

Aligning District Planning Priorities to Cañada College Goals

March 19, 2009
College Planning Council
Cañada College

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SUMMARY

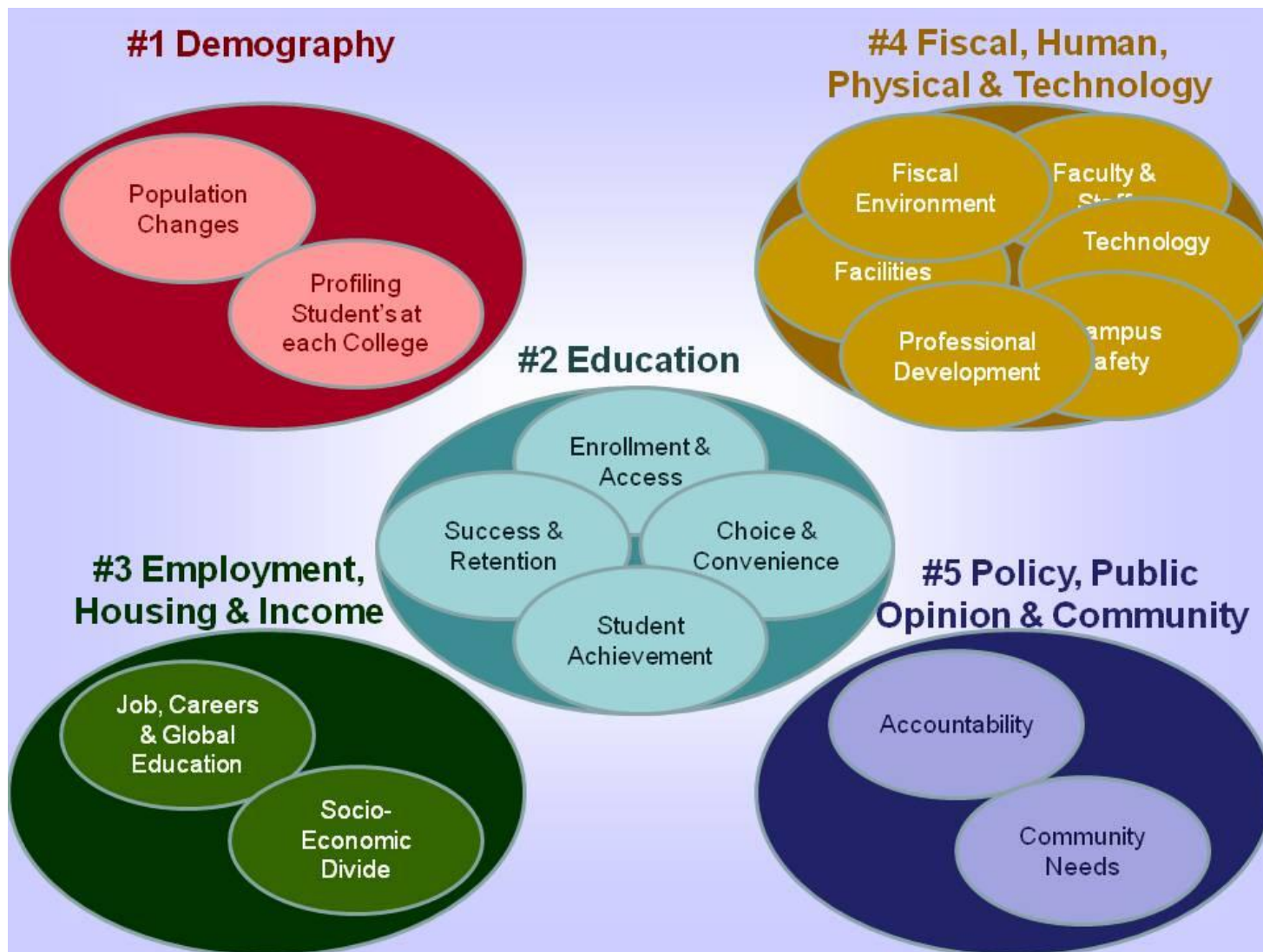
In Spring 2009 Cañada College undertook a series of campus-wide activities designed to identify points of alignment between the strategic missions of Canada College the San Mateo County District.

Cañada's Office of Planning & Research facilitated a series of open dialogues and exercises with the College Planning College to identify synergies between the strategic goals identified in Canada strategic plan and the strategic priorities represented in the SMCCCD strategic plan.

The CPC discussions were supplemented by a college wide survey of faculty & staff that helped identify which of the District's strategic priorities were considered most critical to the college's ability to fulfill its mission.

Later that Spring semester the Office of Planning & research summarized the feedback from the survey and the output generated from the CPC hosted dialogues and presented the CPC with this alignment map identifying a host of strategic linkages between the College & the District. The CPC formally adopted this map as a college guide and tool to help maintain strategic alignment between the College & the District.

A Profile of the District's 53 Strategic Planning Priorities



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

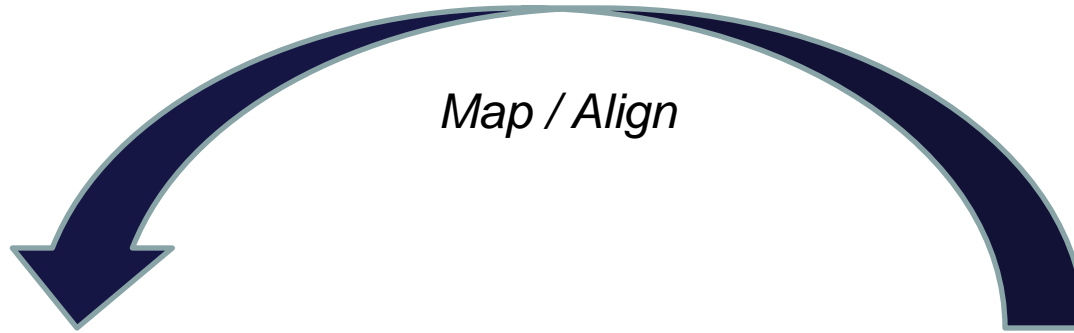
7. Seek new revenue sources to seed new programs

11. Increase # of degrees & certificates awarded

4. Basic Skills success, retention & persistence

8. Develop & strengthen external partnerships

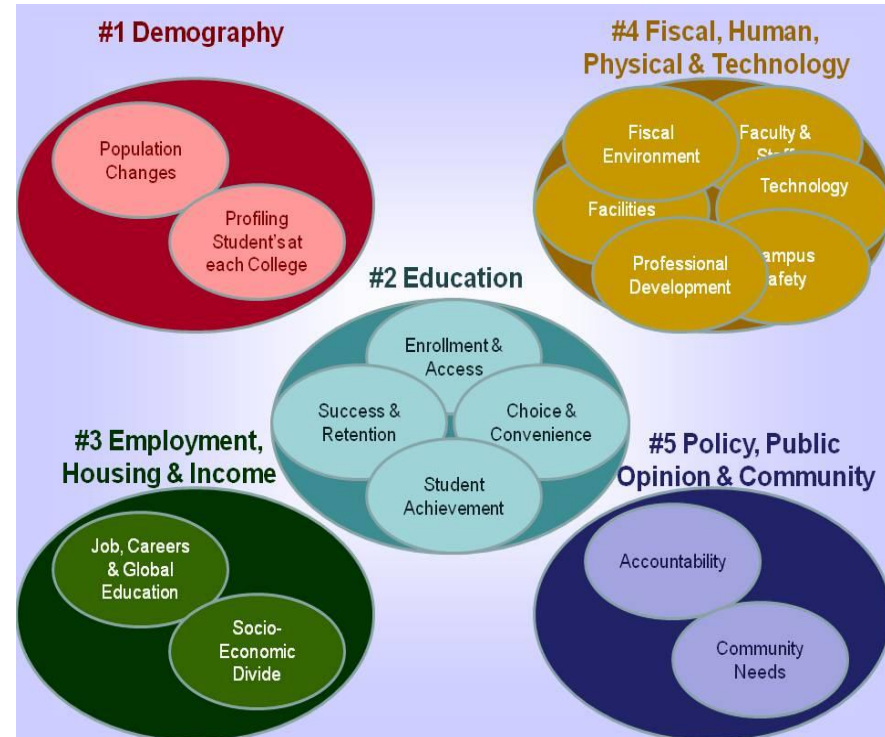
Today's Exercise



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

CPC dialogues & a College wide survey asked faculty & staff to prioritize the colleges 11 goals by selecting those they felt to be most crucial in the college's ability to complete its core mission

28

1. Institutionalize data-driven decision making

28

5. Transfer rate & persistence of transfer students

3

9. Educational environment that fosters civic engagement

5

2. Develop new programs to meet community needs

24

6. Strengthen workforce programs through research & partnerships

6

10. Faculty & Staff development

10

3. Plan by using demographic & economic trends

8

7. Seek new revenue sources to seed new programs

8

11. Increase # of degrees & certificates awarded

41

4. Basic Skills success, retention & persistence

11

8. Develop & strengthen external partnerships

Figures in red are total # of votes received

The Office of Planning & Research identified points of alignment between the colleges top four goals & the Districts 53 Strategic Priorities.



For our Top 4 college goals

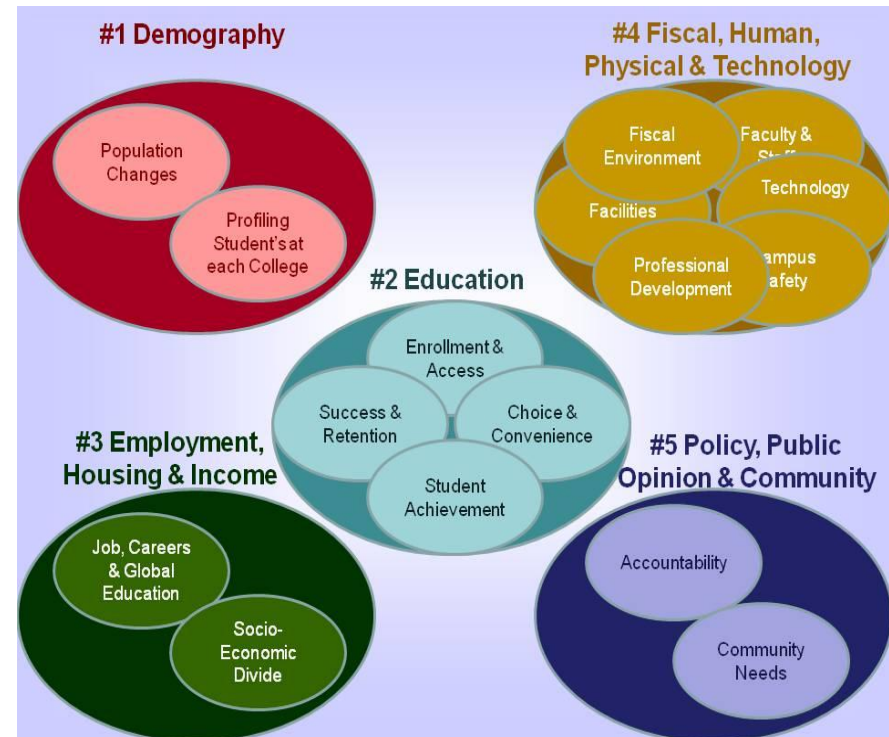
Identify the District goals that support them

1. Institutionalize data-driven decision making

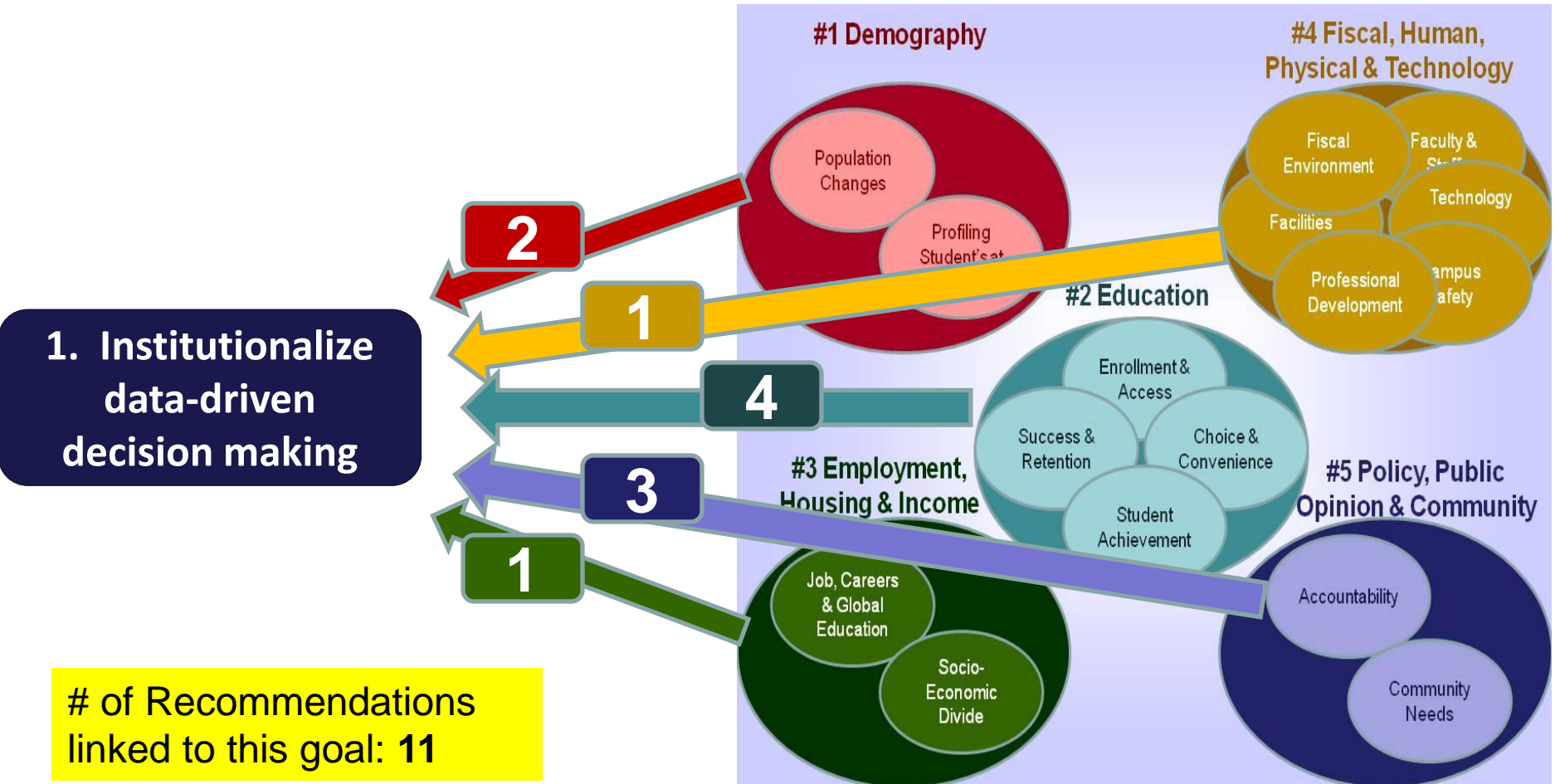
5. Transfer rate & persistence of transfer students

4. Basic Skills success, retention & persistence

6. Strengthen workforce programs through research & partnerships

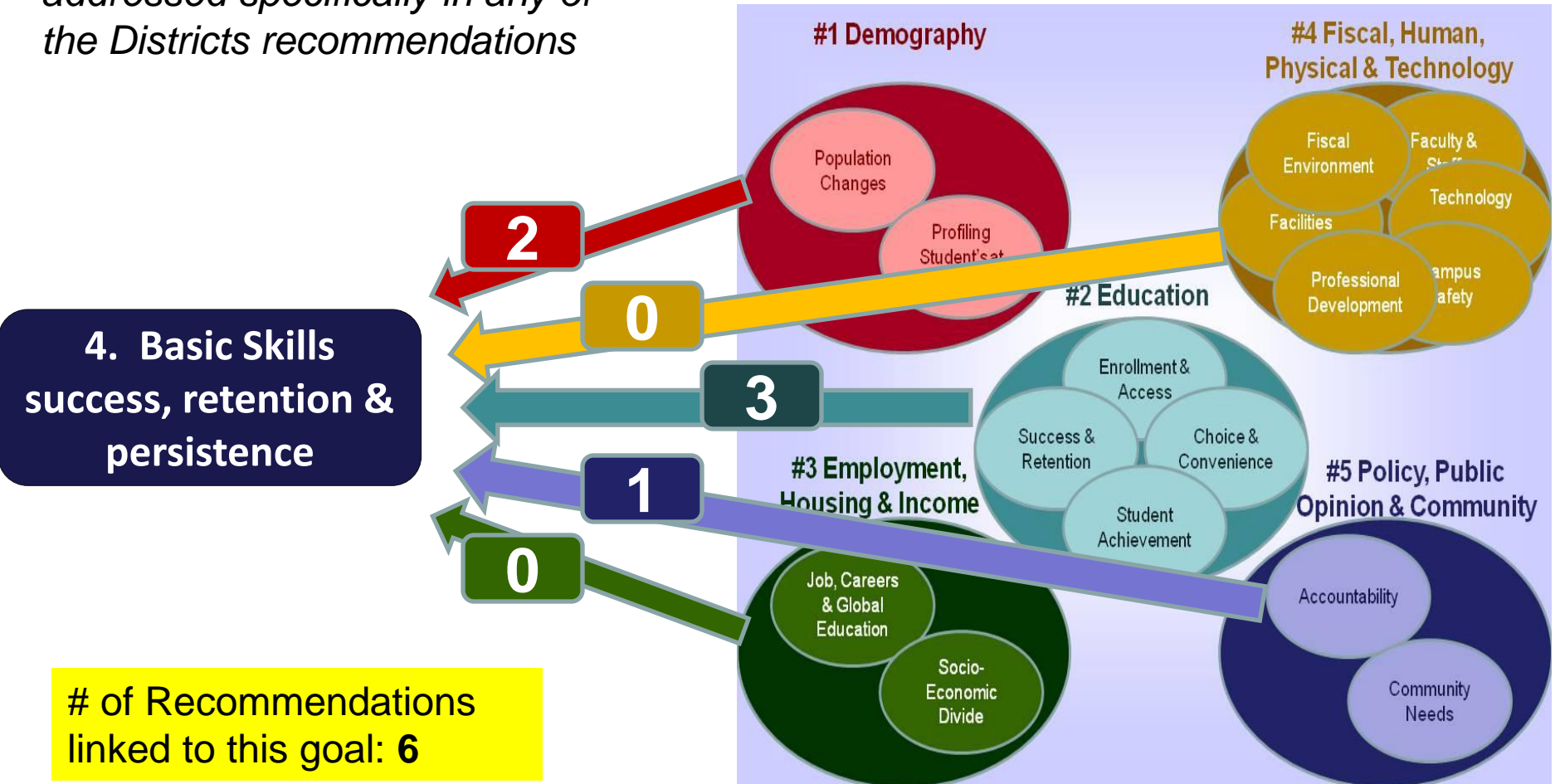


The District Strategic Priorities that support College Goal #1 *(Institutionalize data-driven decision making)*

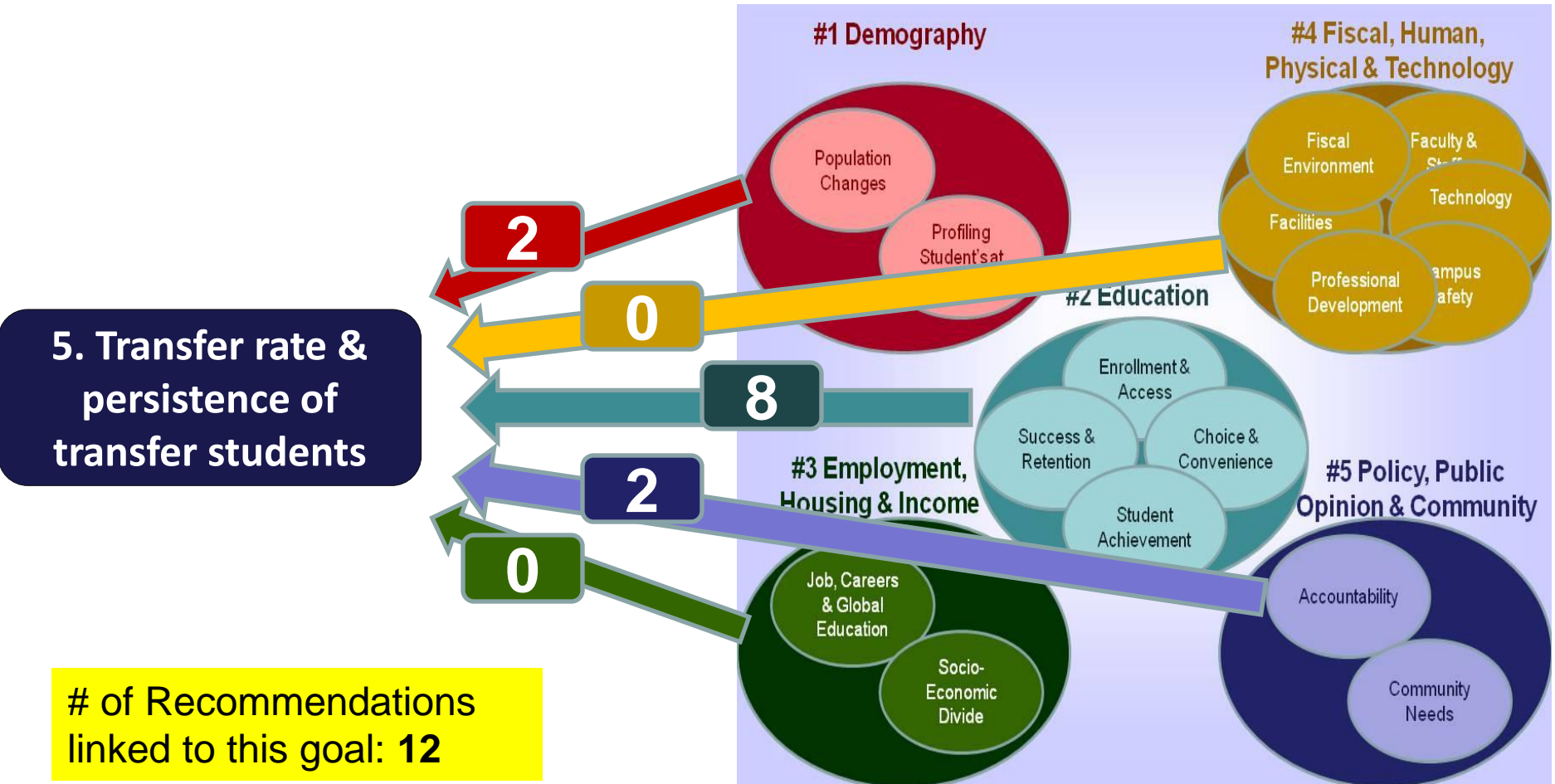


The District Strategic Priorities that support College Goal #4 (Basic Skills Success, Retention & Persistence)

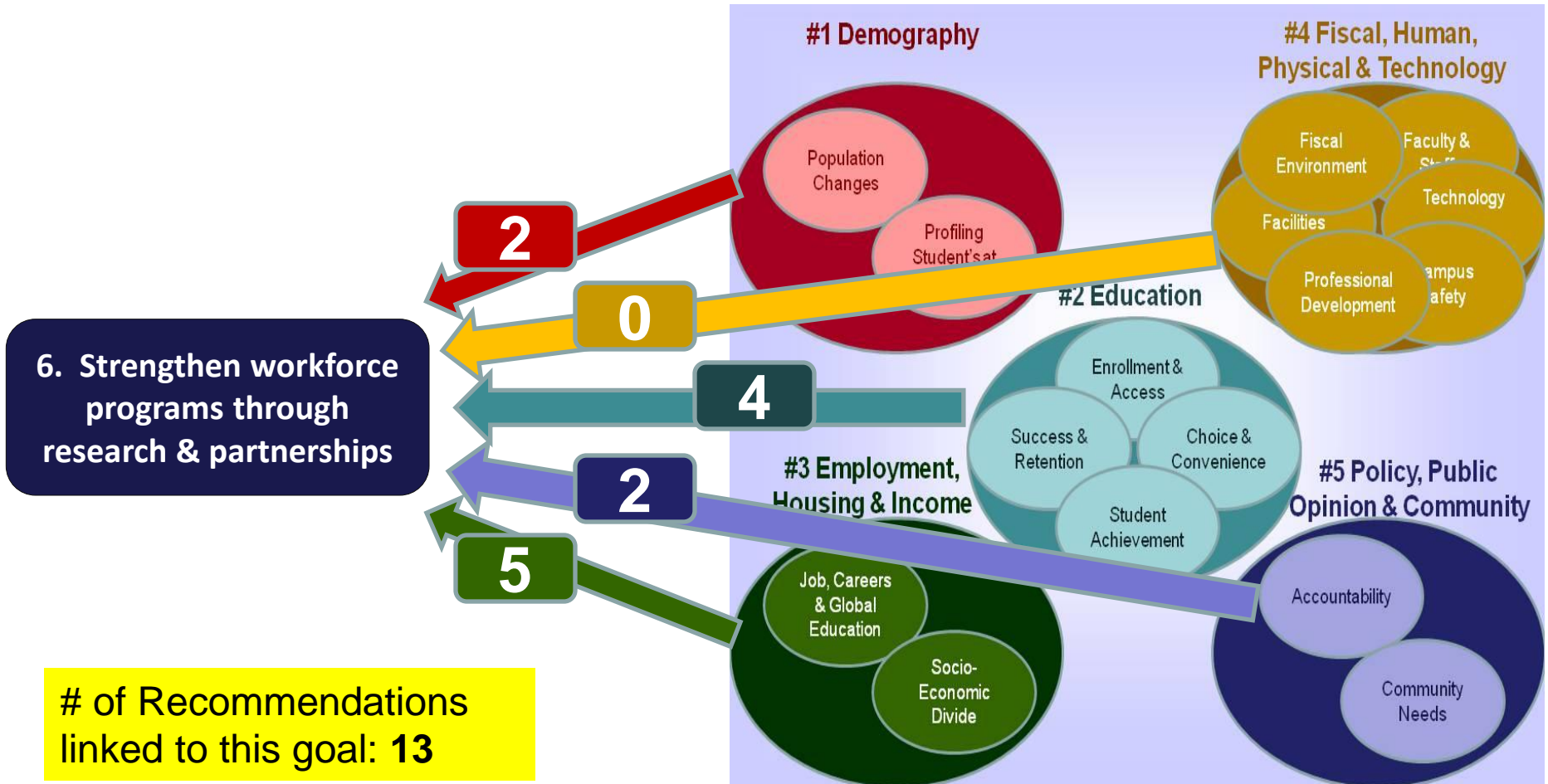
Note: Basic Skills is not addressed specifically in any of the Districts recommendations



The District Strategic Priorities that support College Goal #5 (Transfer Rate & Persistence of Transfer Students)



The District Strategic Priorities that support College Goal #6 (Strengthen Workforce Programs)



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



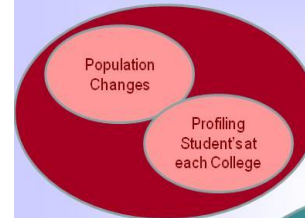
1. Institutionalize data-driven decision making

5. Transfer rate & persistence of transfer students

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6. Strengthen workforce programs through research & partnerships

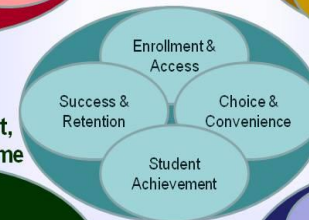
#1 Demography



#4 Fiscal, Human, Physical & Technology



#2 Education



#3 Employment, Housing & Income



#5 Policy, Public Opinion & Community



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.

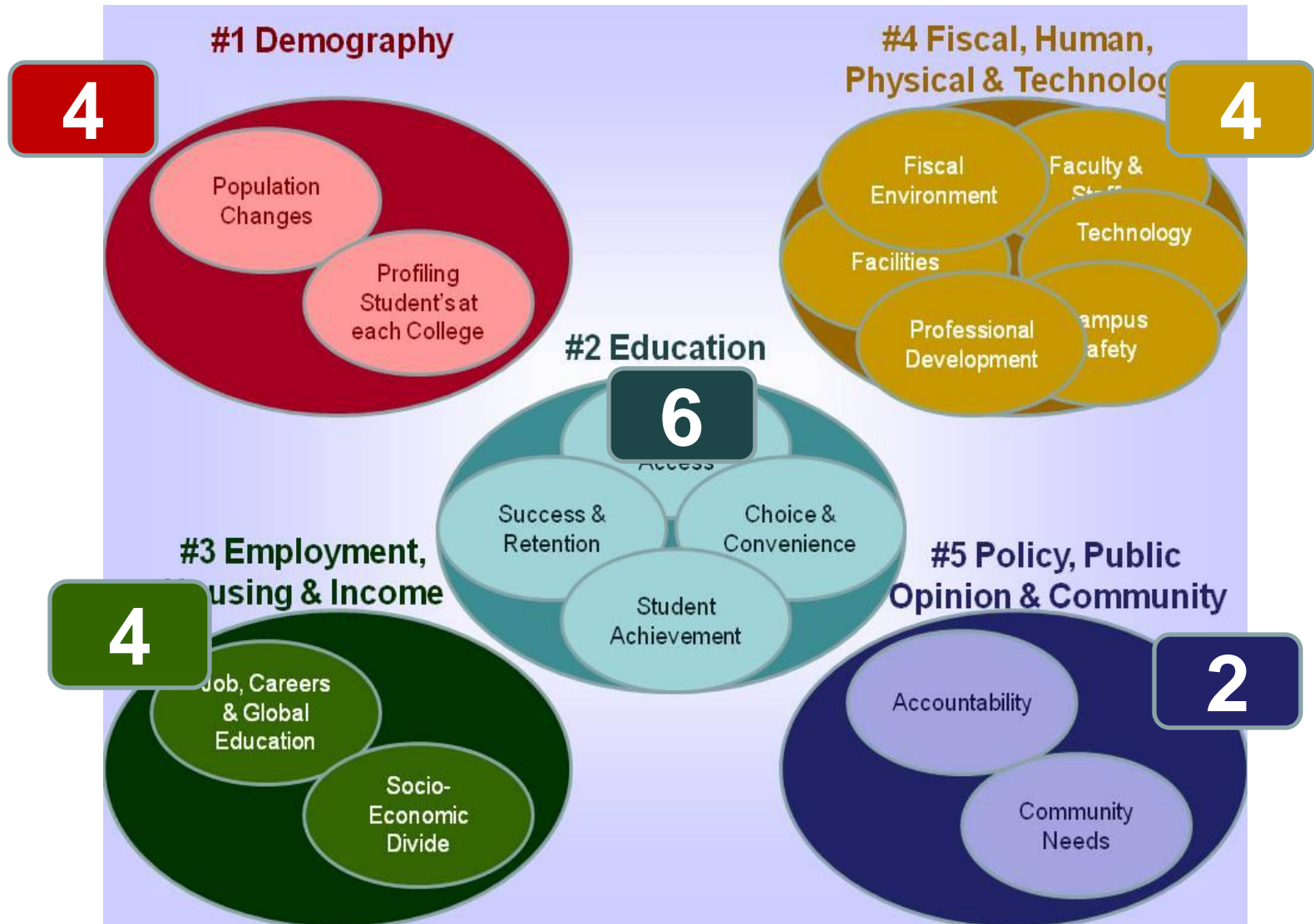
5.1c Provide extensive, integrated and coordinated research and planning efforts and resource allocation framework to support the improvement of teaching and learning.

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.

Results from our **College Survey**

Summary of the District Strategic Priorities receiving the most votes by college faculty & Staff



Results from our Survey

of Votes
Received

Most selected Recommendations (N=88)

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=88)

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.

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

Top Ten District Planning Priorities Identified by Canada College

(not sorted)

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

**District Strategic
Priorities listed on next
slide**



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.

THE NEXT FEW SLIDES CONTAIN
A COMPLETE LIST OF COLLEGE
GOALS AND SMCCCD DISTRICT
STRATEGIC PRIORITIES

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.