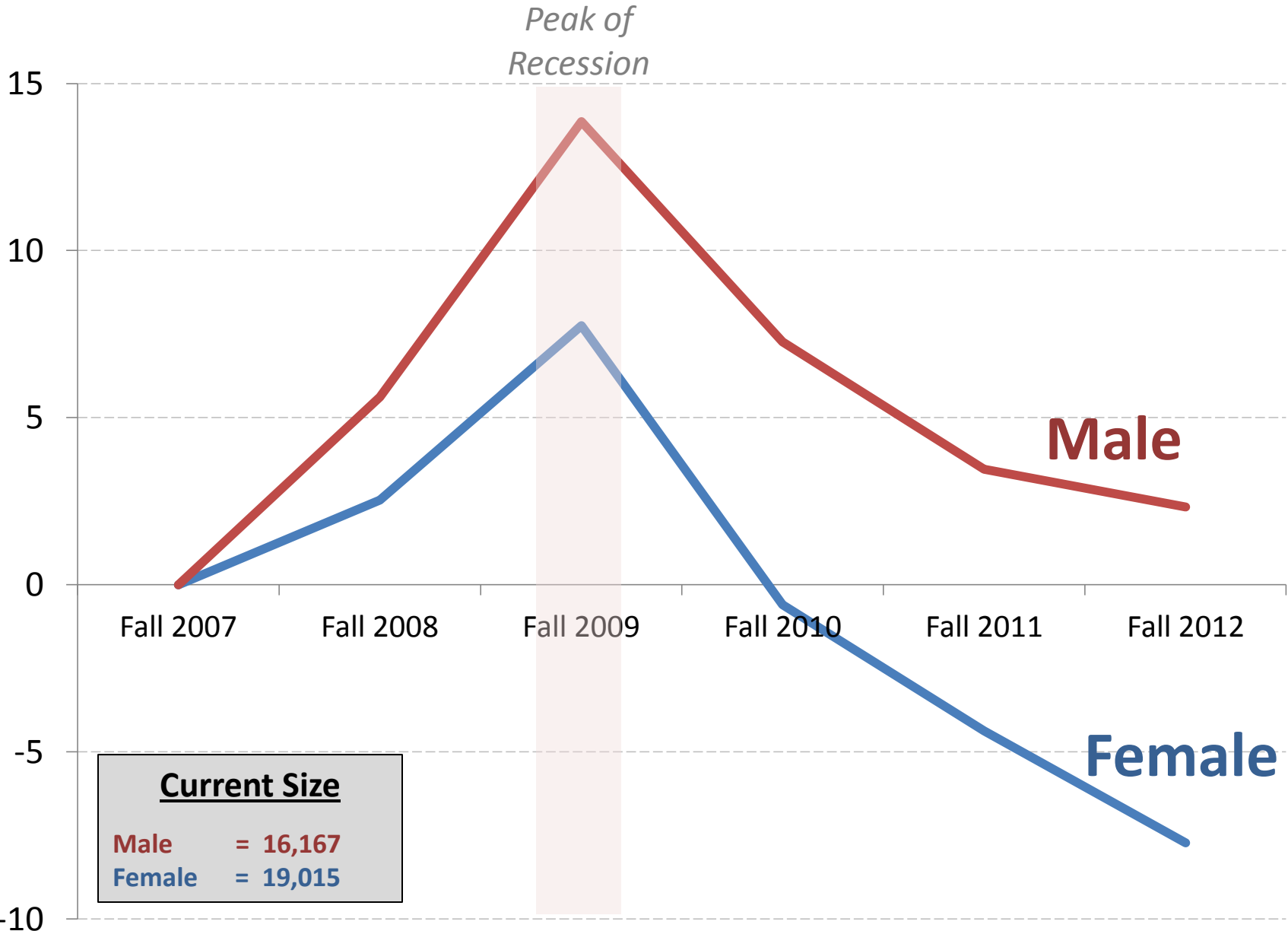
CCCCD Fall Headcount since 1978



CCCCD Fall Headcount since 1978

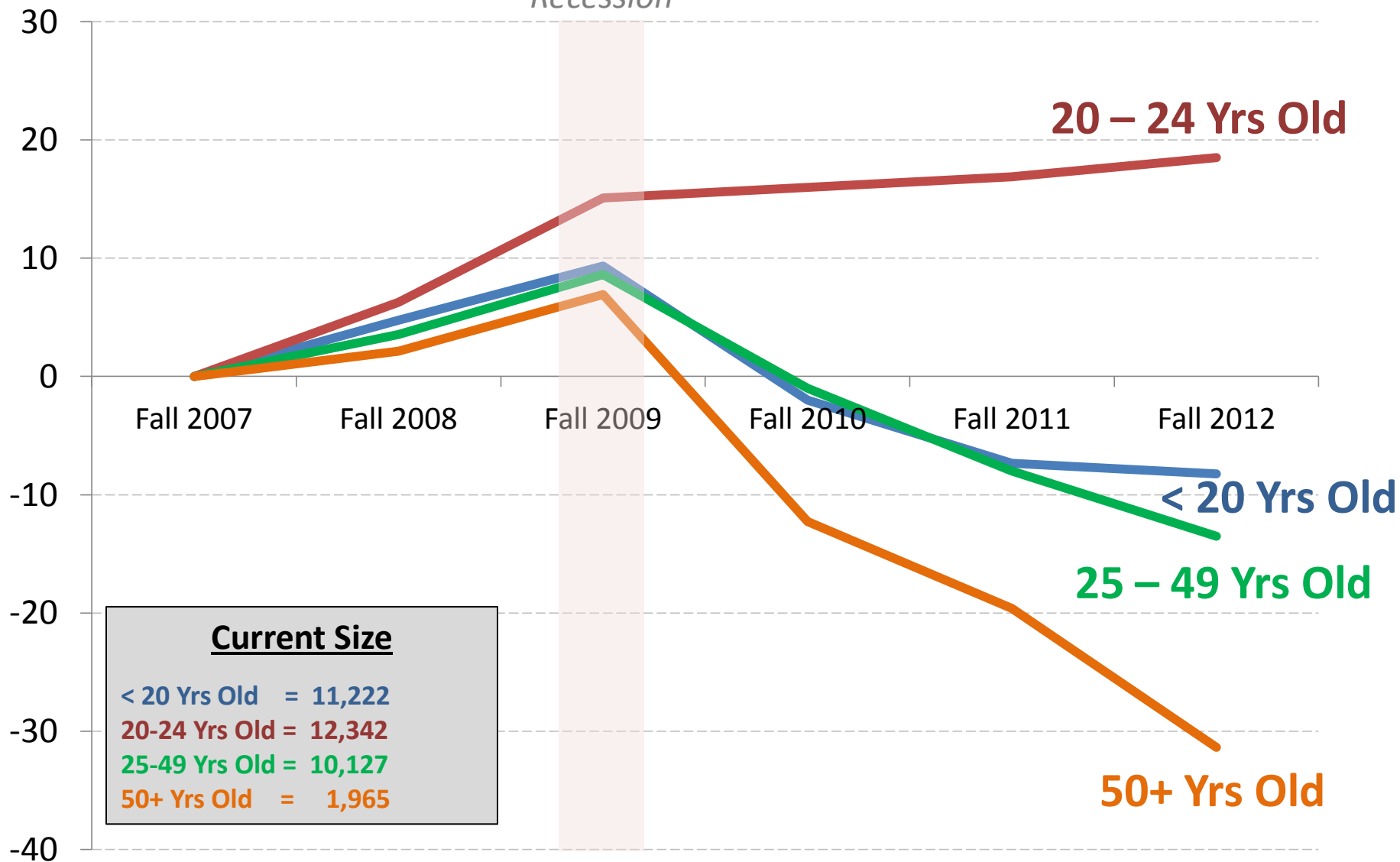


Percentage growth since Fall 2007 by student gender

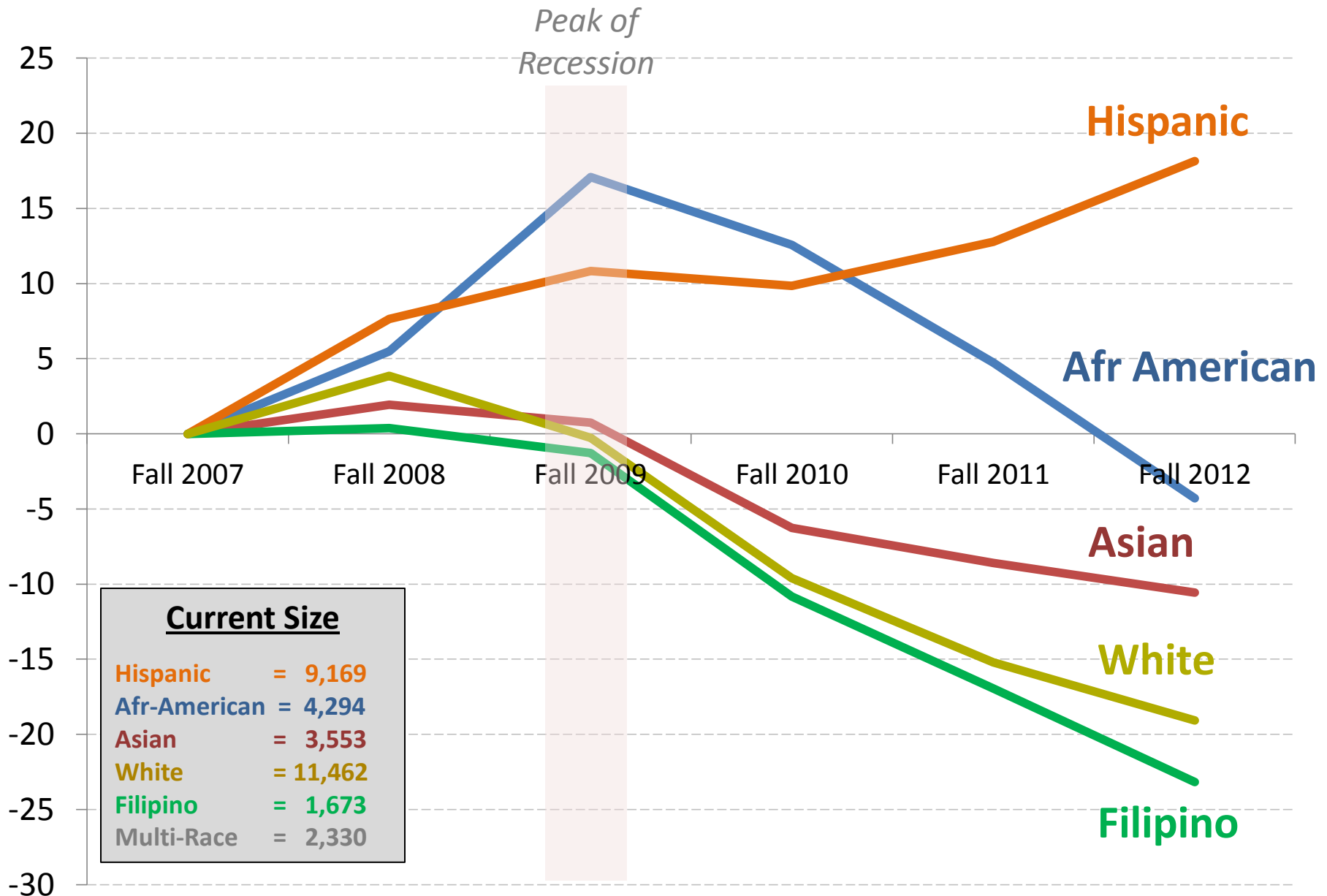


Percentage growth since Fall 2007 by student age

*Peak of
Recession*

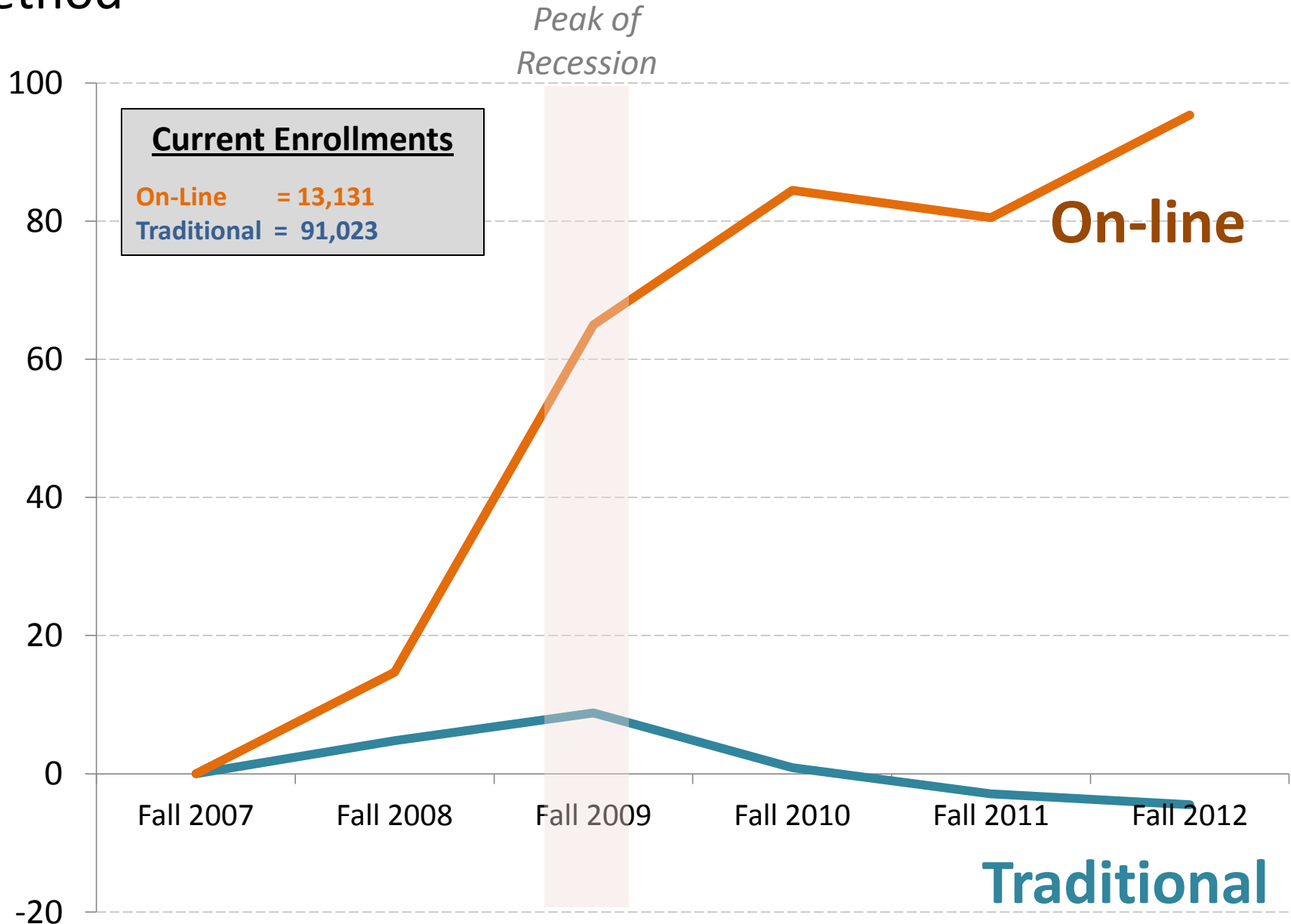


Percentage growth since Fall 2007 by student ethnicity



Note: trends for students identified as Native American or Pacific Islander were not included here due to small sample sizes. Data for those populations are included in the full report

Percentage growth in enrollments by instructional delivery method



Current Enrollments
On-Line = 13,131
Traditional = 91,023

On-line

Traditional

Note: Hybrid courses are included in the Traditional category for this analysis

Take aways from review of enrollment trends

1. Student segments are growing at different rates
2. We look a different than we did five years ago

Note: our fastest growing segments in each of these areas have traditionally been among our lowest performing

All else equal we will have to achieve higher levels of student success just to maintain our current position

Dominant political and economic trends

National Trends in Higher Education

1. **Resource scarcity** is here to stay
2. Continued push toward greater **accountability**
3. Further implementation of the **completion agenda**
4. Continued expansion of market-based **innovations** and alternatives
5. Increased attention on **labor market outcomes**
6. More discourse and attention on issues of **equity**

**A summary of institutional
characteristics & practices
associated with student
success**

Review of Intuitional characteristics associated with student success

- Based on the studies examined, these institutional traits and characteristics were found to be correlated with student success.
- In this context student success was defined largely in terms of college completion, persistence and labor market outcomes.

Studies examined

- Aspen Prize for Community College Excellence
- Hewlett Leaders in Student Success
- Gates Foundation Completion by Design
- Lumina Foundation Achieving the Dream

The practices most frequently cited among the highest performing colleges

(Aspen Prize for Community College Excellence)

1. Rewarding actionable inquiry & **experimentation**
2. Intentional **prioritization** of a limited number of initiatives
3. Ensuring multiple groups review & act on **evidence**
4. Clear student **pathways** & coherent structures
5. Evidence-rich **conversations with employers** and the community

Characteristics of High Performing Colleges

(Hewlett Leaders in Student Success Initiative)

1. Courageous, shared **leadership**
2. Fearless engagement with **evidence**
3. **Collaborative** practices
4. Structured, **integrated** strategies

Gates Completion by Design Principles

1. **Accelerate** entry into Coherent Programs of Study
2. Customize and **Contextualize** Instruction
3. **Integrate** Student Support with Instruction
4. Continually **Monitor** Student Progress and Proactively Provide Feedback
5. **Incentivize** Behaviors that Contribute to Completion
6. Leverage **Technology** to Improve Learning and Service Delivery

Some context

Without focused, integrated and adaptive planning to properly support them, adopting discrete “best practices” and trying to bring them to scale will not work to improve student success on a substantial scale.

**Davis Jenkins (2011)
Community College Research Center
Columbia University**

Thoughts?

Our Mission, Vision and Values

A summary of the Contra Costa Community College Vision and Values

Vision: Our colleges transform lives. We are agents of equity, compassion, & excellence, building upon the diverse strengths of our students, faculty & staff. We thrive upon the learning & success of all our students.

Values: The Contra Costa Community College District strives to reflect the following core values in its service to students and the community:

1. **Learning**
2. **Social Justice through Access & Equity**
3. **Integrity**
4. **Academic Freedom**
5. **Innovation**
6. **Stewardship**

A summary of the Contra Costa Community College Mission

The mission of the District is to attract & transform students & communities; to cultivate & sustain a culture of well-being, learning, success, & achievement for all students.

All decisions about resources & policies are informed by looking at access & success data through an equity lens.

The following five areas of educational focus advance the Mission:

- 1. General & Transfer Education**
- 2. Economic & Workforce Development**
- 3. Basic Skills**
- 4. English as a Second Language**
- 5. Lifelong Learning**

Goals

Student Success Equity
Improved access
Smart decision-making Partnerships
Fiscal Health Good Infrastructure

Mission

Access Workforce Equity
GE & Transfer Development
Education Basic Skills Lifelong Learning
Success ESL

Vision

Agents of equity, compassion & excellence
Thrive upon the learning & success of students

Values

Learning Integrity Stewardship
Equity & Access
Innovation Academic Freedom

BREAK OUT #1

Your task: Consider the framing questions on the worksheet provided in your packets (Worksheet #1). Discuss the District's current mission, vision and values within the context of the questions. Select someone from your table to write down any key phrases, words, concepts, statements that your group feel address the questions.

We will collect the sheets from each table, examine the content and report back the major themes after the break.

Examples of strategic planning goals from nationally recognized community colleges

*The three colleges profiled here were finalists from
the Aspen Prize for Community College Excellence*

When reviewing these examples ...

- The examples represent three different approaches to organizing institutional goals. Consider the merits of each as you think through what our goals should be.
- Consider labels. Some institutions use the label strategic goals, others us strategic directions, others strategic themes.
- Don't feel too confined by our current goals. Think long and wide.

Example #1: distinguish outcome from process goals

The College District inspires students to discover their potential and to achieve their goals by providing diverse and challenging learning opportunities.

To accomplish this mission, our outcome goals are to:

- Encourage and support life-long learning.
- Prepare students for transfer to four-year institutions.
- Prepare students for the 21st-century work force.
- Strengthen basic skills of students.
- Serve as a leading partner in strengthening communities.

Our process goals are to:

- Embrace relevant technologies.
- Provide services that support student learning.
- Hire, develop and retain highly qualified personnel.
- Value and promote diversity and multiculturalism.
- Collaborate with public and private partners.
- Acquire and maintain high quality facilities.
- Pursue additional sources of funding.
- Implement an institutional sustainability plan.

Example #2: quality, structure & relationships

Excellence in Teaching and Learning (ETL)

The college will provide an academically challenging environment in support of the College's mission and goals and will strive to enhance our educational excellence by encouraging, engaging in, and developing best and promising practices in support of intellectual, social and personal development. Examples of opportunities for improvement include an increased utilization of technology in teaching, redesigning curriculum for STEM, increasing interdisciplinary offerings, documenting student attainment of general education learning outcomes, engaging students at outlying centers using i-link courses, verifying identification of students enrolled in courses, providing training to increase effectiveness of faculty and staff, establishing a career ladder for faculty and staff (e.g. Master Instructor Certification).

Constituent Relationship Management (CRM)

The college will pursue Constituent Relationship Management to recognize this widely-implemented strategy for managing and nurturing the College's interactions with its constituents (potential and current students, faculty, staff, community at large). CRM involves using technology to organize, automate, and synchronize College processes—principally services including marketing, customer service, and technical support. The overall goals are to find, attract, and win new students, nurture and retain those the College already has, entice former students back, and reduce the costs of marketing and services. CRM generally denotes a College-wide strategic initiative embracing all constituent-facing departments and even beyond. When the college's implementation is effective, people, processes, and technology work in synergy to increase efficiencies and effectiveness while reducing operational costs.

Organization Development (OD)

The college will pursue Organization Development (OD) as an planned, organization-wide internal review to increase College's effectiveness and viability. OD is neither "anything done to better an organization" nor is it "the training function of the organization"; it is a particular kind of change process designed to bring about a particular kind of end result. OD can involve interventions in the college's "processes," as well as organizational reflection, system improvement, planning, and self-analysis. The college will respond to change with this strategic initiative intended to change the beliefs, attitudes, values, and structure of organization so that the College can better adapt to new technologies, marketing and challenges, and the dizzying rate of change itself. In doing so, it will promote a strategic mindset that relies on a culture of evidence and promotes human capital.

Example #3: cross-cutting goals

Strategic Goals

Build Pathways

- Remove barriers to college.
- Create connections that raise personal aspirations of students and enable them to achieve their aspirations.
- Develop and renew programs.

Learning Assured

- Create optimal conditions for student learning.
- Partner with students to improve their contribution to achieving their potential.
- Close achievement gaps.

Invest in Each Other

- Strengthen our collaborative institutional culture to foster deep stewardship of our work.
- Support the professional development, career growth and healthy lives of Valencia's employees.

Partner with the Community

- Cooperate with community partners in meeting students' needs and college goals.
- Involve the College in meeting the community's needs and goals.

Goals from the 2011-15 CCCCD Strategic Plan

- Goal 1** **STUDENT LEARNING & SUCCESS**: Significantly improve the success of our diverse student body in pursuit of their educational and career goals with special emphasis on closing the student achievement gap.
- Goal 2** **COLLEGE AWARENESS & ACCESS**: Increase awareness of and equitable access to the Contra Costa Community College District for a changing and diverse population.
- Goal 3** **PARTNERSHIP FOR WORKFORCE & ECONOMIC DEVELOPMENT**: Support economic & workforce development through education & leadership in collaboration with government, community organizations business & industry.
- Goal 4** **ORGANIZATIONAL EFFECTIVENESS**: Improve the effectiveness of District-wide planning, operations, resource allocation & decision-making.
- Goal 5** **RESOURCE MANAGEMENT**: Provide sound stewardship of the Districts physical & fiscal assets to ensure a sustainable economic future consistent with our values, vision & mission.

Characteristics of good planning

- Invites engagement from the entire institution
- Encourages and orients collaboration
- Is actionable and helps prioritize activities
- Directs resources, focuses effort and frames choices

BREAK OUT #2

Your task: Consider the framing questions on the worksheet provided in your packets (Worksheet #2). Reflect on the best practices just reviewed, all the environmental evidence and the District's current strategic directions. Select someone from your table to write down any key phrases, words, concepts, or statements that your group feels addresses the questions.

Each table will be asked to report out aloud a summary of your discussions.

Report out from tables

Wrap Up & Next Steps

1. We will collect all the output from today's conversations, summarize the content and post it on the District web page next week
2. We will invite the entire District community to review the material and provide feedback by way of an on-line survey
3. We will collect the survey feedback and incorporate that into a summary of findings document and post it on the web
4. We will be meeting with planning groups at each college to share this information and collect further feedback

Wrap Up & Next Steps

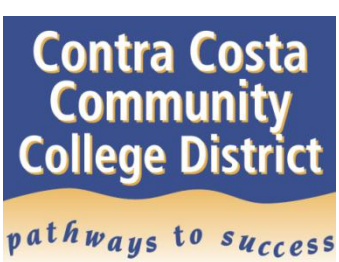
5. We will schedule and convene a second charrette this semester to review and refine the material collected today, on-line and from the colleges
6. Invitations to the second charrette will be extended to community stakeholders
7. A draft of the District Strategic Plan will be made available to all by the end of November
8. We are available to continue to work with each of the colleges as they leverage the District plan to develop their individual college strategic plans

Any final
thoughts?

THANK YOU!

THANK YOU!

THANK YOU!



If you have any questions related to the information presented here today don't hesitate to contact my office:

Gregory M Stoup

District Office of Research & Planning

Email: gstoup@4cd.edu

Tel: 925-229-6827

District Research Page: <http://www.4cd.edu/research/default.aspx>