

Strategic Planning Survey Highlights:

- Critical Issues addressed in the opening part of the survey fairly consistent by all areas (Students, Faculty, Classified, and Administration).
- Top critical issues primarily addressed student services, academic support, class cuts, morale, stability, and communication.
- Differences appear in Objectives when differing groups lean toward their own bias
- Top Objectives looked toward enrollment/ class management, assisting students with goals, and curriculum lining up for certificates and degrees.

Strategic Planning Survey Results | 2012

During the fall 2012 semester, a survey was issued from the Strategic Planning committee concerning Reedley college campus issues and their relative impact. The survey was designed to open dialogue and promote planning agendas as the college updates and aligns its strategic plan from 2013-2017. Faculty, staff, administrators, and students were asked to participate in the survey. A total of 220 surveys were returned.

	Count	%
Reedley College	159	72.3
Madera Center	38	17.3
Oakhurst	2	0.9
Unknown	21	9.5
Total	220	100.0

	Count	%
Student	53	24.1
Faculty	116	52.7
Classified	32	14.5
Administrator	7	3.2
Unknown	12	5.5
Total	220	100.0

Survey results were examined by total (all students, faculty, and staff) as well as by category. In examining the results by category, it needs to be noted that the groups are not equal – especially noting the Administrator group, however, there are also no statistical differences between the groups. That being said, there are differences between what students find most critical and what faculty, staff and administration find critical which will help guide this process.

Critical Issue	Student	Faculty	Classified	Admin	Total
On campus security and police presence.	3.02	2.94	3.25	3.00	3.01
Stability of Administration, consistency of leadership.	3.29	3.47	3.47	3.86	3.44
Restructuring the college relationships (Willow International separation, Integration of Madera/Oakhurst).	2.90	2.55	2.78	3.00	2.69
Improving communication between district office, the college and centers.	3.29	2.94	3.47	3.29	3.12
Ensuring students have equal academic services and opportunities regardless of which campus they attend.	3.50	3.33	3.38	3.00	3.37
Ensuring students have equal support services and opportunities regardless of which campus they attend.	3.52	3.18	3.35	3.00	3.28
Intra- District campus transparent budget/funding allocation model.	3.10	3.12	3.10	3.43	3.12

Strategic Planning Survey Results | 2012

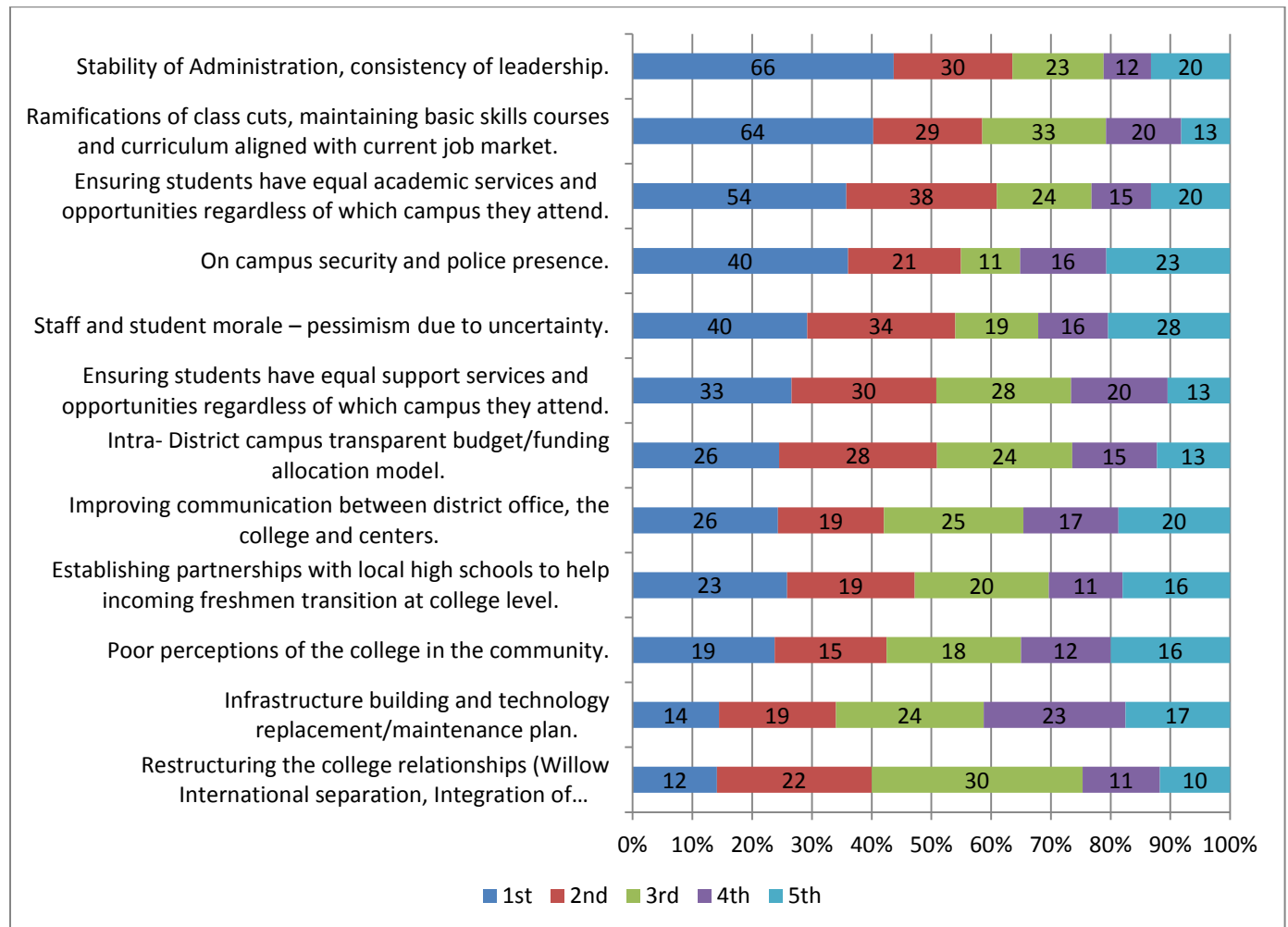
Infrastructure building and technology replacement/maintenance plan.	2.87	2.92	2.91	2.71	2.90
Poor perceptions of the college in the community.	2.98	2.82	3.16	2.43	2.90
Ramifications of class cuts, maintaining basic skills courses and curriculum aligned with current job market.	3.33	3.45	3.34	3.29	3.40
Establishing partnerships with local high schools to help incoming freshmen transition at college level.	3.06	2.90	2.84	2.86	2.93
Staff and student morale – pessimism due to uncertainty.	3.14	3.30	3.47	3.57	3.30

When looking at the data in terms of what was most important (top 5 by category), the data reflects a consistent pattern between groups with subtle, yet notable, differences. For instance, students are most concerned with equal academic and support services despite campus affiliation compared to other groups which indicated concern over stability and ramifications of class cuts and basic skills alignment.

Issue	Students	Faculty	Classified	Admin	Total
Stability of Administration, consistency of leadership.	4th	1 st	1 st	1 st	1 st
Ramifications of class cuts, maintaining basic skills courses and curriculum aligned with current job market.	3 rd	2 nd		4 th	2 nd
Ensuring students have equal academic services and opportunities regardless of which campus they attend.	2 nd	3 rd	4 th		3 rd
Staff and student morale – pessimism due to uncertainty.		4 th	2 nd	2 nd	4 th
On campus security and police presence.					
Ensuring students have equal support services and opportunities regardless of which campus they attend.	1 st	5th	5th		5th
Improving communication between district office, the college and centers.	5th		3 rd	5th	
Intra- District campus transparent budget/funding allocation model.				3 rd	
Establishing partnerships with local high schools to help incoming freshmen transition at college level.					
Poor perceptions of the college in the community.					
Infrastructure building and technology replacement/maintenance plan.					
Restructuring the college relationships (Willow International separation, Integration of Madera/Oakhurst).					

Strategic Planning Survey Results | 2012

The following table indicates numbers of responses per item ranking.



When asked about other possible issues of concern, the following comments were made.

- Comments:**
- Your offering of courses to working students needs improvement. We need more evening classes, otherwise many of us will not be able to finish our degrees through this college network. I am hoping to complete my Engineering degree. None of the Physics, related math courses, or Engineering classes are offered in the evening. I am only able to take one course that is shown on the Engineering course list and that is Chemistry that is offered in the evening and only at Fresno City.
 - counseling services to students so that they can succeed at the college/university level
 - Acquiring feedback and program impact analysis from key staff members, managers, dept. chairs before making staffing moves/changes.
 - HIRING STAFF THAT HAVE LITTLE OR NO EXPERIENCE FOR COORDINATOR & ADMIN POSTIONS FOR THE PURPOSE OF THE "GOOD OLD BOY SYNDROME" AND NOT GIVING QUALIFIED STAFF THAT HAVE BEEN WITH THE DISTRICT THE CHANCE OR OPPORTUNITY TO MOVE UP IN A HIGHER POSITION.
 - Eliminate football!!!
 - The Extended Learning Center of the Madera Center needs to be fully funded because of not only

<p>the services they provide to the Campus Community, but the Elc is the core of the Campus Community at the Madera Center. Without exception this is the core for the success of not only myself, but of the students as a whole.</p>
<p>availability of core classes</p>
<p>Keeping our vocational programs intact even though they have higher costs than other classes. Keeping curriculum aligned with economic needs - entrepreneurs aren't hired, so the "job market" is not necessarily relevant, but we need them more than we need more workers.</p>
<p>All covered. Good survey. Two tips to analyze the data better: 1. Question 1.9 Should say perceptions-not poor perceptions. 2. The qualifications should go from very important to important to somewhat important.</p>
<p>I believe the list provides a very complete overview of both staff and students' concerns and needs.</p>
<p>Need more night classes!!!</p>
<p>If Reedley, Fresno City, and other community colleges are linked, then why are some classes a student takes recognized for credit at one college, and yet are not recognized for credit at another? The time spent in these classes as a student take time and money, both of which are a luxury. These days as jobs are scarce, time spent training for a career must be minimal. One must be able to optimize their effort. I know some students who choose expensive technical schools to finish quicker.</p>
<p>Staff, especially in Admissions and Records as well as Financial Aid and the Business office are particularly unpleasant and treat many of us students as though we're a burden to them. It would be nice to be helped by people who genuinely want to help and care for the students and the school that they serve.</p>
<p>One thing that isn't on this list is ensuring that all administrators see the students as students and not as "customers."</p>
<p>Online classes offer a lifeline to students who might otherwise not be able to attend college in a traditional setting due to increasing transportation costs and time restraints. In Fall 2013 both sections of Art 2 online have been cut leaving non-traditional students without options. Art 2 online is a Humanities class which is required for graduation when pursuing a General Education Degree.</p>
<p>Staffing</p>
<p>Question 1.10 has too many considerations. Maintaining basic skill is not as important as the rest of the question. Most students, staff, and teachers would like to see the elimination of athletics on this campus before further cuts in the academic schedule. Why was this removed from the survey? The cafeteria, bookstore, and child development (child care) should all be self-supporting. This survey does not reflect what should be done to save!</p>
<p>Child Care</p>
<p>Poor (bordering on incompetent) district middle-management performance. The seeming refusal of higher management (and Board) to acknowledge this fact and further correct this problem.</p>
<p>Re question 1.5 & 1.6: Perhaps the committee may reconsider the wording by replacing the word "equal" with the word "equitable". This came to mind since "equal" may not be feasible or reasonable given the campus/center location, resources, facilities, etc.</p>
<p>Some subjects in college should get more attention, for example like Music (ALL students listen to diverse kind of genres there) since it can pave the way positively or negatively in young peoples' lives.</p>
<p>Better counseling services. It's very rare to meet with a counselor that seems like they actually care and want to help you succeed rather than push you through the door.</p>
<p>Add more morning classes, such as P.E., short term classes offered at night. This can give more students opportunity to finish the classes more efficiently.</p>
<p>TRUE shared governance, not one that is given lip-service only.</p>
<p>Education of Administration, staff, and faculty of what actual current job market includes, as well as the industries that are important to this county and region. Transparency of FTES allocation and how that is decided as well as how the "right Size" of a college is decided.</p>

Better IT consistency between campuses. Easier system for faculty to get help with IT issues. Better communication between different disciplines and Administration as a whole.
Staff training. As technology moves forward and as we add more computer related content in the classroom and in the offices, there needs to be regular opportunity for all staff and faculty to get training. Now saying that; we also have to have staff members with proper training and be available to pass on the techniques. E-Learning; Other colleges are implementing entire departments staffed with Instructors and Tech staff to develop online/mobile access. We need to do that too.
1. Communications overload. Too many have the ability/authority of flooding email channels. 2. Calendar and schedules. We need a comprehensive and reliable location to go to which has all of our schedules. Academic, athletic, meetings, as well as upcoming due dates for book requisitions, etc...
We need to be consistent in all locations! We need to look at WHO, which students, get priority! We need to make sure the student is our first concern. We need to have the administrators come to events, such as advisory boards, certificate ceremonies, etc.
Re: cost of attending school in contrast with how much financial aid students are receiving is disproportionate. More money for students equals more money for schools which allows them to have better instructors and equipment, not only in community colleges but universities as well. Students are finding it hard to balance the stress of going to school while finding a job with little to no skills. It's a double edged sword.
Need to be more flexible for the working parents, more condensed courses (night and weekend classes) in broad range of classes that are aligned with job markets.
Underfunding of specialty majors/programs
Moral of adjuncts due to unequal pay and benefits compounded by class cuts
WebAdvisor is not a helpful or reliable tool. 100% failure rate to update/incorporate data of rosters, grades, and attendance for past three years for my classes. The college must provide a decent software platform for faculty and students to use.
Critical, from the view of the students, the continuous changes in the student service department, e.g. making and availability of appointments students feel counselors are not as available as they had been previously. The difficulty of and the inefficiency of the eSARS system when appointments are not available with counselors, students express their frustration. Critical, management of administration at Reedley College.
The students here are always using their cell phones in class. Texting and looking on Facebook. The teachers never say anything to them.
Need to understand the industries that drive CA's economy and college roles in addressing those industries (i.e. agriculture, value-added ag, industry clusters).

Respondents were then asked to consider the impact of the Objectives listed and prioritize them as Low (addressed sometime in the future), High (addressed in a 2-4 year period), or Critical (Addressed this Year) by Issue. For instance, people were asked to rank how to address achievement in terms of Student Success. Following are the results. Once this was done, people were asked to identify their top 5 *overall*. The following tables are presented as they were in the survey. A note: One item was accidentally combined in the survey development. The item "Ensure that students that test below college level are required to complete basic skills classes before being allowed access to college level classes" was removed from the overall analysis.

Objectives were analyzed by grouping (Student, Faculty, Classified, Administrator, and total) so as to determine which items were most critical for each group. As an overall, there were 2 items where a significant difference was found, however, in further analysis, due to the unequal sample sizes, the

difference is not reliable. The two items concerned support for Willow International in their efforts to become a college and Ensure continued support of signature programs. In both cases, the ratings were prioritized in such a way as to be unbalanced against a small and large group making the difference seem bigger than it was. Type I error (meaning there is no difference between groups) cannot be guaranteed. Once again, however, subtle and interesting differences do appear.

The following are the Objective listed by response category and total.

Student Success					
Reedley College is committed to assisting students in achieving their educational and vocational goals by offering academic guidance and support, career technical training, and opportunities for personal growth through student support programs that will enhance success in a diverse global economy.					
	Student	Faculty	Staff	Admin	Total
Develop strategies to address unique needs of students to ensure their academic success.	2.40	2.09	2.09	2.14	2.17
Improve student success rates by increasing persistence and completion rates for all students.	2.33	2.25	2.32	2.43	2.29
Assist students in creating a clear vision towards an obtainable goal, through the development of an educational plan.	2.56	2.38	2.53	2.14	2.44
Offer instructional programs that provide basic skills, transfer preparation, CTE and lifelong learning opportunities.	2.44	2.50	2.25	2.14	2.43

Comments: Student Success
Partner with high schools to increase rigor of English and math during 9-12 grades so students are more prepared.
Increase support for general counseling services/programs and staffing coverage to assist the high number of students needing counseling services year-round.
Fully fund Extended Learning Center to ensure the success of the Campus Community at the Madera Center.
Have every student take a personal finance class that does not include "debt" as a tool for getting ahead. Have students pay back financial aid if they fail their classes.
I do not think we have the budget to continue offering lifelong learning opportunities.
Set up a clear two year transfer track. Something like if you take these classes, these semesters you will be set to transfer and/or graduate with your AA/AS. Also, provide more classes so it is not such a struggle to get the classes you need/want.
Every student should have an individual education plan - and they should have to update it every year - or not be allowed to enroll in classes. Also if students test below basic they should be MANDATED to take basic skills classes their first year.
Teaching students practical skills that they can apply in the real world to obtain employment. An emphasis on trade education will help an underserved segment of our community. An AA or AS program is perhaps beyond the goals of some people. Welders, Mechanics, Farmers, and other trades all have potential to make decent living and contribute to our community. There is no shame in working with ones hands.
Serving the whole student, not just their academic needs. This may include counseling them NOT

- to be in school at this time if their life is so hectic that they cannot "do" the work necessary for them to succeed.**
- Develop frequent opportunities for student cultural expression through student activities designed to create an atmosphere of student acceptance and appreciation thereby nurturing improved levels of student competence.**
- Develop an EFFECTIVE assessment instrument for accurate placement of students in math and English**
- How can you put CTE, an academic area, in a question that is mostly focused on remediation needs. CTE is not remediation.**
- Develop E-Learning to address keeping lower level classes, provide "catch up" classes and instant tutoring online, and make them short term to "catch up" faster.**
- Some students are not wanting to learn, if they do want to learn there are already plenty of strategies for academic success.**
- Actually all of these objectives are critical. Additional skilled mentoring and individual attention by mature persons would realize great benefits.**

Student Access and Services					
Reedley College is devoted to student success by serving the ever changing unique diverse student population of the San Joaquin Valley through its commitment to strengthen and improve campus resources, while providing and promoting access to student development and completion.					
	Student	Faculty	Staff	Admin	Total
Evaluate course offerings/class schedules to ensure sequencing that will allow students to finish a program in a reasonable amount of time.	2.62	2.50	2.50	2.43	2.53
Improve student admission, registration, counseling and orientation to maximize student educational planning.	2.52	2.22	2.40	2.14	2.32
Provide services and activities that create opportunities for educational and personal growth.	2.27	1.96	2.14	2.00	2.06
Provide broad-based instructional support through technology, tutorial services, writing center and library services to meet the diverse needs of its students.	2.40	2.29	2.13	2.43	2.30

- Comments: Student Access and services**
- Increase counselor availability for students. Create flexible tutorial service hours to accommodate student' schedules.**
 - 4.4. Math study center should be mentioned?**
 - The Math Center should also be included in 4.4**
 - Again individual student education plans, and testing - when students are below basic we are setting them up to fail by allowing them to take classes that are at college level. Advisories do not work.**
 - It is impossible to call and speak with a person to set up a counseling appointment, the computerized system in place is confusing and cumbersome. Please let me talk to a person.**
 - Evaluate the accuracy of placement testing.**
 - Develop the implementation of faculty advising.**

The instructional support is already available. Do not think we need more.

As an adjunct instructor I don't have a great deal of experience with these issues. The Math Lab however is an outstanding success.

It has been my experience that counselors "counsel" students away from the arts. This demonstrates a complete disregard for the evidence that music improves cognition. Reedley College is becoming, by design, a sausage grinder: Students in - students out Only provide education that looks good on paper.

Offer BTC/SI for all programs.

Teaching and Learning					
Reedley College will strive to provide the highest quality instructional programs using current and emerging instructional methods and technology to advance and support student's educational goals.					
	Student	Faculty	Staff	Admin	Total
Evaluate current faculty development opportunities and explore new opportunities for professional development that will foster innovation.	2.13	1.87	1.77	1.86	1.92
Ensure continuous integration and implementation of the college's cycles of program review to improve institutional effectiveness.	2.14	1.77	2.00	2.29	1.91
Coordinate curriculum to maximize certificates and degrees.	2.63	2.20	2.58	2.43	2.37
Increase the number of quality work experience, apprenticeships, job shadowing, service learning, and internship experiences.	2.51	2.06	2.03	2.00	2.16

Comments: Teaching and Learning

Students' transcripts should automatically be analyzed to see if they qualify or are close to being able to earn a degree/certificate. This is a somewhat easy module to program for Datatel, and would increase the number of degrees/certificates being awarded.

Pretty much every goal in our program review has been squashed due to budget and lack of support by the administration, particularly Donna Berry. This is very frustrating.

5.3 could be enhanced with short term online sessions. More and more students are used to using online resources for learning.

Need to utilize the Thursday and Friday in-service days, 2 days before semester starts. Require sign in sheets and employees to be at the meetings. Give new teaching methodology and technology support on those days!

As an adjunct instructor I don't have much experience in this area. I will comment however that a majority of the students I have taught seem to not have had academic success modeled in their upbringing -- family, community, etc. Any additional assistance with showing them their possibilities and paths to success would be very valuable.

Offer more short term certificate programs in specialty areas that are within the job markets.

Rather than pay just lip service to "faculty development opportunities," etc., why doesn't the district fund sabbaticals? Really fund sabbaticals, not just approve them and then leave sabbaticals unfunded. Recognize the value that sabbaticals have in promoting teaching excellence, personal/professional development, and morale among faculty (which is pretty much circling the drain and not just because of sabbaticals).

Faculty development at this campus is a joke. They is very little opportunity for individuals to go

get training they want or need because of the budget environment, and the constant merry go round of administrative personnel.

Change tenure procedures; inspire "tired" teachers.

Economic and Workforce Development

Reedley College is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and will strive to assure access to quality career technical programs.

	Student	Faculty	Staff	Admin	Total
Coordinate curriculum to maximize certificates and degrees.	2.63	2.20	2.58	2.43	2.37
Increase the number of quality work experience, apprenticeships, job shadowing, service learning, and internship experiences.	2.51	2.06	2.03	2.00	2.16
Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners.	2.29	2.32	2.41	2.43	2.33
Ensure continued support of signature programs, including infrastructure improvements to align with industry standards.	2.31	2.30	2.44	1.86	2.31

Comments: Economic and Workforce Development

meet with major local employers to see if our colleges are meeting their h.r. needs in our educational programs

Have our business department create entrepreneurship certificates that connect with other programs like art, English, welding, or whatever. Everyone should know how to turn their discipline into a business in this economy.

Conduct a market survey looking for new certificate programs that are up and coming in the San Joaquin Valley; Travel Consultant, Hospitality/Banquet, Hotel/Motel Services, Truck Driving/Transportation - - High Priority

Get a nursing program at all SCCC campuses and smooth out the admission process into the nursing program. Accept more students and reduce the waitlist time.

Our signature programs put people to work and change lives...why are they not a budget priority? Reedley is an ag/vocational area. So why do we cut our ag related and vocational program. Isn't this what Reedley is about?

I am concerned we have too many "signature" programs

Why do we not have support from KCUSD and yet we have a high school here. Do we have room for them? What does the person in charge of them do? Does it really require a full-time position? Why are they not on the high school campus?

More access to online technology, Not hybrid classes that are more flexible.

Let's just turn Reedley in to a vocational school. Stop messing around with the 4 year college transfer stuff. We have other campuses that can offer those services. Right? That way, we can cut a whole bunch of classes and teachers out of the budget. Vocational staffing might even cost less than paying traditional classroom teachers.

Organizational Development and Effectiveness					
Reedley College is committed to continually improving its institutional, fiscal, and technological effectiveness for each campus.					
	Student	Faculty	Staff	Admin	Total
Develop and implement a human resources staffing plan for Reedley, Madera and Oakhurst locations and align with the district-wide staffing plan.	2.04	1.95	2.06	2.43	2.00
Implement a plan for restructuring to ensure that instruction and services are sufficient and consistent across locations.	2.19	2.01	2.29	2.14	2.10
Reedley College, Madera and Oakhurst will support Willow International in its efforts to become a college.	2.13	1.63	1.73	1.43	1.76
Increase collaboration between Reedley, Madera and Oakhurst that work towards the integration of uniformed policies, procedures and processes.	2.31	2.02	2.39	2.57	2.17

Comments: Organizational Development and Effectiveness					
Provide more classes at Willow International.					
The goal states institutional - which is covered, but where is the fiscal and technological objectives? Needs something about technology being maintained or increased based on need. Also funding needs to be addressed.					
Stream line managerial staff, in the district we have one manager for grounds one for maintenance, yet we have two site specific managers, we could save ourselves lots of money by restructuring the managerial staff and doing away with the redundancy. (are managers under the umbrella of a collective bargaining unit? Are they at will employees?)					
Consistent HR practices along with a staffing plan is critical. We are inconsistent which causes distrust in the process and those carrying it out.					
up to date staff training with technology and online services that will benefit the students.					
Willow will become its own college with or without any additional help from Reedley.					
I think uniformity is good, but these campuses are never going to be equal. There are differences in culture at the individual campuses that possibly cannot be overcome. Facilities money and development is clearly not equal, and I doubt seriously instructional money is being equally shared. I doubt that efforts to unify will result in any meaningful improvement in service. It will probably just create stasis and red tape.					

Communication					
Reedley College is committed to continually improving effectiveness in communication.					
	Student	Faculty	Staff	Admin	Total
Establish effective communication and collaboration about college programs, services, activities between centers.	2.31	2.08	2.38	2.43	2.19
Evaluate methods and delivery systems used to communicate between all RC campuses and centers.	2.17	1.94	2.19	2.29	2.05

RC will engage in open and clear communication between its campuses, constituent groups and internal and external communities.	2.32	2.17	2.28	2.43	2.23
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Comments: Communication

I think we should have a communication objective in EACH of the goals for the college showing how we will improve communication for student success, student access, workforce development, teaching and learning, and institutional effectiveness. I think the priority is to show how the integrated plan works - how each of the parts are connected - this is still not clear. Educational master planning should meet with strategic planning - program review should send reports to curriculum - etc.

Updated organizational charts with areas of responsibility along with a description of communication channels is integral. Work flow charts are missing (or inaccessible), causing much confusion as to areas of responsibility for achieving tasks.

Using blackboard for committees was a good start. It's time to implement a TRUE, document sharing platform. Until that is accomplished, the 'sharing' will remain somewhat hidden. In other words, if you don't know where to look it is very difficult to find.

forums or message boards that are between all colleges where students can discuss class issues and study

In all of these objectives, does communication mean "edict, administrative regulation, or directive" or does it mean "conversation?" In other words, is the communication a one-way street from the admin to the rest?

The following table shows the top 5 picks from each group in order of priority by mean ranking.

	Students	Faculty	Classified	Administrator	Total
Develop strategies to address unique needs of students to ensure their academic success.				5th	
Improve student success rates by increasing persistence and completion rates for all students.					
Assist students in creating a clear vision towards an obtainable goal, through the development of an educational plan.	3rd	3rd	2nd		2nd
Offer instructional programs that provide basic skills, transfer preparation, CTE and lifelong learning opportunities.		2nd			3rd
Evaluate course offerings/class schedules to ensure sequencing that will allow students to finish a program in a reasonable amount of time.	2nd	1st	3rd		1st
Improve student admission, registration, counseling and orientation to maximize student educational planning.	4th		4th		
Provide services and activities that create opportunities for educational and personal growth.					

Provide broad-based instructional support through technology, tutorial services, writing center and library services to meet the diverse needs of its students.				4th	
Evaluate current faculty development opportunities and explore new opportunities for professional development that will foster innovation.					
Ensure continuous integration and implementation of the college's cycles of program review to improve institutional effectiveness.					
Improve the comprehensive basic skills delivery plan in order to maximize entry into degree applicable programs.		4th			5th
Coordinate curriculum to maximize certificates and degrees.	1st		1st		4th
Increase the number of quality work experience, apprenticeships, job shadowing, service learning, and internship experiences.	5th				
Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners.		5th		2nd	
Ensure continued support of signature programs, including infrastructure improvements to align with industry standards.			5th		
Engage in ongoing dialog with the community regarding college programs, services, activities and community needs.					
Develop and implement a human resources staffing plan for Reedley, Madera and Oakhurst locations and align with the district-wide staffing plan.					
Implement a plan for restructuring to ensure that instruction and services are sufficient and consistent across locations.					
Reedley College, Madera and Oakhurst will support Willow International in its efforts to become a college.					
Increase collaboration between Reedley, Madera and Oakhurst that work towards the integration of uniformed policies, procedures and processes.				1st	
Establish effective communication and collaboration about college programs,				3rd	

services, activities between centers.					
Evaluate methods and delivery systems used to communicate between all RC campuses and centers.					
RC will engage in open and clear communication between its campuses, constituent groups and internal and external communities.					

The following table indicates numbers of responses per mean item ranking.

