

Comments from Part I of Strategic Conversaton

Identify Priorities for Student Access and Success

What direction should the district and colleges/centers take to respond to this theme?

Student Success Task Force: keeping an eye on how is this going to be funded and implemented (fear of redirecting students in below college-level class, maintaining local college control)

1. Mandatory Orientation: All CSUs and universities have mandatory orientation to provide new students with guidelines on how to attend college
2. Guidance Studies
3. Adult Ed: an option for student in remedial levels, and not impacting financial aid
4. ~~Mandatory Assessment~~ (already mandated)
5. Supplemental Instruction: tutor to support students
6. Learning Communities: together with supplemental instructor is proven to be successful
7. Stream line the process: student Ed plan
8. Redefine Articulation Agreements
9. Outreach/ support services
10. On-going communication with high schools
11. Cohort Model
12. More counselors needed
13. De-centralized Student Services: each instructional division to have a counselor for academics and financial aid, a familiar face for students

Identify Priorities for Student Access and Success

Focus on success: be sure students have the tools needed to succeed, whether it be tutorial, etc.

14. Prepare students for work and those for transfer; success for different for different students
15. Define success for different students: different goals as some transfer some need vocational ed to prepare immediately for work
16. What tools or assessment to deal with different goals?

17. District Mission: basic skills, occ ed, transfer
18. Provide skills students want and are looking for without taking too long
19. Contextualize basic skills: different types of learners
20. Students don't always see importance of Math or English until they need it for another area
21. Move basic skills to actual application
22. Students would still meet requirements
23. Many students don't know their major
24. Students aren't aware of student services, support services, resources to help, don't know where to go
25. Make students aware of support services, such as educational plan
26. Students take unnecessary classes because lack of plan or unaware of services
27. Basic math and English to get students started
28. Ensure students are better prepared coming to us by working with the high schools
29. Create cohorts; some students not coming directly from high school, cohorts help in working with students in groups to take general ed courses
30. Question of resources to support services such as assessment; we have the tracks but what about students that don't fit into tracks; will we create additional tracks or force students into existing tracks; create a one stop shop to provide everything for students including child care
31. Need resources to support ideas/plans
32. Have many great "human" resources in the district to help solve problems instead of hiring outside consultants
33. How do we actually incorporate these ideas that have been repeated for many years but not enacted?
34. We have to do better

Develop Innovative Approaches to Education

1. Put course text books on e-file
2. Cohort based learning
3. Focus on basic skills early in the student's academic career
4. Additional distance education courses
5. Review the content and structure of online courses
6. Online courses can be confusing for students- need to rethink the course delivery
7. Three most important tools for blackboard: syllabus, finding documentation, grade check

8. Ability for students to access assignments online
9. Instructors provide information via a webpage developed by the instructor (best practice)
10. Instructors make software web enabled
11. Professional development for faculty utilizing technology e.g. blackboard in the classroom
12. Basic computer courses early in the student's academic career
13. Orientation video for students to go through for online courses
14. Take college courses at the high school to develop student's basic skills
15. More courses on a 9 week compressed schedule
16. Compressed course schedules, perhaps go from 18 weeks to 16 weeks
17. Expand online student services so students can have access to critical information prior to their matriculation to the college
18. Test at high school for E-prep
19. Update web pages for ease of student access
20. Comprehensive collaboration with the k-12 system

Develop Innovative Approaches to Education

21. Modular approaches to programs – quickly move through programs – 3 6-week sessions.
22. More technology in classrooms and new approaches for instruction – smartboard
23. Career Goals/pathways to guide scheduling
24. Reinvestigate learning communities – content based
25. Alignment with K-12 in curriculum and with support services so students have a better understanding of the college process
26. Providing training opportunities for students learn to use technology (Blackboard, twitter, etc.)
27. Utilizing social media

Identify Innovative Funding to Support District Budget

1. Collaborate with the EDC, corporations with vested interests and corporations of businesses for contract education to train employees.

2. Naming rights
3. Renting out of facilities-research and change our policy district wide
4. Filming on facilities-TV, commercials
5. Create a packet showcasing what we have to offer to present to producers.
6. Re-engineering the internal processes to make them more business friendly so that external business relationships can be fostered.
7. Tap into our alumni to continue the foundation lay during the centennial. There are a vast number of alumni that we could bring back
8. Sell our signature programs through the district
9. Tap into the advisory committees and councils. They can help provide support to the institutions.
10. Collaboration between College Centers and avoid duplication.
11. Optimize rental rates for the facilities. It would be a “win, win” for SCCCD and the community.

Potential Growth Areas

1. Health industry is where the potential growth will be.
2. Green friendly technology – jobs may not be here now, but in the future. We should get in front of the labor demand.
3. High speed rail – however, this is uncertain politically.
4. Hospitality/service
5. Special needs education
6. Ag. Tech
7. Problems:
8. Curriculum process can slow down our ability to adapt to labor market.
9. Constraints of traditional semester. We may need an alternative calendar. Private schools excel in this.
10. Transfer issues
11. Financial aid obstacles
12. Needs:
13. Designated and specialized support services
14. More online/hybrid courses
15. Employment services – internships, placement
16. Staff development
17. Certificates and clear pathways to both certificates and degrees
18. Need to market signature programs – less duplication of programs
19. Contextualizing basic skills and soft skills
20. Common curricula
21. Partnerships with Local Businesses:
22. Continue community bus tour of CTE areas
23. Economic Development Conferences
24. Adult Ed.:
25. Reg to go process for adult schools

Increase Signature Programs

1. Signature Program: What is it?
Each campus specializing in specific programs
Maximize resources, rather than dilute or compete with each other.
Ex. Police Academy, Nursing Program, Music Program, etc.
2. What will we need in the future?
Ex. WIB commercials, community advisory committees
Agreement on needs for industry
Focusing resources on specific programs that are needed.
3. Increase success/transfer rates
Cohort model helps get students in and out with higher success rates
Shuttle for transportation between campuses
Financial Aid requirements
4. Collaboration within district to define signature programs and increase programs that are student-centered. Come up with strategies to best serve students.

Strengthen Workforce Through a Greater Collaboration Between Programs and State/Local Manufacturers and Employers

1. Development of Internships.
2. Career Center support.
3. Audit our programs so that we know how they tie in with the labor market. Do we know the needs of the workforce?
4. Leverage faculty networking with industries.
5. Incorporate internships in grants when preparing them.
6. Organize Job Fairs on campus, 2x per year at least.

INCREASE COLLABORATION WITH K-12 & PRIVATE UNIVERSITIES TO MEET STUDENT NEEDS.

1. Identify where we are/what we're doing now.
2. Align curriculum with local high schools such as W/I & Clovis West
3. Private universities have "boutique majors," Hard to prepare students for that.

4. Align curriculum/offerings within District.
5. More consistency with placement tests.
6. Create model programs
7. Create TAGs with private universities
8. Pressure to apply SB 1440 to UCs
9. Standardized of courses & placement tests across District
10. Look at what other colleges/districts are doing.
11. Alignment of other courses (math, science)

Entrepreneurship

1. First we need to define what this mean
2. Second we need to create an environment for creating opportunities for Entrepreneurialism
3. Then we need to celebrate examples of entrepreneurial successes by students
4. We need to change our culture to allow students, staff and faculty and administration to feel like entrepreneurs and support their activities
5. We discussed partnerships with CSUF Entrepreneurial center for opportunities for our community
6. Public forums presenting Entrepreneurial ideas
7. Overall we need to change our climate district wide

Expanding services to meet the educational needs of Underserved population

1. Define underserved students:
 - a. Digital divide
 - b. DSPS
 - c. Accessibility
 - d. Compliance issues
 - e. Resources – EOPS etc.
 - f. Basic skills
 - g. Vocational/CTE population
 - h. Night students/working adults
 - i. Need to base on data to identify – use existing data
 - j. Online students
 - k. Middle class students
2. Existing services
 - a. Service inventory – look at what we have now
 - b. Then do service prioritization

- c. Communicate effectively with students on programs and services. Students don't know a lot of services we offer. Service orientation, guidance or roadmap to students.
- d. Orientation is part of the matriculation, all there. Testing, orientation, student ed plan for matriculation.
- e. Students teach each other- peer mentoring. Work better. Network.
- f. When we go to high schools, we do orientation. It should be required to participate in orientation before registration.
- g. There are some gaps in matriculation process. All students should have student ed plans – this is a big gap.
- h. Student task force impact – will have a big impact, but what counselors can do?
- i. Need to invest to have more counselors. We need to do large group counseling. Counseling may not like it.
- j. Good thing that we have faculty advisors.
- k. Resource constraints.
- l. Services for night students

SUPPORT EXPANSION THROUGH THE FACILITIES MASTER PLAN

1. FACILITIES—FUTURE EXPANSION OF THE DISTRICT
 - a. DEFINITION OF EXPANSION: PHYSICAL SPACE, BUILDINGS.
2. LOOK AT SIGNATURE PROGRAMS AT EACH OF THE COLLEGES/CENTERS—
3. CAN'T PHYSICALLY GROW BASED ON SPACE RESTRICTIONS
4. OLDER BUILDINGS DON'T HAVE SPACE FOR LARGE MEETINGS—REMODEL FOR STUDENT AND STAFF NEEDS
5. ROOMS CAN'T HOLD ENOUGH STUDENTS TO MAXIMIZE FTES
6. DISTRICT NEEDS TO DIALOGUE AS TO WHAT ARE THE SIGNATURE PROGRAMS AND WHY/SHOULD THEY BE DUPLICATED... WHY DO ALL CAMPUSES HAVE ALL THE SAME PROGRAMS INSTEAD OF FOCUSING, IN ORDER TO MAXIMIZE RESOURCES
7. WHAT WILL HAPPEN WITH SE SITE? WILL IT STAY W FCC? OR DOES REEDLEY NEED IT? IF SO, FCC WILL LOSE SOME OF ITS SIGNATURE PROGRAMS. DON'T WANT TO LOSE POLICE/FIRE ACADEMY
8. NEEDS TO BE DIALOGUE ACROSS CAMPUSES/DISTRICT NEED TO PLAN PROGRAMS...NOT JUST BECAUSE "WE WANT ONE."
9. BETTER UTILIZATION...DOES NOT NECESSARILY MEAN MORE BUILDINGS

10. NEED TO KEEP ACCESS FOR DSPS AT THE FRONT OF ANY REMODELING/BUILDING.
11. NEED TO KEEP AN EYE ON ENROLLMENT PATTERNS--- GROWTH IN ENROLLMENT NUMBERS MAY BE CHANGING.... GIVEN FINANCIAL AID CHANGES/STATE FUNDING CHANGES/POPULATION DEMOGRAPHIC CHANGES/ ETC.
12. NEED TO KEEP FACILITIES CURRENT W NEW TECHNOLOGY.
13. SE SITE WHY NOT BUILDING UP MORE?
14. BUILDINGS AND SITES NEED TO BE GREEN.

Support Expansion through Facilities Master Plan

What direction does the district need to take to respond to the support of the expansion through the facilities master plan?

15. Greg Taylor explained facilities master plan is a plan that addresses the facility needs for the future. Long Range planning 5-20 years. What needs of facilities will be to support programs, services, campuses etc. What will facilities look like that will tie back to educational master plan, strategic planning, etc. Examples of issues have been parking, renovation, etc.
16. Parking at FCC ongoing issue. Parking structure. Concerns regarding inadequacy of facilities at FCC; Art, Math Science, etc.
17. Need for renovation of existing facilities
18. Priority should be with campus with highest impact of students.
19. Need to maintain access for all students in the district, i.e. Oakhurst
20. Need to take into consideration the Educational Master Plan criteria
21. Concerns for expansion at the North campuses due to limitation of resources
22. Need long range planning from the youngest of students (elementary, middle school, high school) to ensure we are able to accommodate future students
23. Resources need to tie back to plans. Consideration for a BOND MEASURE-Community Taxpayer "buy in" to our facility needs
24. Develop Plan for southeast site in conjunction with local plans (city/county of Fresno)
25. Categorical funds to address underserved students in all areas of district, including southwest Fresno
26. Concern for redundancy of programs at each site. Signature plans for sites
27. On line education and alternative ways of delivering education impact on facilities- Virtual campus
28. District wide distance learning center
29. Infrastructure that supports on line, alternate delivery for instruction/services

Emphasizing Institutional Effectiveness

Focus – What directions should the colleges/centers take to respond to this theme?

Operational Definition of Institutional Effectiveness: How do you prove what you do with data?

1. Increased and improved the use/function of data collecting/reporting processes
2. Full utilization of Datatel screens and dashboards
3. Utilize external measures from the State Chancellor's office that focuses on student success
4. Include measures of external effectiveness as perceived by the community
5. Survey employers on how prepared SCCCD students are for the workforce when compared to other institutions
6. Determine District measures to document institutional effectiveness that each campus will use

Emphasizing Institutional Effectiveness

7. Common/Consistent GE Courses for each campus
8. Looking at best practices for retention and graduation (data supported)
9. Identify programs thru data that are state of the art or need improvement and respond as appropriate.
10. Professional development for all faculty (including adjunct)
11. More student access to all faculty (adjunct)

Maximize Delivery of Services to Educate More Students

1. What is the meaning of "educate"? There are varied meanings.
2. Look at health and wellness
3. Offer more online, distance ed technology
4. Offer more outside of the classroom support, tutorial, ETC program, and extracurricular involvement.
5. Identify student major status, invite to apply for graduation, certificate.
6. Learning communities, cohorts. Students work together.
7. K-12 partnerships districtwide.
8. Standardized placement test
9. Buent advising
10. Vocational ilding pathways for direct transfer to local four year colleges.
11. Roadmap to success starting in middle school
12. Vocational education pathways. Create more vocational education in high school. Integrate basic skills in vocational education.
13. GED offering at Training Institute.
14. Summary-
15. K-12 relationships districtwide, start with middle school, students will be better prepared for college. Curriculum alignment, standardized placement tests districtwide.
16. Tutorial services-ETC, extracurricular opportunities, learning communities, student on student advising.

17. Vocational and Transfer Pathways, clear and concise, basic skill integration.

Comments from Part II of Strategic Conversaton

Rethinking Delivery: scheduling, Learning Community, Curriculum, cohorts

What strategies should the district and colleges/centers implement to support these recommendations?

1. Identify our core: Look at number of courses in the system and substantially limit the types of courses based on data
2. Discipline focus campuses: Contemplate the possibility of assigning discipline focus campuses to avoid duplication of courses and programs and save resources
3. Compact class instruction: Short term session
4. Block scheduling-Sequencing courses

Workforce Needs

1. Aligning training programs with the needs of the community
2. Need a good relationship with the community
3. How well to advisory boards/committees help us? Are they useful or not? Example: They are very helpful in child development as the informed college of new assessments students need to take...would not have known about it otherwise
4. Need targeted community members to sit on appropriate boards in the aligned area
5. Partnerships and internships with businesses; help students get experience before they go out into the workforce
6. Selecting advisory board members need to be strategic; sometimes looking for only their own business needs not from a global perspective; also serves to make employers aware of training college offers
7. Gather information about various industries to give students all options available in the area they are studying
8. Need people who can read and follow directions, be on time, dress appropriately, dependability (soft skills) can be taught across the board: show up to class on time, show up for services, show up every day for class
9. We need to set the example for the students in the soft skills
10. Knowing what jobs are available

Signature Programs

1. Existing Programs:
2. Perform and inventory of existing programs, identify overlaps, determine signature programs for each site.
3. Determine relevance of programs.
4. Identify overlaps and address.
5. Identify existing programs that have potential to be signature programs.
6. Develop resource allocation model that supports instruction and student support.
7. Future Signature Programs:
8. Assess needs of community.
9. Identify employment needs and trends.
10. Use information in facilities planning – determine appropriate location for programs.
11. Strengthen ties with business community so we can identify future signature programs.
12. External Funding
13. High schools connections.

Signature Programs

14. IMPLEMENTATION & STRATEGIES
15. DEFINE AND IDENTIFY WHAT A SIGNATURE PROGRAM IS.
16. NEED AN INVENTORY OF WHAT IS WHERE.
17. CREATE EFFICIENCY AND NOT DUPLICATE PROGRAMS
18. WHERE DO WE WANT TO PUT OUR MONEY?
19. HOW MANY STUDENTS ARE THERE FOR THESE SIGNATURE PROGRAMS?
20. NOT JUST STUDENTS, IT'S PLACEMENTS FOR THOSE STUDENTS---
21. NEED TO REEVALUATE THE CURRENT ONES... INDUSTRIES CHANGE. IDENTIFY NEW PROGRAMS, NOT JUST COPY ONES ON OTHER CAMPUSES. (THERE IS ALSO SOME DUPLICATION OF PROGS WITHIN COLLEGES THAT NEEDS TO BE LOOKED AT)
22. NEEDS ASSESSMENT FOR NEW PROGRAMS.
23. DISTRICT-WIDE PLAN IS NEEDED –TO PROTECT, PRESERVE AND BUILD.
24. NEED TO MAINTAIN QUALITY... THE PLAN NEEDS TO SUPPORT SIGNATURE PROGRAMS
25. MARKETING NEEDED, ESPECIALLY WITH THE PROPRIETARY SCHOOLS TAKING STUDENTS

Consistency District Wide

1. Maximize use of Datatel, Blackboard, WebAdvisor, etc. – Technology Tools
2. Study what we already do to identify best practices within the district and disseminate
3. Maximize purchasing power – leverage resources
4. Different sites have different approval processes

5. Counter parts don't know each other – accountants meet, VP meet, Deans should meet, counselors meet, IT staff meeting, etc.
6. Coordinate services across district
7. Use common data
8. Improve communication – encourage cooperation
9. Recognize that we have common goals
10. Clear direction and support from the top

Consistency District Wide

What directions should the colleges/centers take to respond to this theme?

Table Dialog:

11. Develop District committees that have representation from all campuses, centers and sites
12. A comprehensive communications strategy for all constituent groups
13. Standardized core services at all campuses
14. Standardized level of service/processing regardless of the campus they attend
 - a. Implement WebAdvisor Portal for students in the District
 - b. Implement E-SARS for all service appointments
15. Authentication of all employees and students
16. Implement a one card system for students

Understanding Data to Improve Effectiveness

1. Data should be structured
2. Data collected is meaningful
3. The structure of the data requests
4. How does requests change
5. Current funding model and how does it influence data collection
6. Focus on student success, which is focused on transfer, certificate, degree
7. Consistent review of student success data
8. Work to enhance early alert use by faculty to enhance student success
9. Ensure data is clear and concise
10. Develop structured queries that are easily accessible on predetermined student success variables
11. Ensure data collection methods have good internal reliability and validity

Understanding Data to improve Effectiveness

12. Having an automated system to get up to date data, can it be simplified,
13. User needs for data-very difficult for new user (Capet) to find the information
14. It's not just the technology that generates data

15. Links to the outside-Look outside for the data from the perspective of the community, city, county.
16. Inventory reports and make them more readily available to end users.
17. How many campuses get the business journal so that we (institutions) can get the information to the appropriate places?
18. Utilize the technology to share information and or periodicals so that the information is shared with more people in a shorter amount of time.

Understanding Data to improve effectiveness

19. More training
20. More data coaching
21. What data we need to collect and why?
22. Data driven decision making principals
23. Research focus – from department perspective and course perspective
24. Student surveys
25. Faculty use of data – broadening
26. Common research definitions – programs review data are different at different colleges
27. More contextual data
28. District wide data dash board
29. Data transparency
30. Utilize program review data
31. Post data online to ensure more access by more people
32. We gather all data from students but we did not see it
33. Data repository
34. Communicate data to faculty – they only know how they perform in their own classes.
35. Accountability for grants and programs – how do we know if programs/services are effectiveness
36. SMART – specific, measurable, actionable, realistic, and timely
37. Common data set for all researchers
38. Do some district wide research to avoid duplication of work/projects

Collaborations with Advisory Boards and Businesses

1. District support the recommendations—
2. ID existing advisory boards – update list (D. Lopez has list)
3. ID more business contacts for advisory boards
4. Collaboration with business to
5. teach classes (eg/ Health)
6. give input into curriculum
7. internships

8. jobs
9. skills
10. Advisory boards need to reach out to create more business contacts
11. ID what businesses hire students
12. ID what are their needs
13. Input into the curriculum
14. Provide more internships
15. Best practices in existing boards
16. Develop a collaborative mechanism for all advisory board to communicate
17. Analyze recommendations
18. Skills related to specific area, not talking about general skills, collaborate and talk and pull it all together for curriculum or economic development

K-12 alignment-Articulation and Student Prep Consistency

1. Document and share practices with high schools.
2. District wide coordination needed of all K-12 bridge programs will result in better preparation of our students.
3. Present data to show the need.
4. Share success stories.
5. Curriculum alignment with K-12 to better prepare students.

PROGRAM REVIEW AND ASSESSMENT

8. Implementation
9. Establish Base line data and assessment
10. After Program review determine next steps on what to do with the data
11. Review and update district wide programs and discontinuance policy
12. Are we following ed code for discontinuances policy
13. We never cut anything---why not
14. Promote a culture of evidence and inquiry
15. Link assessment with prioritization of goals and objectives
16. Create faculty professional development opportunities to promote assessment and evaluation

DISTRICTWIDE: FOCUS/EQUITY-FAIR RESOURCE ALLOCATION

1. Continue district resource allocation model process to develop equitable plan
2. Analyze staffing throughout the district to redistribute to areas of need if appropriate

3. Districtwide analysis for centralization of services, financial aid, production services, admissions and records,
4. Rotation of staff with specialized program skills within all district sites,
5. Example Veterans Services, EOP&S, JOB PLACEMENT, etc.

Student Success

1. Strategies—Student success
2. Define student success
3. Educational objective
4. Class
5. Transfer
6. Certificates
7. AA/AS
8. Mandatory student edu plan
9. Intrusive advising-clear pathways at middle school and beyond
10. Career development with employers
11. Open house for middle school
12. Standardize placement testing
13. Closing gaps in the matriculation process
14. SEP: Student Educational Plans
15. Mandatory orientation
16. What do we do with them now that they are here?

TECHNOLOGY FOR STUDENTS AND FACULTY

1. Blackboard is underutilized: Has several tools for both students and faculty
2. No mandatory blackboard training
3. Online Blackboard orientation/training
4. WebAdvisor not too user-friendly
5. Focus groups of students and faculty/staff
6. More IT staff
7. Expand Help Desk
8. Centralized Help Desk
9. Focus training on how to use software more effectively
10. Consistent structure
11. Mentoring & structure for online instructors
12. CIT 15/12 first semester

Common Assessment

1. Many instructors are not happy with accuplacer-specifically relating to placement in math.
2. Student Success Task Force recommendations will require all schools in CA to find and use one common assessment. Would we all use same cut-off scores?
3. Participant on SSTF shared that more colleges had more closely aligned curriculum than anticipated.
4. Multiple measures seem to be best practice for determining student's level in courses.
5. Our district needs to agree to one common assessment so that students are not faced with the inconvenience of having to take several tests on different campuses within our own district and being placed in different courses because we all use different cutoff scores.