

# Aligning District Planning Recommendations to College Goals

March 19, 2009  
College Planning Council  
Cañada College

Presented by:  
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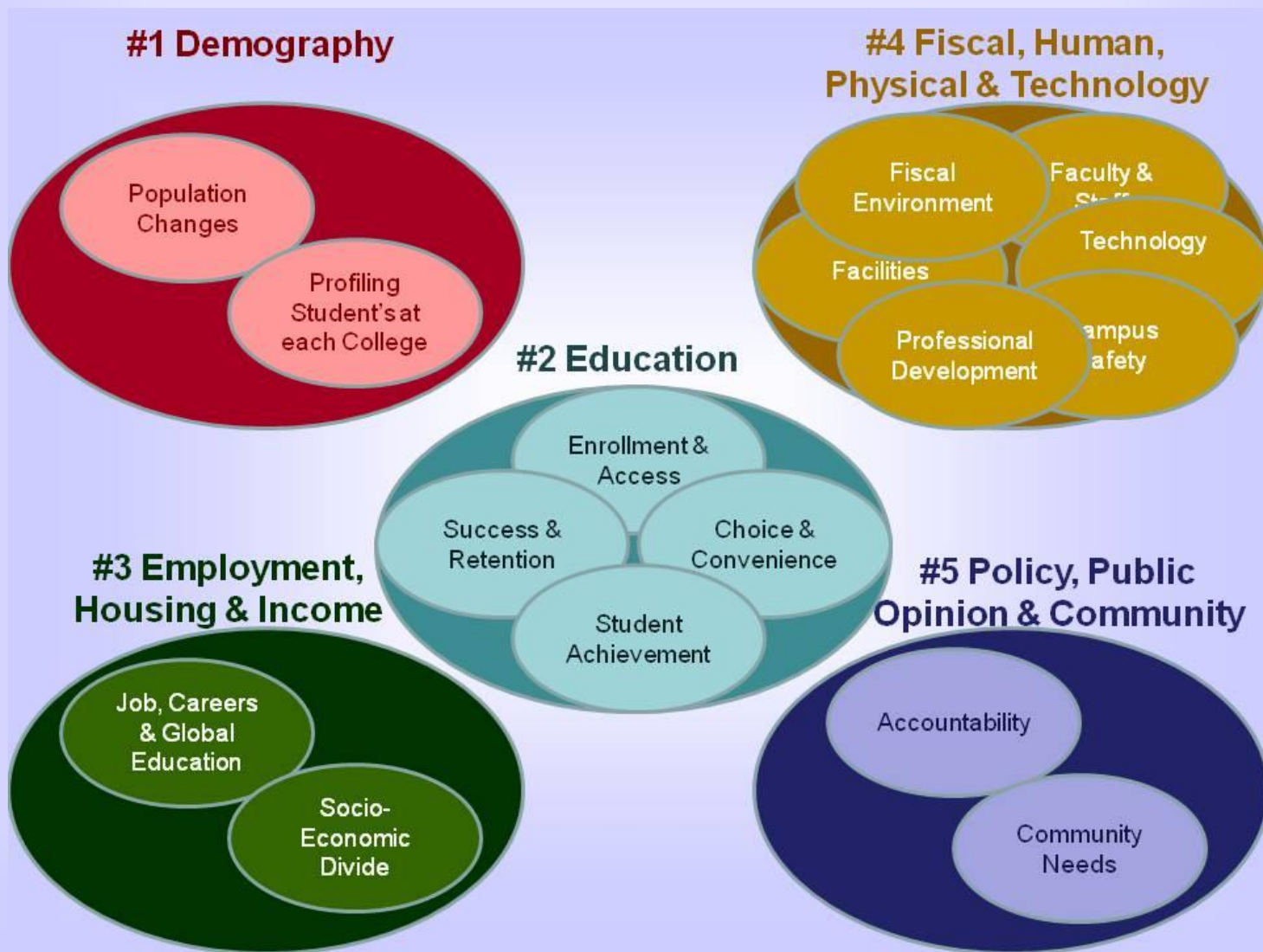
# 1. Our task

- Identify the top ten District Strategic Recommendations that most align with our College Mission and strategic goals as adopted by the College Planning Council in Fall 2007.
- Recall that in December 2008 the College Planning Council prioritized the 11 college goals and identified four Highest Priority Goals

# 2. The approach

- Use an alignment matrix to identify all the District Recommendations that link to Canada's four Highest Priority Goals
- Cull from the college wide survey the highest priority recommendations as identified by the survey respondents (N=38)
- Identify important intersections across the two lists and begin a dialog on how to select a list of ten.

# A Profile of the District's 53 Strategic Planning Recommendations



# Cañada College's 11 Strategic Goals

**1. Institutionalize data-driven decision making**

**5. Transfer rate & persistence of transfer students**

**9. Educational environment that fosters civic engagement**

**2. Develop new programs to meet community needs**

**6. Strengthen workforce programs through research & partnerships**

**10. Faculty & Staff development**

**3. Plan by using demographic & economic trends**

**7. Seek new revenue sources to seed new programs**

**11. Increase # of degrees & certificates awarded**

**4. Basic Skills success, retention & persistence**

**8. Develop & strengthen external partnerships**

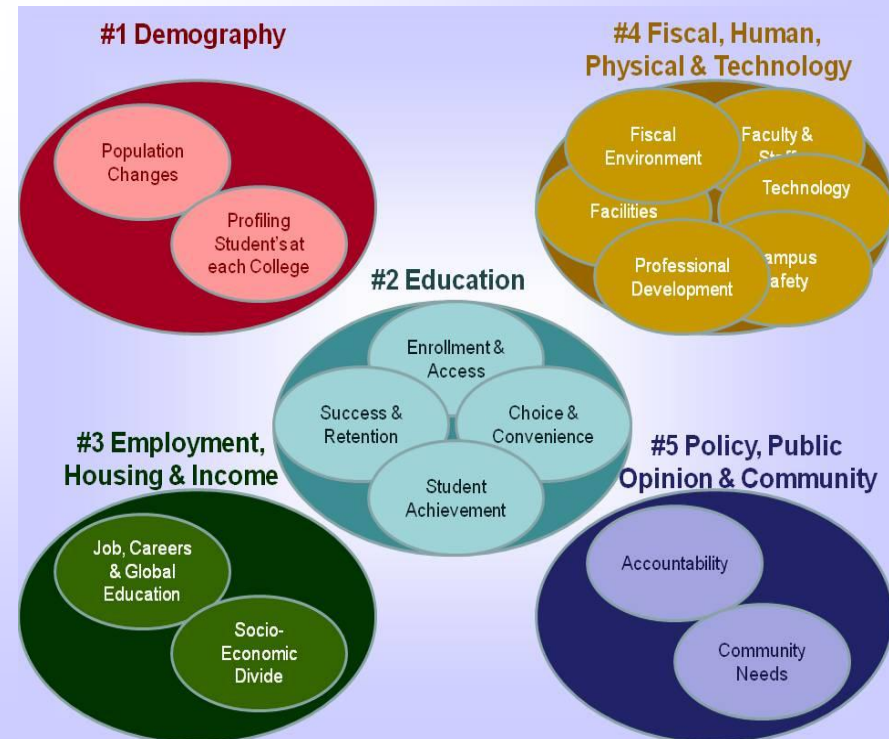
# Today's Exercise



## Canada's 11 Goals

1. Institutionalize data-driven decision making
2. Develop new programs to meet community needs
3. Plan by using demographic & economic trends
4. Basic Skills success, retention & persistence
5. Transfer rate & persistence of transfer students
6. Strengthen workforce programs through research & partnerships
7. Seek new revenue sources to seed new programs
8. Develop & strengthen external partnerships
9. Educational environment that fosters civic engagement
10. Faculty & Staff development
11. Increase # of degrees & certificates awarded

## The District's 53 Recommendations



# Results of CPC Prioritization Exercise

*N = 54*

**Total # of Votes Received**

**18**

**1. Institutionalize data-driven decision making**

**18**

**5. Transfer rate & persistence of transfer students**

**1**

*9. Educational environment that fosters civic engagement*

**1**

*2. Develop new programs to meet community needs*

**14**

**6. Strengthen workforce programs through research & partnerships**

**2**

*10. Faculty & Staff development*

**6**

*3. Plan by using demographic & economic trends*

**3**

*7. Seek new revenue sources to seed new programs*

**3**

*11. Increase # of degrees & certificates awarded*

**31**

**4. Basic Skills success, retention & persistence**

**6**

*8. Develop & strengthen external partnerships*



# A starting point



For our Top 4 college goals

Identify the District goals that support them

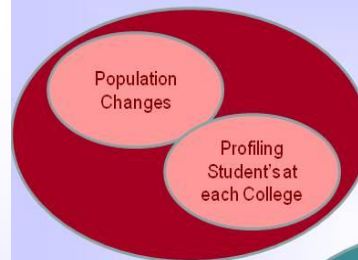
**1. Institutionalize data-driven decision making**

**5. Transfer rate & persistence of transfer students**

**4. Basic Skills success, retention & persistence**

**6. Strengthen workforce programs through research & partnerships**

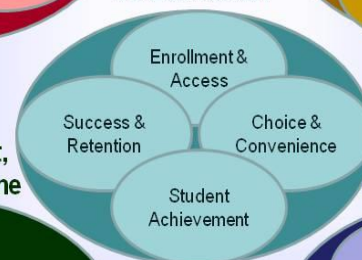
## #1 Demography



## #4 Fiscal, Human, Physical & Technology



## #2 Education



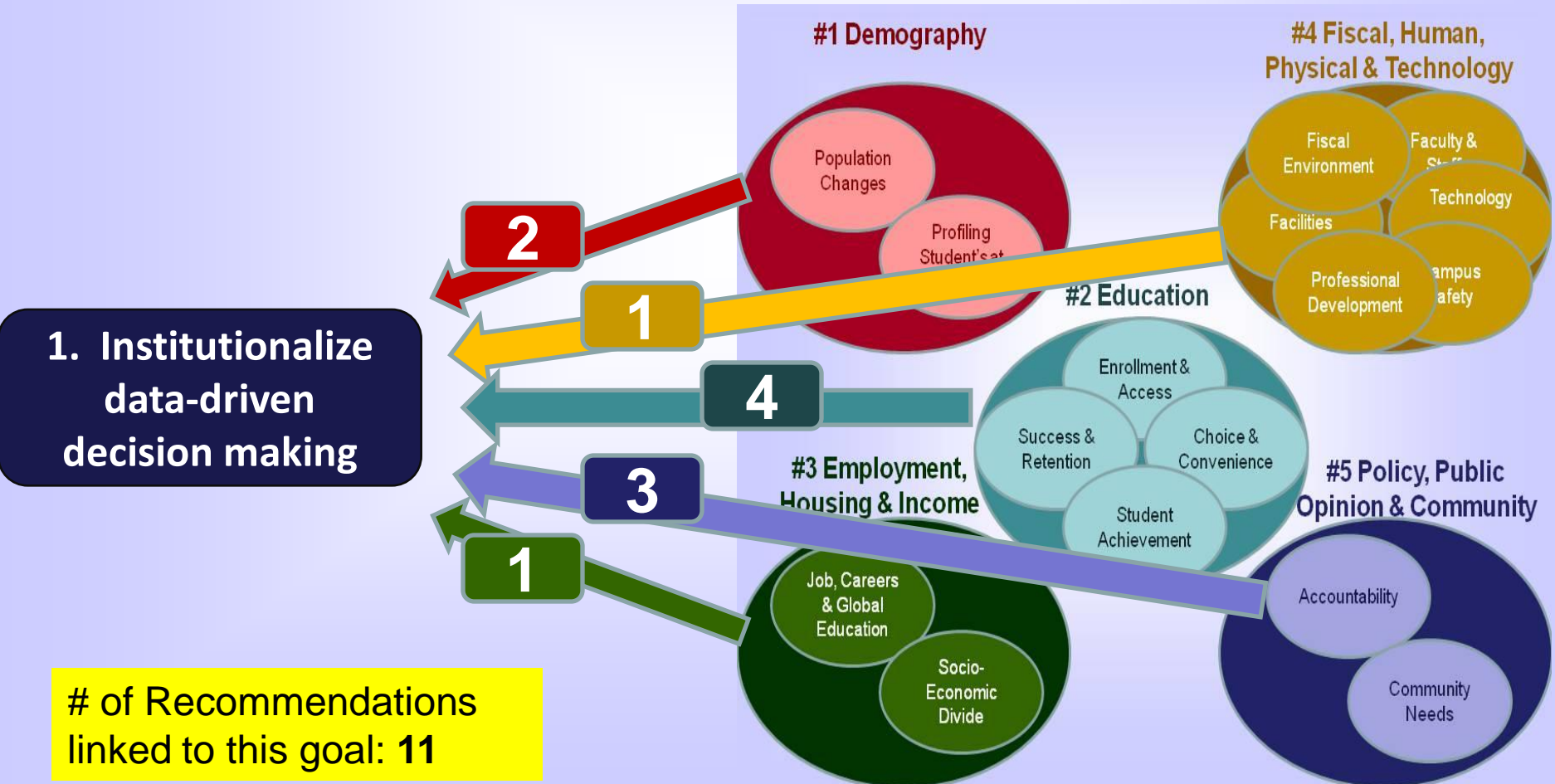
## #3 Employment, Housing & Income



## #5 Policy, Public Opinion & Community



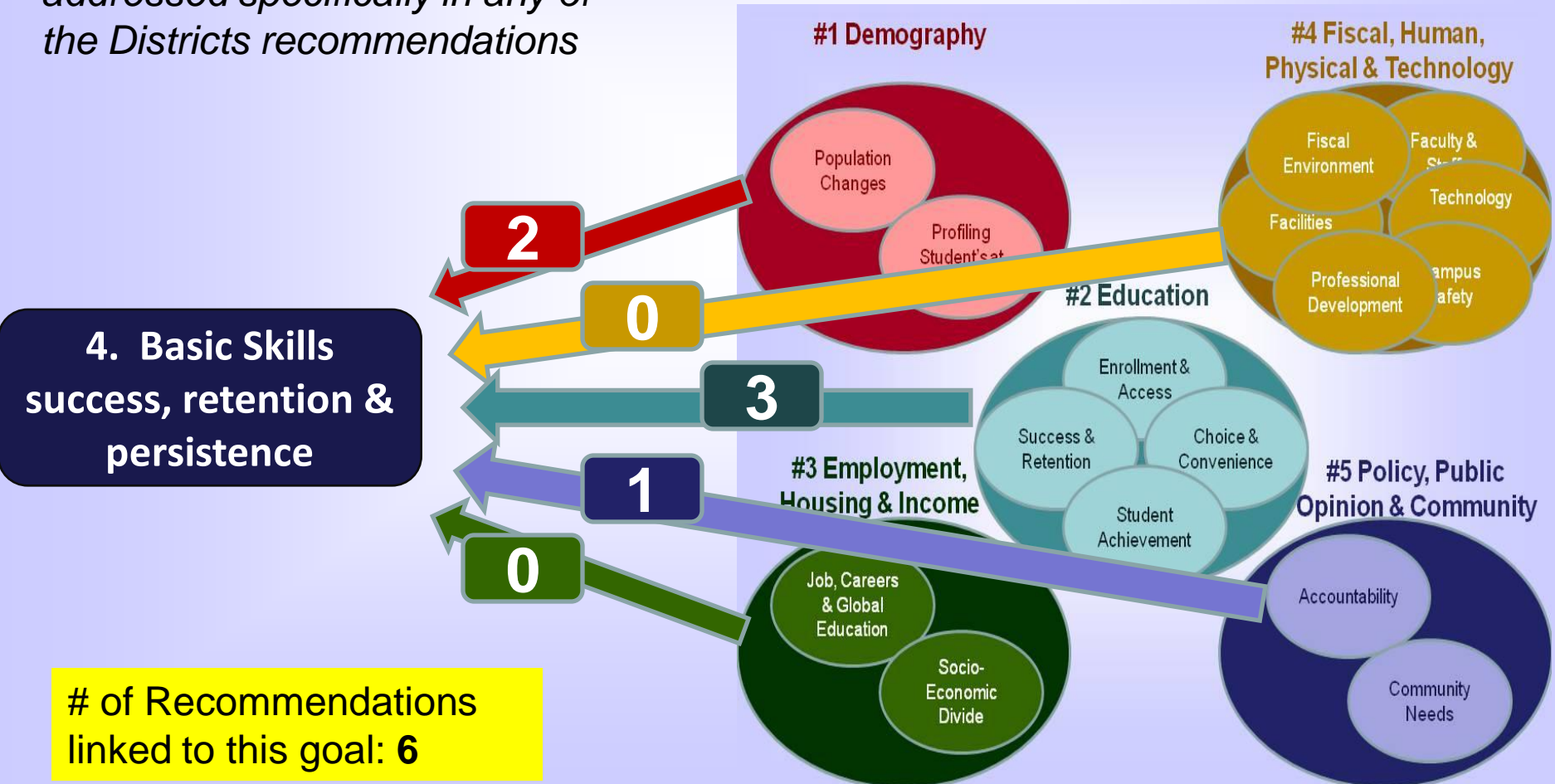
# Cañada College Goal #1: Institutionalize data-driven decision making



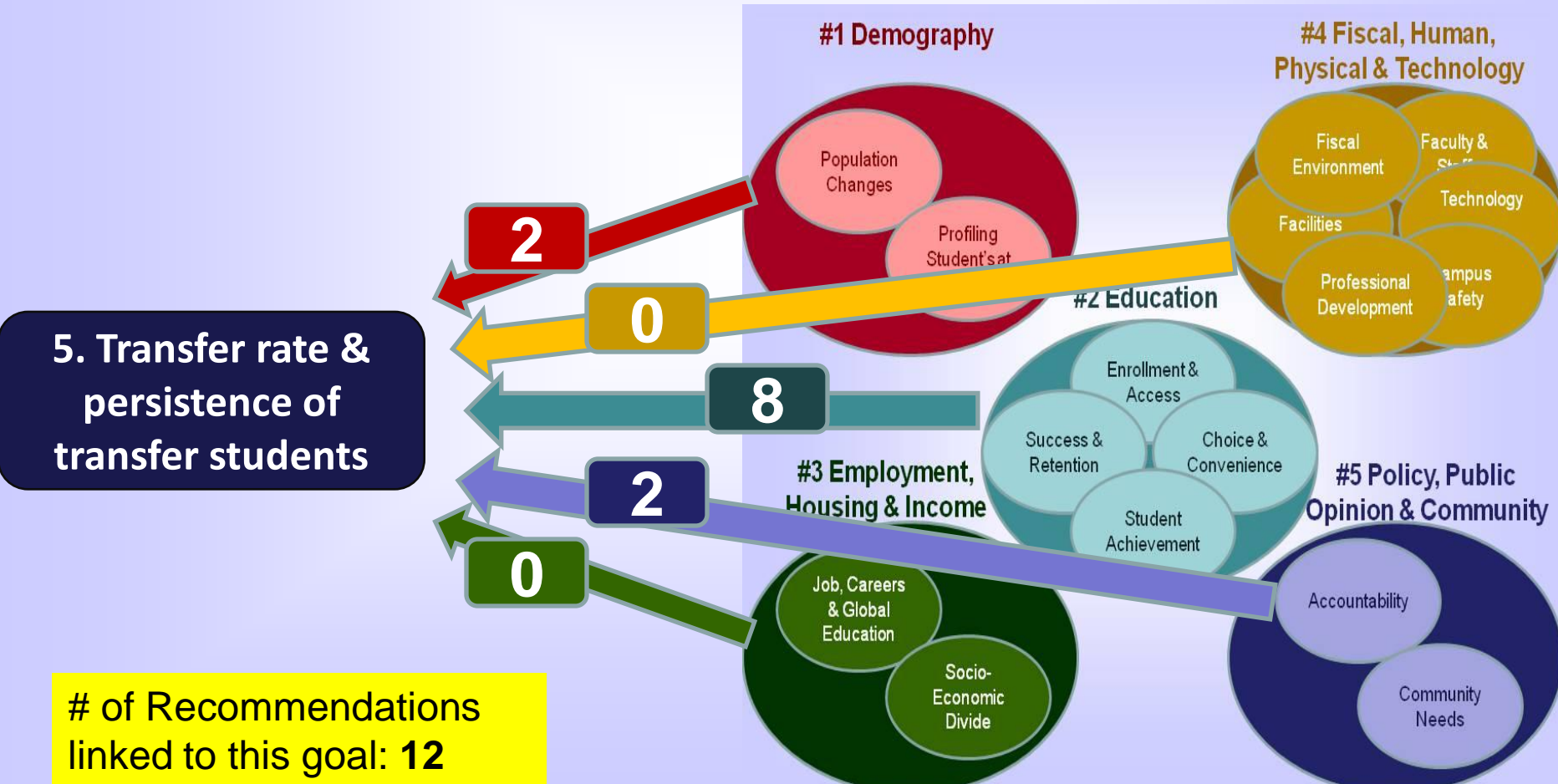


# Cañada College Goal #4: Basic Skills success, retention & persistence

*Note: Basic Skills is not addressed specifically in any of the Districts recommendations*

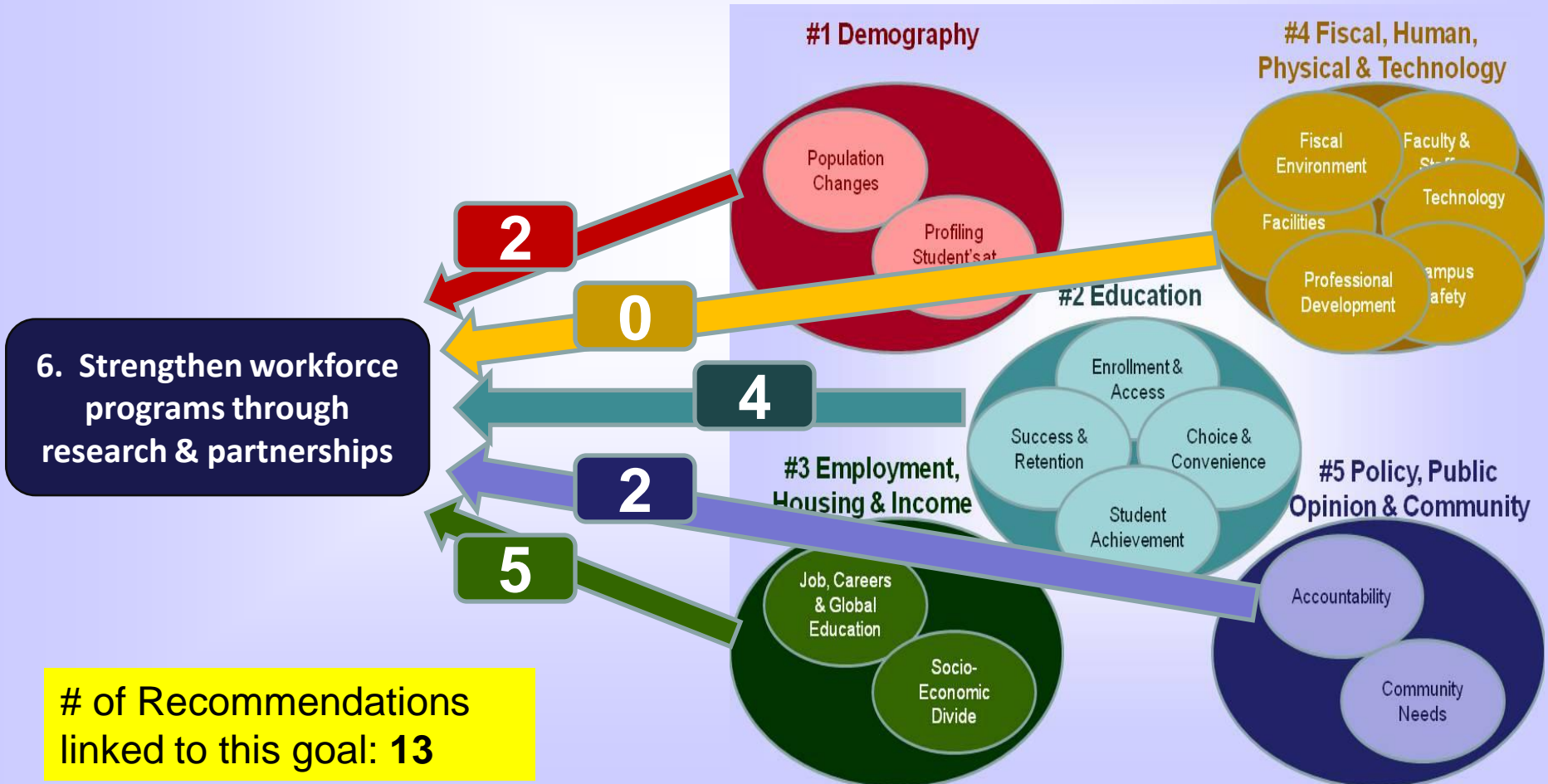


# Cañada College Goal #5: Transfer rate & persistence of out transfer students



# Cañada College Goal #6: Strengthen workforce programs

## Strengthen workforce programs



# Cañada College's top 4 goals are linked to 22 unique district recommendations

22

**1. Institutionalize data-driven decision making**

**5. Transfer rate & persistence of transfer students**

**4. Basic Skills success, retention & persistence**

**6. Strengthen workforce programs through research & partnerships**

## #1 Demography

Population Changes

Profiling Student's at each College

## #4 Fiscal, Human, Physical & Technology

Fiscal Environment

Faculty & Staff

Facilities

Technology

Professional Development

Campus Safety

## #2 Education

Enrollment & Access

Success & Retention

Choice & Convenience

Student Achievement

## #3 Employment, Housing & Income

Job, Careers & Global Education

Socio-Economic Divide

## #5 Policy, Public Opinion & Community

Accountability

Community Needs

List of the 22 Recommendations on next page...



# 22 Recommendations linked to Top Goals

## 1 Demography

**1.1a** Develop and implement an enrollment management plan at each College to address the need for systematic outreach and retention strategies.

**1.2a** Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

**1.1c** Provide a comprehensive and cohesive set of course and program offerings that respond to the needs of the senior population/lifelong learners.

## 2 Education

**2.1a** Focus enrollment planning efforts on the key populations needing to be served as determined by research.

**2.1b** Conduct the necessary research to understand the reason for the outward migration of County residents and declining population participation rate and develop mitigating strategies.

**2.1c** Continue carefully designed marketing and outreach.

**2.2a** Identify gaps in student educational achievement. Develop holistic approaches designed to retain students, including approaches in teaching, intervention, learning styles, financial aid and counseling.

**2.2d** Implement plans to utilize CalPASS to support inter-segmental faculty dialogue.

**2.3a** Streamline processes and practices to allow students seamless access to educational opportunities across the District.

**2.3b** Examine and coordinate program offerings across the District.

**2.3f** Support all three Colleges in their ability to provide a comprehensive program of instruction.

**2.4a** Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students.

**2.4b** Identify ways to further encourage and facilitate degree attainment.

**2.4c** Identify strategies for understanding and addressing the decreasing trend in transfers to CSUs.

### **3 Employment, Housing & Income**

**3.1a** Periodically convene leaders of the business and industry communities, government agencies, and community-based organizations to assess workforce & support development needs

**3.1b** Identify emerging workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.

**3.1c** Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.

**3.1d** Assess community and contract education needs.

**3.2a** Create additional partnerships between the Colleges and with business and industry to create and strengthen programs that adequately prepare students for the modern economy.

### **4. Fiscal, Human, Physical and Technology**

**4.2d** Develop staffing plans that recognize existing staffing resources in all employee categories and project future resource needs.

### **5. Policy, Public Opinions, and Community Needs**

**5.1a** Establish policies and planning activities that are coherent, transparent, and available to all stakeholders.

**5.1c** Provide extensive, integrated and coordinated research and planning efforts and resource allocation framework to support the improvement of teaching and learning.

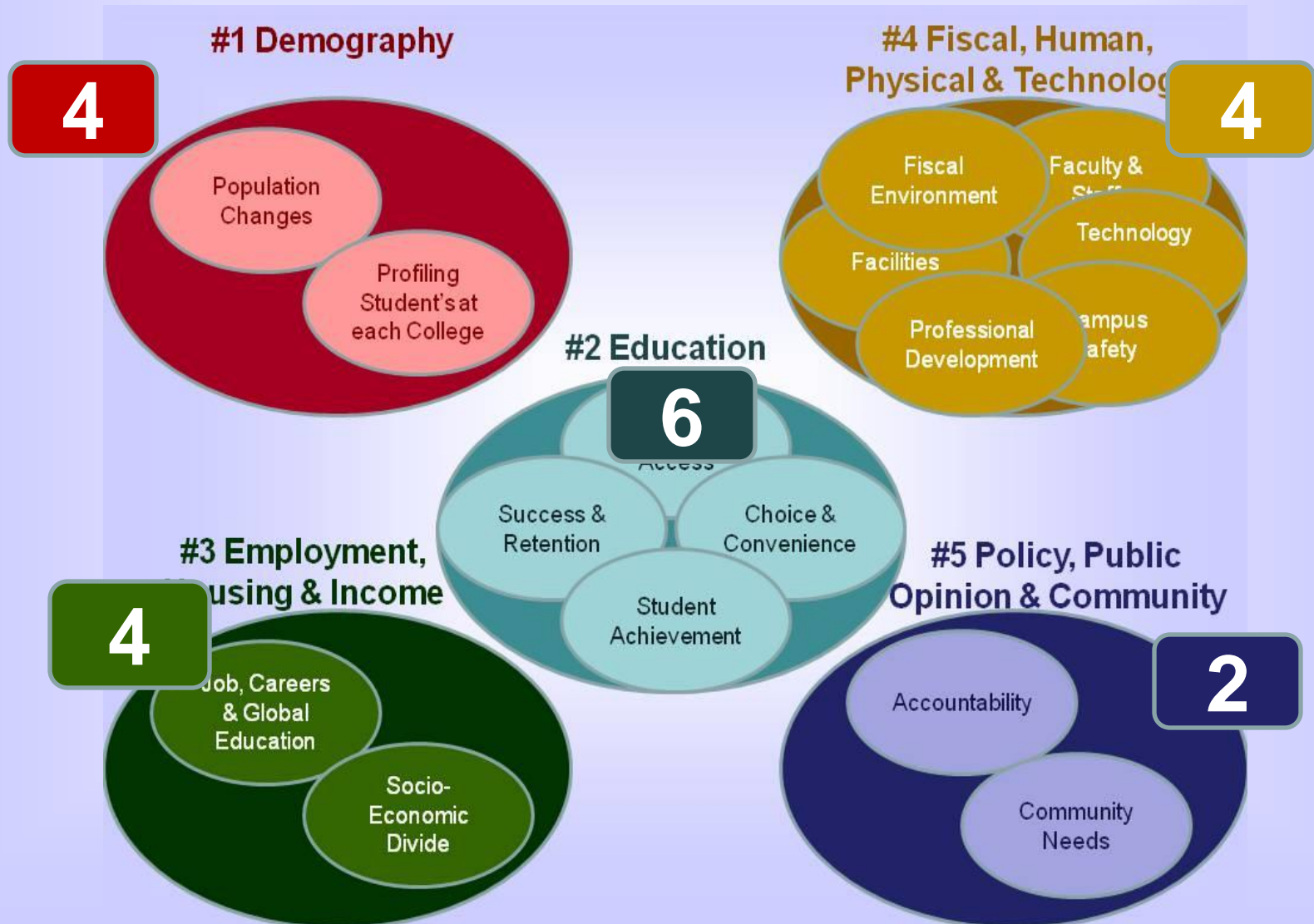
**5.2a** Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

**5.2b** Develop and implement systematic processes for soliciting and evaluating the needs of community residents, current students and partners in relation to College programs and services. Communicate feedback to faculty and staff, and develop strategies for improving programs and services.



# Preliminary Results from our **College Survey**

Distribution of Top Twenty Recommendations by Categories



# Results from our Survey

# of Votes  
Received

Most selected Recommendations (N=38)

34

**2.2a** Identify gaps in student educational achievement. Develop holistic approaches designed to retain students, including approaches in teaching, intervention, learning styles, financial aid and counseling.

34

**4.2a** Continue to provide competitive salary schedules and benefits that attract and retain employees.

31

**1.1a** Develop and implement an enrollment management plan at each College to address the need for systematic outreach and retention strategies.

30

**5.2a** Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

30

**1.1b** Continue to strengthen the College Connection program (concurrent high school student initiatives) as a way to encourage high school students to attend college.

29

**3.1b** Identify emerging workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.

28

**3.1c** Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.

28

**4.1c** Pursue additional state, federal, philanthropic, and corporate funding.

28

**2.1c** Continue carefully designed marketing and outreach.

# Results from our Survey

Most selected Recommendations (N=38)

# of Votes  
Received

27

**3.2a** Create additional partnerships between the Colleges and with business and industry to create and strengthen programs that adequately prepare students for the modern economy..

26

**1.2a** Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

26

**1.2b** Develop a holistic diversity framework that supports the access and success of diverse student populations, promotes institutional vitality and viability, and serves all students equitably.

26

**2.2b** Build more partnerships and bridges with Pre-K through 16 educational leaders and strengthen the College Connection program as a way to encourage high school students to attend college.

25

**4.3d** Work with regional public transit authorities to improve access to our campuses.

25

**4.5a** Strengthen professional and academic development opportunities for faculty and staff.

24

**2.4a** Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students.

24

**2.3e** Based on student needs, investigate the feasibility of an alternative academic calendar, block scheduling, weekend programs, and short courses.

24

**5.2b** Develop and implement systematic processes for soliciting and evaluating the needs of community residents, current students and partners in relation to College programs and services. Communicate feedback to faculty and staff, and develop strategies for improving programs and services.

# The intersection of recommendations from the alignment exercise and the college wide survey yielded the following ten recommendations.

**1.1a** Develop and implement an enrollment management plan at each College to address the need for systematic outreach and retention strategies.

**1.2a** Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

**2.1c** Continue carefully designed marketing and outreach.

**2.2a** Identify gaps in student educational achievement. Develop holistic approaches designed to retain students, including approaches in teaching, intervention, learning styles, financial aid and counseling.

**2.4a** Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students..

**3.1b** Identify emerging workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.

**3.1c** Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.

**3.2a** Create additional partnerships between the Colleges and with business and industry to create and strengthen programs that adequately prepare students for the modern economy.

**5.2a** Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

**5.2b** Develop & implement systematic processes for soliciting and evaluating the needs of community residents, current students & partners in relation to College programs & services. Communicate feedback to faculty and staff, and develop strategies for improving programs & services.

# Selecting our Top 10 Recommendations

## Some Suggestions

- Start with the 10 recommendations common to both the survey and the alignment method.
- Look to the remaining recommendations on both lists and identify additional worthy candidates.
- Identify pairs or bundles of recommendations that reinforce on another ; give priority to district recommendations that support multiple college goals
- Discuss each recommendation and poll the room.

# Council Exercise: Select and Cull

## Recommendations common to both methods

- 1.1a
- 1.2a
- 2.1c
- 2.2a
- 2.4a
- 3.1b
- 3.1c
- 3.2a
- 5.2a
- 5.2b

## Other Recommendations to consider

- 1.1b
- 2.1a
- 2.1b
- 2.3b
- 2.3f
- 4.1c
- 4.2d
- 5.1c

List was generated from feedback in an open forum discussion at College Council. Recommendations came from both Council members and the general audience



After discussion & deliberation the College Planning Council settled on this list of ten

**Canada's Top Ten  
District Planning  
Recommendations**

(not sorted by priority)

- 1.2a
- 2.2a
- 2.3b
- 2.4a
- 3.1b
- 3.1c
- 4.2d
- 5.1c
- 5.2a
- 5.2b

# Cañada College 's Top Ten Recommendations

## Final List (grouped by section)

**1.2a** Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

**2.2a** Identify gaps in student educational achievement. Develop holistic approaches designed to retain students, including approaches in teaching, intervention, learning styles, financial aid and counseling.

**2.3b** Examine and coordinate program offerings across the District.

**2.4a** Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students.

**3.1b** Identify emerging workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.

**3.1c** Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.

**4.2d** Develop staffing plans that recognize existing staffing resources in all employee categories and project future resource needs.

**5.1c** Provide extensive, integrated and coordinated research and planning efforts and resource allocation framework to support the improvement of teaching and learning.

**5.2a** Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

**5.2b** Develop & implement systematic processes for soliciting and evaluating the needs of community residents, current students & partners in relation to College programs & services. Communicate feedback to faculty and staff, and develop strategies for improving programs & services.

Well done

Thank You

# REFERENCE MATERIAL FOR EXERCISE

# Detailed listing of Cañada College Strategic Goals

**Goal One:** Base all curricular and programming decisions on data-driven strategies.

**Goal Two:** Develop new programs and strengthen existing programs to meet our community and business needs.

**Goal Three:** Develop programs and recruit students that respond directly to the current and projected demographic and economic trends in the College's Service Area.

**Goal Four:** Improve success, retention, and persistence of students who are in basic skills classes, including English as a Second Language

**Goal Five:** Improve the persistence and transfer rate of students enrolled in transferable courses.

**Goal Six:** Cañada College will support and strengthen the workforce program which receives a strong response from the community. Through research and sustained interaction with the business community Cañada College will pursue new programs and courses which reflect the dynamic occupational and specific needs of the Bay Area economy.

**Goal Seven:** Increase entrepreneurial actions cross the College by seeking new revenue sources.

**Goal Eight:** Develop and strengthen external collaborative relationships and partnerships.

**Goal Nine:** Build an educational environment that fosters passion for education, and the leadership and the personal skills necessary for civic engagement/ participation.

**Goal Ten:** Provide new and expanded opportunities for faculty and staff development which support an atmosphere of excellence in academics and student support services.

**Goal Eleven:** Improve number of certificate and degree awards.

# Detailed listing of SMCC District Strategic Planning Recommendations

## 1 Demography

### 1.1 Population Changes

**1.1a** Develop and implement an enrollment management plan at each College to address the need for systematic outreach and retention strategies.

**1.1b** Continue to strengthen the College Connection program (concurrent high school student initiatives) as a way to encourage high school students to attend college.

**1.1c** Provide a comprehensive and cohesive set of course and program offerings that respond to the needs of the senior population/lifelong learners.

### 1.2 Different Student Profiles at each College

**1.2a** Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

**1.2b** Develop a holistic diversity framework that supports the access and success of diverse student populations, promotes institutional vitality and viability, and serves all students equitably.



# Detailed listing of SMCC District Strategic Planning Recommendations

## 2 Education

### 2.1 Enrollment & Access

**2.1a** Focus enrollment planning efforts on the key populations needing to be served as determined by research.

**2.1b** Conduct the necessary research to understand the reason for the outward migration of County residents and declining population participation rate and develop mitigating strategies.

**2.1c** Continue carefully designed marketing and outreach.

### 2.2 Student Success & Retention

**2.2a** Identify gaps in student educational achievement. Develop holistic approaches designed to retain students, including approaches in teaching, intervention, learning styles, financial aid and counseling.

**2.2b** Build more partnerships and bridges with Pre-K through 16 educational leaders and strengthen the College Connection program as a way to encourage high school students to attend college.

**2.2c** Offer a third Middle College high school in the District.

**2.2d** Implement plans to utilize CalPASS (California Partnership for Achieving Student Success) to support inter-segmental faculty dialogue.

**2.2e** Develop and maintain vibrant student life programs.

# Detailed listing of SMCC District Strategic Planning Recommendations

## 2 Education Cont.

### 2.3 Choice & Convenience

**2.3a** Streamline processes and practices to allow students seamless access to educational opportunities across the District.

**2.3b** Examine and coordinate program offerings across the District.

**2.3c** Develop and implement the SMCCCD Distance Education Strategic Plan and the corresponding College plans to respond to the community demand.

**2.3d** Expand the upper division higher education opportunities provided by the University Center.

**2.3e** Based on student needs, investigate the feasibility of an alternative academic calendar, block scheduling, weekend programs, and short courses.

**2.3f** Support all three Colleges in their ability to provide a comprehensive program of instruction.

### 2.4 Student Achievement

**2.4a** Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students.

**2.4b** Identify ways to further encourage and facilitate degree attainment.

**2.4c** Identify strategies for understanding and addressing the decreasing trend in transfers to CSUs.

# Detailed listing of SMCC District Strategic Planning Recommendations

## 3 Employment, Housing & Income

### 3.1 Jobs Careers and Global Education

**3.1a** Periodically convene leaders of the business and industry communities, government agencies, and community-based organizations to assess workforce development needs and to support the endeavors of the Colleges to address them.

**3.1b** Identify emerging workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.

**3.1c** Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.

**3.1d** Assess community and contract education needs.

**3.1e** Examine, enhance and expand green course and program offerings.

**3.1f** Expand international education and incorporate successful international student and study abroad programs into campus climate and curriculum.

### 3.2 Socio-economic Divide

**3.2a** Create additional partnerships between the Colleges and with business and industry to create and strengthen programs that adequately prepare students for the modern economy.

**3.2b** Increase financial aid awareness through the student outreach and enrollment processes.

# Detailed listing of SMCC District Strategic Planning Recommendations

## 4. Fiscal, Human, Physical and Technology

### 4.1 Fiscal Environment

**4.1a** Continue and expand initiatives and services that optimize enrollment.

**4.1b** Implement the SMCCCD Foundation business plan to increase its net asset value and to distribute more scholarships and grants.

**4.1c** Pursue additional state, federal, philanthropic, and corporate funding.

### 4.2 Faculty & Staff

**4.2a** Continue to provide competitive salary schedules and benefits that attract and retain employees.

**4.2b** Continue the District's role as a leader in taking effective measures to mitigate the high cost of housing.

**4.2c** Examine recruitment strategies and develop means to attract more applicants from diverse backgrounds for faculty and staff positions.

**4.2d** Develop staffing plans that recognize existing staffing resources in all employee categories and project future resource needs.

### 4.3 New Modernized & Sustainable Facilities

**4.3a** Allocate capital improvement funds in accord with College educational and facilities master plans, which respond to the teaching and learning needs of each College.

**4.3b** Continue to leverage capital improvement with state and local resources.

**4.3c** Incorporate consideration for the environment and health and safety in construction and building maintenance plans and strategies.

**4.3d** Work with regional public transit authorities to improve access to our campuses.

# Detailed listing of SMCC District Strategic Planning Recommendations

## **4. Fiscal, Human, Physical and Technology Cont.**

### **4.4 Changing Technology**

**4.4a** Implement College and District technology plans that support teaching and learning, and streamline the operational and governance processes of the District and the Colleges.

**4.4b** Review various College and District business processes to make the registration, scheduling, information sharing and other operational activities more efficient.

**4.4c** Plan for replacement of obsolete equipment.

### **4.5 Professional Development**

**4.5a** Strengthen professional and academic development opportunities for faculty and staff.

**4.5b** Strengthen faculty and staff development that supports activities to meet accreditation standards.

**4.5c** Continue to raise cultural awareness and to provide diversity training.

### **4.6 Safe Campus**

**4.6a** Demonstrate leadership in every aspect of student, faculty and staff protection through providing a professionally trained security force, developing and maintaining emergency response systems, and complying with all laws and regulations.

# Detailed listing of SMCC District Strategic Planning Recommendations

## 5. Policy, Public Opinions, and Community Needs

### 5.1 Accountability

**5.1a** Establish policies and planning activities that are coherent, transparent, and available to all stakeholders.

**5.1b** Include in all plans definitions and demonstration of student success to ensure that communication strategies at the District and College levels prominently showcase student success.

**5.1c** Provide extensive, integrated and coordinated research and planning efforts and resource allocation framework to support the improvement of teaching and learning.

### 5.2 Community Needs

**5.2a** Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

**5.2b** Develop and implement systematic processes for soliciting and evaluating the needs of community residents, current students and partners in relation to College programs and services. Communicate feedback to faculty and staff, and develop strategies for improving programs and services.