



2012-2016

State Center Community College District

# Strategic Plan



STATE CENTER  
COMMUNITY COLLEGE DISTRICT

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## ACKNOWLEDGEMENTS

More than 100 faculty, staff, students, community members and board members have contributed to the development of State Center Community College District's 2012-2016 SCCCCD Strategic Plan. A list of the participants can be found in Appendix B, however, without the leadership of the Chancellor and the District Strategic Planning Committee (DSPC), this plan would not exist. Special gratitude is extended to all who participated and to those who went the extra mile to make this strategic plan a reality.



## Letter from the Chancellor

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The history of State Center Community College District has impacted the landscape of higher education in the Central Valley in significant and timeless ways. Yet we will not rest on historical merit in shaping the minds of countless students, but will actively pursue our vision to serve in innovative ways as the premier community college district in the region. SCCCD's history is shaped by its commitment to quality education, an authentic desire to change the realities of the students it serves, and integral workforce and educational partnerships that have invigorated the Fresno community and beyond.

The District is marked by its meaningful engagement with the communities we serve and by ensuring high quality, innovative educational programs that meet diverse learning needs including:

- a focus on student success and learning through associate degrees and university transfer courses;
- relevant career technical programs that prepare students for employment opportunities;
- provision of basic skills foundations necessary to educational and occupational success; and
- a commitment to services that support students in achieving their educational goals.

While we remain proud of our legacy, we also are excited about our future. As SCCCD begins the implementation of the 2012-2016 SCCCD Strategic Plan, it is important to recognize the participation provided both internally and from our partners in the community who gave of their time and expertise in various planning efforts to achieve this result.

In January 2012, the Board of Trustees provided leadership in creating a vision for the future of SCCCD. The themes that emerged from their visioning process provided a framework for the District's first Strategic Conversation: *Connecting to the Vision*, which was held in February 2012. This provided an opportunity for internal stakeholders to discuss the Board's ideas, and the summary of those discussions directed the District's charrette held in March 2012. The charrette brought together both internal and external stakeholders to provide feedback on the strategic plan.

Drawing on the ideas generated at the charrette, the 2012-2016 SCCCD Strategic Plan identifies measurable performance indicators, which will help to ensure internal and external implementation of and accountability for our annual performance and our promise to the citizens and the communities we serve.

I invite you to partner with SCCCD as an integral part of our commitment to help students pursue their dreams and achieve their educational goals. Wherever our students find themselves at the end of their educational journeys, we know that SCCCD has been an integral part of their successes and that the experience leaves no one unchanged.



A handwritten signature in black ink that reads "Deborah G. Blue". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Deborah G. Blue, Ph.D.

Chancellor, State Center Community College District



## Executive Summary

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As one of the larger community college districts in California, SCCCD serves approximately 30,600 students at its two colleges and four centers. There are 18 unified and high school districts in the SCCCD service area and 5,500 square miles of urban and rural territory that includes most of Fresno and Madera Counties, as well as smaller portions of Kings and Tulare Counties. The District's service area population is more than 1,000,000 people and projected to grow about 1.5 percent annually, a much more rapid pace of growth than that of most community college service areas in California.

The SCCCD 2012-2016 SCCCD Strategic Plan renews the mission statement and the vision, values, and goals of the District. This plan identifies action steps and strategies to achieve the goals and objectives, and an assessment framework for the ongoing evaluation of goals and achievement of the mission statement. This strategic plan will keep the District's planning activities current and serve as the foundation for institutional decision making and institutional effectiveness, as well as strategic planning at the colleges. Further, the plan is grounded in current trends and demographic data and represents broad and diverse input from internal and external stakeholders.

The process to develop the 2012-2016 SCCCD Strategic Plan involved extensive collaborative efforts between the District Strategic Planning Committee (DSPC) and District and college communities, and was facilitated by the College Brain Trust (CBT). The DSPC consists of members who represent various District and college constituent groups. The committee met during the 2012 spring semester to complete all work related to this strategic plan, which included numerous opportunities for internal and external stakeholder input. The process for development began with a Board of Trustees meeting at which time Board members reviewed current data and discussed their vision for the future. This vision guided a Strategic Conversation forum attended by faculty and staff leadership and a charrette attended by external constituents.

A full description of the mission, vision, values, goals and objectives is included in this report and in a separate brochure.

# Introduction

## Purpose of the Strategic Plan

Strategic planning provides a continuous and systematic process that enables an institution to define what it does, monitor its progress, and evaluate outcomes which impact vision, mission, and goal achievement. A strategic plan sets the parameters for effective institutional decision making and should guide all institutional planning. The State Center Community College District updated its 2008-2012 Strategic Plan in the spring 2010. A comprehensive strategic planning process for the new 2012-2016 SCCC Strategic Plan was approved in January 2012.

## Strategic Plan Development and Process

The California Brain Trust, a consulting firm of the McCallum Group Inc., entered into a professional services agreement to guide a comprehensive planning process for a new State Center Community College District Strategic Plan in January 2012. Dr. Frances White, superintendent/president, emerita of the Marin Community College District, was named project leader for the CBT team. The team, which began its work on the project on January 24, 2012, included in its membership Julie Slark, former assistant vice chancellor for educational services at Rancho Santiago Community College District; and Dona Boatright, former vice chancellor for instructional programs, California Community Colleges Chancellor's Office. The project leader met with the Chancellor to establish a tentative process and timeline. The Chancellor and her cabinet endorsed the timeline and process. The CBT team used the following steps to create the 2012-2016 SCCC Strategic Plan:

- reviewed all documents related to the current strategic plan, educational master plan and self studies;
- identified institutional and environmental data available for planning;
- summarized a set of determined institutional and environmental needs for the 2012-2016 SCCC Strategic Plan;
- facilitated a Board Visioning Session with the SCCC Board of Trustees;
- attended a Strategic Conversations Session with internal stakeholders;
- attended a SCCC charrette with internal and external stakeholders and
- worked with the District Strategic Planning Committee to confirm mission, vision, values, goals and objectives.

Phase I involved on-site discovery, document review, and organization of the 2012-2016 SCCC Strategic Plan process. On January 24, 2012, the CBT team traveled to Fresno City College and facilitated a Board Visioning session where board members reviewed a "lessons learned" document developed from institutional and environmental data. The board members were guided into discussions about the data and asked to develop themes from the data that could be used as overarching visioning statements.

Phase 2 included a second trip to SCCC on February 7, 2012 for strategic conversations with internal stakeholders (Appendix B). Phase 3 required a third trip to SCCC on March 1, 2012 where the CBT team attended a charrette for both internal and external participants. Over 100 individuals attended the charrette, many from the business and educational community.

On March 2, 2012, the team attended a meeting with the DSPC, where timelines, process and deliverables were discussed. A draft of the strategic plan was presented at the end of March to the DSPC for their review and feedback. Phase 4 involved revisions and feedback and a presentation of the mission, vision, and values at a scheduled Board of Trustees meeting held on May 1, 2012. Phases 5 and 6 focused on a process for Districtwide review and feedback and refinement of the strategic plan draft. The final 2012-2016 SCCC Strategic Plan was submitted to the Chancellor on May 25, 2012.





# District Profile

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## The District and the Colleges/Centers

State Center Community College District provides a wide range of education and job training services to Fresno County, Madera County, and portions of Kings and Tulare Counties. The District includes two accredited colleges, Fresno City College and Reedley College. In addition to the two community colleges, the District governs four educational and outreach centers located in Fresno, Madera, Clovis, and Oakhurst, as well as a number of community outreach programs in non-District owned facilities. The fastest growing center is the Willow International Community College Center, which is applying to receive full accreditation status to become a college. Each college and center has a distinct and unique identity, socio-economic and ethnic mix, as well as unique program offerings. The District offers higher education opportunities to thousands of students who might otherwise be unable to attend classes beyond high school.



## Challenges and Opportunities

The data profile tables (Appendix A) provide sets of information to use for planning, as well as sets of information that the institutional researchers will continually update in order to monitor the status of SCCCD's service area population, student demographics and enrollment trends, and student progress and achievement. Following are selected issues drawn from the data profile that represent challenges and opportunities for strategic planning.

### CHALLENGES

1. The District is primarily challenged with the intersection of several trends: growing service area population, growing enrollment and wait-listed enrollments, and a lower-than-average participation rate, along with constrained state funding.
2. With such demand for increased educational programming, delivery, and services at a time when resources are declining, the District has to make critical decisions about mission priorities, distribution of program delivery over a large geographic area, and innovative revenue streams. Statistics show that:
  - a. SCCCD's service area population increased 18 percent from 2000 to 2010, California's overall statewide numbers increased just 10 percent. Projections show that SCCCD service area population growth will continue to outpace the average for California.
  - b. Reportedly, there is a transient farm industry population segment to be considered, as well.
  - c. Between 2000 and 2010, SCCCD's enrollment increased 23 percent. This enrollment surge is not unreasonable given that SCCCD's participation rate (the proportion of the adult population of the service area attending the colleges), appears to be much below that of the State, overall (4.9 percent versus 8.4 percent). In other words, SCCCD had not enrolled the typical number of students for its service area size. However, by 2011, SCCCD reduced enrollments below the 2010 number.
- d. Further, the data profile shows that between 2006 and 2011, wait-listed enrollments increased 119 percent. That is, in fall 2011, 64,818 course enrollments were wait-listed, with students hoping that a course enrollment slot would open up.
3. Another important consideration for strategic planning is the fact that SCCCD's service area is among the most economically depressed and socio-economically disadvantaged in the state and thus is in extreme need of economic and workforce development program delivery tailored to disadvantaged student needs, and program planning that addresses specific business and industry workforce requirements. Consider that:
  - a. The unemployment rates in Fresno, Madera, Tulare, and Kings Counties, respectively, were great at 16.0 percent, 14.7 percent, 15.4 percent, and 14.8 percent in 2011, compared to the lower state average rate of 11.8 percent.
  - b. Likewise, in 2010, significant portions of the counties (portions within SCCCD service area) included families or persons living below poverty level: 16.9 percent of Fresno County, 14.3 percent of Madera County, and 23.9 percent of Tulare County.



- c. Educational attainment levels of the SCCCDC service area population are low. While 18.5 percent of the California population had not acquired a high school diploma, 25.1 percent of Fresno County, 31 percent of Madera County, and 41.7 percent of Tulare County, did not have a high school diploma.
  - d. Close to half of the service area population, (41 percent of Fresno County and 43 percent of Madera County) were from a home where a language other than English was spoken.
  - e. The District service area includes four counties of varying population sizes, each with distinctive educational needs. Kings County contains 1,076 persons within the service area, Tulare County has 33,185 persons, Madera County with 126,673 persons, and Fresno County with 867,308 persons (2010).
4. Sophisticated, cohesive and comprehensive information analysis is critical for decision making in a community college district addressing such needs and experiencing such rapid change. It will be a challenge to develop behaviors and systemic procedures whereby individuals seek out and use information for continuous planning, and wherein institutional research is coordinated. Following are examples of the types of uniform analyses that would be helpful for continued planning:
- a. student success information, including student follow up;
  - b. population statistics and participation rates by detailed location and population characteristic;
  - c. workforce employment needs cross indexed with current and future program delivery;
  - d. student resident analyses relative to population distribution and growth within the service area(s); and
  - e. qualitative information, such as student satisfaction and experience feedback.
5. Lastly, as SCCCDC hires future faculty and staff, the District may choose to ensure that the diversity of faculty and staff is representative of its students and its service area population. Currently, while approximately 62 percent of students and half of the service area are non-white, only approximately 39 percent of the full-time faculty is non-white.
- services, organization, responsibilities, functions, and management, throughout the District is needed to address this growth, redistribution, and change.
2. Distance education enrollments throughout the District have increased from 3,061 in fall 2007 to 4,588 in fall 2011, an increase of 50 percent. Distance education could provide a partial solution for some of the issues that SCCCDC is experiencing, e.g., serving a geographically widely dispersed population. Where courses and services could be provided at a cost savings, while maintaining high quality, this delivery mode should be considered and augmented.
  3. Contrary to many areas in California, SCCCDC has a large and growing population of high school graduates to matriculate to SCCCDC. From 2008 to 2019-20, the number of high school graduates is projected to decline by 1.1 percent in Fresno County high schools, but to increase 11.9 percent in Madera County high schools, 12.5 percent in Tulare County, and 27.2 percent in Kings County. Overall for the state of California, high school graduates will decline 3.8 percent. Additionally, SCCCDC is to be congratulated for enrolling a large percentage of those high school graduates as beginning freshmen. For most high schools in the service area, approximately 50 percent of graduates matriculate to an SCCCDC college.
  4. SCCCDC is considered exemplary in terms of “access” because the ethnic distribution of its enrollment is closely representative of its service area: 50 percent of the service area population is Hispanic, and 48 percent of students are Hispanic; 34 percent of the service area population is white, and 26 percent of students are white.
  5. Even though the unemployment rate is high and the economic recovery is somewhat slow, the California Employment Development Department projected that between 2008 and 2018, 11,402 additional jobs would be added in Fresno County, 1,534 in Madera County, 5,067 in Tulare County, and 11,433 in Kings County. Many of those jobs are within occupational categories addressed by typical community college programs. Additional study is required to determine whether the career technical programs of SCCCDC’s colleges, as well as articulation for 2+2 and 2+2+2 programs and skill requirements within those job categories, are currently well aligned with needs of the economy.

## OPPORTUNITIES

1. Enrollment trends throughout SCCCDC’s colleges and sites have shifted, as has the population distribution. Enrollment growth at Reedley College and the Willow International and Madera Centers has outpaced the enrollment growth rate for the District’s flagship college, Fresno City College. A comprehensive plan with phases for the distribution of enrollment, resources,



# Lessons Learned From the Data Profile

In addition to the “Challenges and Opportunities” narrative in this report, which draws conclusions from data in order to guide planning, the data profile information was partially summarized in a document for the initial planning retreat for the SCCC Board of Trustees. The document, “Lessons Learned from the Data,” became familiar as it was also used as a reference for the Strategic Conversation and Community Charrette. The perspective used for the development of this document was, “What lessons can be drawn from the data, and what data suggests those lessons?”

*(The reader should note that the District service area includes four counties, but with only portions of each within the SCCC service area. Population statistics are presented for the four entire counties, as well as for portions of counties within the SCCC service area, depending upon the table.)*

## LESSON LEARNED #1: SCCC is moving in the right direction regarding expansion of facilities, sites, and services in locations of population and enrollment growth and need.

Population and Enrollment Growth  
California, SCCC Service Area,  
Fresno, Madera, Tulare, and Kings Counties (Whole Counties),  
and SCCC Enrollment  
2000, 2010, and 2020 Projected

	2000	2010	Fall 2011	Change from 2000 to 2010	2020 Projected	Change Projected from 2010
CA Population	33,878,086	37,253,956		10%	44,135,923	18%
SCCCD Service Area Population	858,888	1,028,242		18%		
Fresno County	799,407	930,450		16%	1,201,792	29%
Madera County	123,109	150,865		23%	212,874	41%
Tulare County	368,021	442,179		20%	599,117	35%
Kings County	129,461	152,982		18%	205,707	34%
SCCCD Enrollment	30,438	37,578	32,942	23%		
Fresno City College Enrollment	21,504	24,563	20,482	14%		
Reedley College Enrollment	5,133	7,032	6,705	37%		
Willow Center Enrollment	3,106	5,628	5,564	81%		
Madera Center Enrollment	1,655	2,830	2,779	71%		

Projected High School Graduates: California with  
Fresno, Madera, Tulare, and Kings Counties

	Actual 2008	Projected 2019-2020	Percent Change
California	382,924	368,011	-3.8%
Fresno County	10,826	10,712	-1.1%
Madera County	1,614	1,796	+11.9%
Tulare County	4,899	5,511	+12.5%
Kings County	1,345	1,711	+27.2%

**LESSON LEARNED #2: The SCCCD service area economy is among the most depressed in the state, and the population is one of the most disadvantaged. State-of-the-art, current programs and economic development services are needed to fulfill the community college mission for the community served.**

Measures of Potential Disadvantaged Status  
California, and Fresno, Madera, Tulare, and Kings Counties  
(Whole Counties and SCCCD Service Area Portions)

	Unemployment Rate Nov. 2011 *	Percent Without High School Diploma 2010 (SCCCD Service Area)	Percent Who Speak English Less Than Well 2010 (Whole Counties)	Percent Living at/or Below Poverty level 2010 (SCCCD Service Area)
California	11.3	18.5%	19.8%	15.8%
Fresno County	16.0	25.1%	18.5%	16.9%
Madera County	14.7	31.0%	16.5%	14.3%
Tulare County	15.4	41.7%	****	23.9%
Kings County	14.8	***	****	11.6%

\* Department of Labor, Bureau of Labor Statistics: [www.bls/lau/#dat15](http://www.bls/lau/#dat15)

\*\*\* Margin of error is too high to report numbers (because the sample size for the SCCCD portion of this county is too small to yield reliable estimates).

\*\*\*\* Not available

- 64% of SCCCD students who qualified for financial aid (F2010) (increasing every year)
- EDD forecasts an increase of 19,600 jobs and a growth rate of 5% between 2008 and 2018 for Fresno County, lower than the projected statewide growth rate of 9.7%. The majority of those job openings do not require college-level education.

**LESSON LEARNED #3: Accurate analyses of SCCCD population, enrollment trends and student success require complex data and problem solving for SCCCD's extensive and diverse service area. Appropriate data availability and tools—and primarily comprehensive analyses and accountability—are critical. A culture of inquiry, a culture of evidence, and a culture of assessment are also important to institutionalize, along with coordination and sophistication of institutional research.**

Population and Enrollment Growth  
California, SCCCD Service Area,  
Fresno, Madera, Tulare and King Counties (Whole Counties)  
and SCCCD Enrollment  
2000, 2010, and 2020 Projected  
With Augmented Notes

	2000	2010	Fall 2011	Change from 2000 to 2010	2020 Projected	Change Projected from 2010
CA Population	33,878,086	37,253,956		10%	44,135,923	18%
SCCCD Service Area Population	858,888	1,028,242		18%/+169,354		
Fresno County	799,407	930,450		16%/+131,043	1,201,792	29%/+271,342
Madera County	123,109	150,865		23%/+27,756	212,874	41%/+62,009
Tulare County	368,021	442,179		20%/+74,158	599,117	35%/+156,938
Kings County	129,461	152,982		18%/+23,521	205,707	34%/+52,725
SCCCD Enrollment	30,438	37,578	32,942	23%/+7,140		
Fresno City College Enrollment	21,504	24,563	20,482	14%/+3,059		
Reedley College Enrollment	5,133	7,032	6,705	37%/+1,899		
Willow Center Enrollment	3,106	5,638	5,564	81%/+2,532		
Madera Center Enrollment	1,655	2,830	2,779	71%/+1,175		

**LESSON LEARNED #4: With an increasing population and increasing enrollments, but a lower-than-average “participation rate” and declining resources, strategic decision making, choices, and enrollment management will continue to be critical.**

Population and Enrollment Growth  
California, SCCC Service Area,  
Fresno, Madera, Tulare, and Kings Counties (Whole Counties),  
and SCCC Enrollment  
2000, 2010, and 2020 Projected

	2000	2010	Fall 2011	Change from 2000 to 2010	2020 Projected	Change Projected from 2010
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Willow Center Enrollment	3,106	5,628	5,564	81%		
Madera Center Enrollment	1,655	2,830	2,779	71%		

Participation rate = Rate of persons, per 1000 of adult service area population, enrolled in SCCC or in another community college. SCCC participation rate = 4.9% (35,578 enrolled ÷ 721,273 adult population).  
CA Average participation rate = 9.5% (a rough estimate).

**LESSON LEARNED #5: Student success will always be the key measure of institutional effectiveness, and SCCC continues to demonstrate positive rates for retention and completion of courses and progress through programs, and high numbers of transfer students. Along with other strong supporting structures, the best in learning pedagogies, including new uses of technology, and outcomes assessment will ensure continuing student success rates.**

- In a comparison of all CA community college retention rates (retention in class to end of the term with any grade), Fresno and Reedley Colleges scored above the state average, at 88.0% and 89.4%, respectively. (F09)
- In 2009-10, 1131 students from SCCC transferred to a UC or CSU. While the most students transferred to a CSU, University of Phoenix received the second highest number of transfers.



# Core Beliefs

## Mission

State Center Community College District is committed to student learning and success, while providing accessible, high quality, innovative educational programs and student support services to our diverse community by offering associate degrees, university transfer courses and career technical programs that meet the academic and workforce needs of the San Joaquin Valley and cultivate an educationally prepared citizenry.

## Vision

State Center Community College District will demonstrate exemplary educational leadership to foster and cultivate a skilled workforce and an educated citizenry who are well prepared professionally and personally to contribute to our community.

## Values

**Excellence:** So that every student will have the opportunity to benefit from an educational experience of the highest quality, we are committed to excellent teaching, learning, quality instruction, support services, and co-curricular activities.

**Diversity:** We are committed to cultivating a welcoming environment for all and we will promote and celebrate diversity in our student body, faculty, staff and administration.

**Integrity:** We will be accountable, honest, transparent and adhere to the highest professional standards to ensure that every student has the opportunity to receive an excellent education. We are committed to removing barriers to student success.

**Continual Improvement:** We will continually evaluate our policies and practices to sustain and improve the quality of our programs and services. We will utilize effective planning procedures and commit to making decisions based upon the systematic use of relevant data.

**Stewardship:** We are committed to the enhancement, preservation, conservation, and effective utilization of our resources.

**Community:** We value the community we serve and strive to work as a good neighbor, and partner with the people, businesses and organizations of the San Joaquin Valley.

**Communication:** We are committed to open communication among all members of the District, and with the external community of which we are an integral part. We will ensure freedom of speech, collaboration and mutual respect.



## Strategic Directions

The State Center Community College District Goals and Objectives were developed in collaboration with the SCCCDC Strategic Planning Committee, based upon extensive analysis of information regarding the internal and external communities of the District. The development of the goals and objectives relied upon documentation included in the 2012 ACCJC Accreditation letters, the District's Data Profile, the College Brain Trust documents known as "Organization Review of Centralized Services", "Lessons Learned from the Data" and "Challenges and Opportunities: Implications From the SCCCDC Data Portfolio."

### Goal 1: Student Success

SCCCDC is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.

- 1.1 Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success;
- 1.2 Improve student success rates by increasing persistence and completion rates for all students;
- 1.3 Create a comprehensive Student Services Delivery Plan for all campuses and centers;
- 1.4 Analyze current student assessment processes and outcomes and ensure cohesion across all District locations;
- 1.5 Increase students' campus and community engagement.



## Goal 2: Student Access

SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.

- 2.1 Evaluate student access for all communities and develop a districtwide Enrollment Management Plan to optimize the District presence in all areas of the District;
- 2.2 Maintain and improve student admission, registration, counseling and orientation processes to maximize student educational planning;
- 2.3 Enhance student support program coordination and development in areas such as outreach, recruitment, co-curricular and career awareness activities throughout the District.

## Goal 3: Teaching and Learning Effectiveness

SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.

- 3.1 Create a comprehensive Basic Skills Delivery Plan;
- 3.2 Coordinate curriculum and Signature Programs, and develop new Signature Programs as appropriate throughout the District.
- 3.3 Develop a comprehensive Distance Learning Delivery Plan and increase the number of courses and enrollments delivered at a distance;
- 3.4 Ensure continuous integration and implementation of the colleges' cycles of Program Review and Student Learning Outcomes assessment to improve institutional effectiveness.
- 3.5 Provide faculty development opportunities to support excellent teaching and learning in areas such as distance learning, innovative teaching methods, the use of technology for learning, and learning communities.

## Goal 4: Economic and Workforce Development

SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.

- 4.1 Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners;
- 4.2 Regularly assess workforce program and skill needs based upon up to date, relevant employment and other business data;
- 4.3 Increase persistence and completion rates for students in career technical programs;
- 4.4 Increase the number of quality work experience, apprenticeship, job shadowing, service learning and internship experiences.







### **Goal 5: Communication**

SCCCD is committed to open and clear communication among its constituent groups and with its external communities.

- 5.1 Develop and implement a District Governance Model;
- 5.2 Increase regular reporting of District and Board activities and actions to the colleges' communities through various means such as newsletters, meetings and discussion sessions;
- 5.3 Expand and improve communication throughout the district;
- 5.4 Maintain and improve relationships with the District's community, economic and workforce partners.

### **Goal 6: Organizational Effectiveness**

SCCCD is committed to continually improve its organizational process to ensure its institutional effectiveness and accountability.

- 6.1 Develop and implement a District Resource Allocation Plan;
- 6.2 Review and update the District Technology Plan;
- 6.3 Finalize and implement a District Facilities Master Plan;
- 6.4 Develop and implement a Human Resources Staffing Plan that recognizes the staff diversity needs, expected retirements in the near future and the organizational and curricular changes of the District, and the need for staff training;
- 6.5 Develop a plan for growth of the District's campuses and centers, including planned phases for enrollment, staffing, resource allocation, organizational structures and facilities needs;
- 6.6 Develop an effective planning and research infrastructure at the district level to enhance institutional research across the District with coordination mechanisms, an annual district research agenda, common research projects and additional research needed for assisting in planned growth for SCCC;D;
- 6.7 Implement an integrated Strategic Planning Model that includes regular assessment of progress toward goals.

### **Goal 7: Community and Resource Development**

SCCCD is committed to optimizing its resources while maintaining its fiscal integrity.

- 7.1 Maintain prudent financial practices to ensure and support the fiscal health and wellbeing of the District;
- 7.2 Create a Resource Development Plan to enhance revenue generation and external giving;
- 7.3 Develop a systematic process to maximize mission driven grants acquisition.

## APPENDIX A: SCCCD DATA PROFILE

### SCCCD Data Profile

Prepared by: SCCCD Research Department and CBT

#### Regional Economic and Workforce Needs and Trends

##### 1) Economic Trends by County (Whole Counties)

###### a) Unemployment Rates

Unemployment Rate by County			
	2007	2009	2011
California	5.4%	11.3%	11.7%
Fresno County	8.6%	15.0%	16.5%
Madera County	7.5%	13.6%	15.3%
Tulare County	9.2%	15.1%	16.6%
Kings County	8.7%	14.5%	16.1%

Source: California EDD Labor Market Information

###### b) Unemployment Rates Around Service Area High Schools

Unemployment/Affluence of Top Feeder High School Areas			
	Unemployment Rate <sup>1</sup>		Affluence Rate <sup>2</sup>
	2007	2010	2010
California	5.3%	12.4%	18.3%
Buchanan	2.5%	5.6%	31.0%
Bullard	5.0%	10.8%	10.0%
Central East	3.9%	8.5%	11.0%
Clovis East	2.5%	5.6%	31.0%
Clovis	2.5%	5.6%	31.0%
Clovis North	(NA)	(NA)	(NA)
Clovis West	2.4%	6.8%	26.0%
Dinuba	12.8%	24.0%	10.0%
Edison	9.0%	18.5%	7.0%
Fowler	8.3%	17.1%	8.0%
Fresno	5.0%	10.8%	10.0%
Hoover	6.1%	13.0%	10.0%
Kerman	9.0%	18.4%	9.0%
Kingsburg	10.1%	19.5%	16.0%
Liberty	2.0%	18.0%	7.0%
Madera	7.0%	8.9%	15.0%
Madera South	7.0%	8.9%	15.0%
McLane	8.9%	18.3%	2.0%
Orange Cove	13.8%	26.6%	3.0%
Parlier	15.1%	29.0%	6.0%
Reedley	5.9%	12.6%	9.0%
Roosevelt	12.4%	24.4%	1.0%
Sanger	3.4%	7.5%	21.0%
Selma	7.6%	15.9%	9.0%
Sunnyside	3.5%	7.7%	11.0%
Yosemite	2.5%	5.1%	5.0%

<sup>1</sup> Neighborhood Unemployment Rate reports the unemployment rate for the neighborhoods within a one-mile radius of a high school. Reported is the neighborhood average unemployment rate for September 2007 (before the recession) and for September 2010. The neighborhood unemployment rate is also compared to the state average.

<sup>2</sup> Neighborhood Affluence Rate reports the percent of families that live within a one-mile radius of the school and earn more than \$125,000 (or more than twice the median family income in California). Source: UCLA IDEA Lab 2011 California Educational Opportunity Report

**c) Household Income (portions of counties within SCCCD)**

Household Income					
	California	Fresno County	Madera County	Tulare County	Kings County
Less than \$25k	21.6%	27.0%	23.2%	28.8%	***
\$25 to \$74k	39.8%	42.8%	48.8%	49.3%	***
\$75 to \$200k or more	38.6%	30.2%	28.0%	21.9%	***

Source: U.S. Census Bureau 2010 American Community Survey

\*\*\* Data is not reported for Kings county because "margin of error" is too high due to small sample size for the SCCCD portion of this county.

**d) Percentage of Persons Living Below Poverty Level (portions of counties within SCCCD)**

Percentage of Persons Below Poverty Level						
	US	California	Fresno County	Madera County	Tulare County	Kings County
Persons below poverty level, percent, 2006-2010	13.8%	15.8%	16.9%	14.3%	23.9%	11.6%

Source: U.S. Census Bureau 2010 American Community Survey

**2) Workforce Needs by County**

**a) Top projected occupations (top 10)**

Top 10 Projected Occupational Categories by County						
	2008	2018	% change	New Jobs	Replacement Jobs	Total Additional Jobs
<b>Fresno County</b>	<b>390,500</b>	<b>410,100</b>	<b>5.0</b>	<b>2,393</b>	<b>9,009</b>	<b>11,402</b>
1. Office and Administrative Support Occupations	57,830	58,900	1.9	296	1,186	1,482
2. Sales and Related Occupations	32,690	34,970	7.0	236	977	1,213
3. Farming, Fishing, and Forestry Occupations	41,320	40,430	-2.2	9	1,105	1,114
4. Food Preparation and Serving Related Occupations	26,530	28,010	5.6	155	905	1,060
5. Education, Training, and Library Occupations	29,000	30,610	5.6	162	637	799
6. Transportation and Material Moving Occupations	24,590	25,450	3.5	114	575	689
7. Personal Care and Service Occupations	16,740	19,510	16.5	277	361	638
8. Production Occupations	22,010	22,950	4.3	122	488	610
9. Healthcare Practitioners and Technical Occupations	16,060	18,150	13.0	215	329	544
10. Business and Financial Operations Occupations	14,230	15,700	10.3	152	306	458

Source: California Employment Development Department (<http://www.edd.ca.gov/>)



Top 10 Projected Occupational Categories by County						
	2008	2018	% change	New Jobs	Replacement Jobs	Total Additional Jobs
<b>Madera County</b>	<b>50,700</b>	<b>53,900</b>	<b>6.3</b>	<b>386</b>	<b>1,148</b>	<b>1,534</b>
1. Farming, Fishing, and Forestry Occupations	8,810	8,610	-2.3	1	237	238
2. Personal Care and Service Occupations	2,490	3,330	33.7	85	62	147
3. Office and Administrative Support Occupations	5,560	5,720	2.9	28	110	138
4. Sales and Related Occupations	2,780	3,090	11.2	32	91	123
5. Education, Training, and Library Occupations	3,680	4,030	9.5	34	83	117
6. Food Preparation and Serving Related Occupations	2,740	2,920	6.6	18	91	109
7. Healthcare Practitioners and Technical Occupations	2,960	3,430	15.9	47	60	107
8. Management Occupations	4,490	4,560	1.6	13	72	85
9. Transportation and Material Moving Occupations	2,250	2,520	12.0	28	51	79
10. Production Occupations	2,440	2,620	7.4	20	52	72

Source: California Employment Development Department (<http://www.edd.ca.gov/>)

Top 10 Projected Occupational Categories by County						
	2008	2018	% change	New Jobs	Replacement Jobs	Total Additional Jobs
<b>Tulare County</b>	<b>165,400</b>	<b>176,500</b>	<b>6.7</b>	<b>1,273</b>	<b>3,794</b>	<b>5,067</b>
1. Farming, Fishing, and Forestry Occupations	29,830	31,260	4.8	143	795	938
2. Office and Administrative Support Occupations	20,420	21,100	3.3	123	417	540
3. Sales and Related Occupations	13,340	14,110	5.8	88	405	493
4. Education, Training, and Library Occupations	13,030	14,620	12.2	160	298	458
5. Food Preparation and Serving Related Occupations	9,040	9,990	10.5	95	283	378
6. Management Occupations	14,330	14,890	3.9	96	245	341
7. Transportation and Material Moving Occupations	11,550	11,900	3.0	61	260	321
8. Production Occupations	9,780	9,520	-2.7	22	211	233
9. Healthcare Practitioners and Technical Occupations	6,520	7,340	12.6	82	137	219
10. Personal Care and Service Occupations	3,950	4,660	18.0	71	91	162

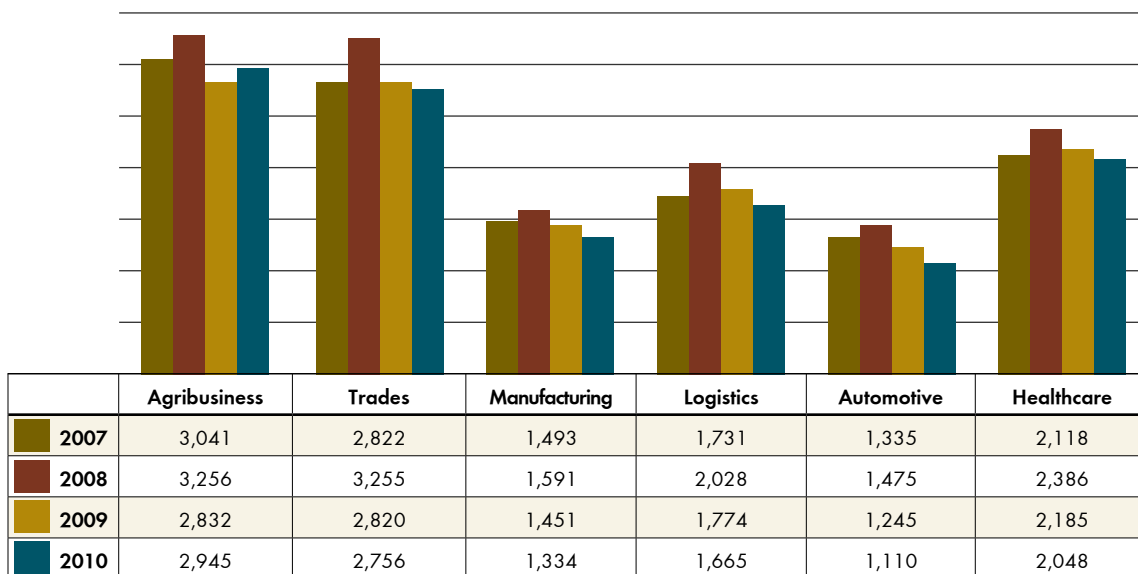
Source: California Employment Development Department (<http://www.edd.ca.gov/>)

Top 10 Projected Occupational Categories by County						
	2008	2018	% change	New Jobs	Replacement Jobs	Total Additional Jobs
<b>Kings County</b>	<b>309,300</b>	<b>351,000</b>	<b>13.5</b>	<b>4,312</b>	<b>7,121</b>	<b>11,433</b>
1. Office and Administrative Support Occupations	37,630	42,200	12.1	501	737	1,238
2. Farming, Fishing, and Forestry Occupations	41,760	41,530	-0.6	9	1,116	1,125
3. Food Preparation and Serving Related Occupations	20,030	24,350	21.6	433	671	1,104
4. Sales and Related Occupations	23,610	26,390	11.8	290	730	1,020
5. Education, Training, and Library Occupations	21,830	25,710	17.8	388	487	875
6. Transportation and Material Moving Occupations	23,600	26,220	11.1	268	536	804
7. Construction and Extraction Occupations	22,990	25,040	8.9	211	389	600
8. Healthcare Practitioners and Technical Occupations	10,870	14,520	33.6	365	227	592
9. Management Occupations	16,540	18,020	8.9	149	366	515
10. Personal Care and Service Occupations	9,270	12,160	31.2	288	195	483

Source: California Employment Development Department (<http://www.edd.ca.gov/>)

**b) Business Growth/Decline by Category**

Business Growth/Decline by Trade (chart and count) - Fresno County



Number of Businesses				
	2007	2010	# Change 2007 to 2010	% Change 2007 to 2010
<b>Agribusiness</b>	3,041	2,945	-96	-3.2%
<b>Trades</b>	2,822	2,756	-66	-2.3%
<b>Manufacturing</b>	1,493	1,334	-159	-10.6%
<b>Logistics</b>	1,731	1,665	-66	-3.8%
<b>Automotive</b>	1,335	1,110	-225	-16.9%
<b>Healthcare</b>	2,118	2,048	-70	-3.3%

Source: Fresno Regional Workforce Investment Board, The 2010 Fresno County Employment Study

### c) Business Obstacles to Growth

1,063 responses from local employers identified the most significant current obstacles faced:

Business Obstacles to Growth		
<b>1. Market Conditions</b>	353	33%
<ul style="list-style-type: none"> <li>• Tight banking climate - no access to cash</li> <li>• Sales are very low</li> <li>• Customers cannot access financing</li> </ul>		
<b>2. Regulatory Constraints/State and Federal Regulations</b>	232	22%
<ul style="list-style-type: none"> <li>• Permitting is a long process</li> <li>• Rigid certification requirements</li> <li>• High regulation standards</li> <li>• Air standards extremely difficult</li> <li>• New emissions standards</li> <li>• Licensing</li> <li>• Changing regulations</li> <li>• New oversight boards and large fees</li> </ul>		
<b>3. Cost of Doing Business</b>	114	11%
<ul style="list-style-type: none"> <li>• State and federal taxes</li> <li>• Employer insurance</li> <li>• Cost of workers compensation insurance and payroll taxes</li> <li>• Cost of healthcare</li> <li>• High cost of utilities and labor</li> </ul>		
<b>4. Labor Availability and Cost</b>	112	11%
<ul style="list-style-type: none"> <li>• Cost of Labor - taxes, liability insurance, workers compensation insurance, health insurance, etc.</li> <li>• Lack of qualified workers for technical positions</li> <li>• Unreliable job seekers</li> <li>• Job seekers/employees do not appear to be committed to job, just the paycheck</li> <li>• Job seekers' lack of work ethic and proper training</li> <li>• Job seekers' poor skills</li> <li>• Job seekers' basic comprehension - can not read or follow instructions</li> </ul>		

Source: Fresno Regional Workforce Investment Board, The 2010 Fresno County Employment Study

## Service Area Population and Demographic Trends

(The reader should note that the District service area includes four counties, with only portions of each within the SCCCDC service area. Population statistics are presented for the four counties in entirety, as well as for portions of counties within the SCCCDC service area, depending upon the table. All data for portions of counties was provided by Lapkoff & Gobalet Demographic, Research, Inc.)

### 1) SCCCDC Service Area, California, and Service Area County Population (Whole Counties) 2000, 2010, 2020

Population Growth California; SCCCDC Service Area; Fresno, Madera, Tulare and Kings Counties 2000, 2010, and 2020 Projected						
	2000	2010	Change from 2000 to 2010	2020 Projected	Change Projected from 2010	% of Voting Age 2010
CA Population	33,873,086	37,253,956	10%	44,135,923	18%	75%
SCCCDC Service Area Population	871,000 (est)	1,028,245	18%			70%
Fresno County	799,407	930,450	16%	1,201,792	29%	70%
Madera County	123,109	150,865	23%	212,874	41%	72%
Tulare County	368,021	442,179	20%	599,117	35%	67%
Kings County	129,461	152,982	18%	205,707	34%	72%

Source: College Brain Trust, "Lessons Learned", California Department of Finance, U.S. Census

### 1a) Population Residing Within Portions of Counties in SCCCDC Service Area, 2010

County	Population in SCCCDC Service Area	Percent of Service Area	Portion of County's Population in SCCCDC
Fresno County	867,308	84.3%	93.2%
Madera County	126,673	12.3%	84.0%
Tulare County	33,185	3.2%	7.5%
Kings County	1,076	1.0%	0.7%
Total	1,028,242	100.0%	

## 2) SCCCDC Service Area Population by Ethnic Distribution and Percent Change, 2000 and 2010

### a) Ethnic Distribution for Population Residing Within Portions of Counties in SCCCDC Service Area

SCCCDC Service Area Ethnic Distribution		
Ethnicity	Service Area - Census 2010	
Hispanic	516,200	50.2%
White	348,179	33.9%
African American	48,902	4.8%
Asian	94,066	9.1%
Native American	12,102	1.2%
Others	8,793	0.9%
Total	1,028,242	100.0%

Source: SCCCDC Redistricting Report, 2011



### b) Population Distribution Change by Ethnicity by County (Whole Counties)

Ethnicity Distribution Change, by County, 2000 to 2010						
	Fresno County			Madera County		
Ethnicity	2000	2010	% Change	2000	2010	% Change
Total Population	799,407	930,450	16.4%	123,109	150,865	22.5%
Hispanic	351,636	468,070	33.1%	54,515	80,992	48.6%
White	317,522	304,522	-4.1%	57,391	57,380	0.0%
African American	40,291	45,005	11.7%	4,710	5,009	6.3%
Asian/Pacific Islander	63,711	87,922	38.0%	1,640	2,640	61.0%
American Indian and Alaska Native	6,223	5,979	-3.9%	1,694	1,790	5.7%
Other	20,024	18,952	-5.4%	3,159	3,054	-3.3%

Ethnicity Distribution Change, by County, 2000 to 2010						
	Tulare County			Kings County		
Ethnicity	2000	2010	% Change	2000	2010	% Change
Total Population	368,021	432,179	17.4%	129,461	152,982	18.2%
Hispanic	186,846	258,065	38.1%	56,461	77,866	37.9%
White	153,916	143,935	-6.5%	53,817	53,879	0.1%
African American	5,122	5,497	7.3%	10,418	10,314	-1.0%
Asian/Pacific Islander	11,714	14,574	24.4%	4,076	5,567	36.6%
American Indian and Alaska Native	1,304	3,323	154.8%	3,011	1,297	-56.9%
Others	7,412	6,785	-8.5%	3,385	4,059	19.9%

Source: US Census Bureau

### 3) Age Distribution for Population Residing Within Portions of Counties in SCCCD Service Area , 2010

SCCCD Service Area Counties - Population Distribution by Age					
	Total SCCCD Service Area	Fresno County	Madera County	Tulare County	Kings County
<b>Total Population</b>	<b>1,033,608</b>	<b>868,826</b>	<b>126,206</b>	<b>35,119</b>	<b>3,457</b>
Under 18	308,489	258,296	37,417	11,811	965
	<b>29.8%</b>	<b>29.7%</b>	<b>29.6%</b>	<b>33.6%</b>	<b>27.9%</b>
18 & Over (Adults)	725,119	610,530	88,789	23,308	2,492
	<b>70.2%</b>	<b>70.3%</b>	<b>70.4%</b>	<b>66.4%</b>	<b>72.1%</b>
Under 15	255,151	213,542	30,974	9,831	804
	<b>24.7%</b>	<b>24.6%</b>	<b>24.5%</b>	<b>28.0%</b>	<b>23.3%</b>
15-19	89,999	75,782	10,687	3,263	267
	<b>8.7%</b>	<b>8.7%</b>	<b>8.5%</b>	<b>9.3%</b>	<b>7.7%</b>
20-24	82,009	70,028	8,983	2,791	207
	<b>7.9%</b>	<b>8.1%</b>	<b>7.1%</b>	<b>7.9%</b>	<b>6.0%</b>
25-34	144,380	122,926	15,995	5,039	420
	<b>14.0%</b>	<b>14.1%</b>	<b>12.7%</b>	<b>14.3%</b>	<b>12.1%</b>
35-49	190,594	160,792	22,703	6,419	680
	<b>18.4%</b>	<b>18.5%</b>	<b>18.0%</b>	<b>18.3%</b>	<b>19.7%</b>
50-64	162,945	136,107	21,468	4,730	640
	<b>15.8%</b>	<b>15.7%</b>	<b>17.0%</b>	<b>13.5%</b>	<b>18.5%</b>
65 & over	108,530	89,649	15,396	3,046	439
	<b>10.5%</b>	<b>10.3%</b>	<b>12.2%</b>	<b>8.7%</b>	<b>12.7%</b>

Source: US Census Bureau

**4) Gender Distribution for Population Residing Within Portions of Counties in SCCCD Service Area, 2010**

SCCCD Service Area Counties - Population Distribution by Gender					
Gender	Total SCCCD Service Area	Fresno County	Madera County	Tulare County	Kings County
<b>Total Population</b>	<b>1,033,608</b>	<b>868,826</b>	<b>126,206</b>	<b>35,119</b>	<b>3,457</b>
Male	513,551	429,669	63,972	18,092	1,818
	<b>49.7%</b>	<b>49.5%</b>	<b>50.7%</b>	<b>51.5%</b>	<b>52.6%</b>
Female	520,057	439,157	62,234	17,027	1,639
	<b>50.3%</b>	<b>50.5%</b>	<b>49.3%</b>	<b>48.5%</b>	<b>47.4%</b>

Source: US Census Bureau

**5) High School Graduates, California and Service Area Counties, 2009-2010 Actual and 2016-2017 Projected**

High School Graduates - Actual and Projected									
	2009-10 Actual	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	% Change 2009-10 to 2016-17
California	404,899	400,822	399,050	395,271	385,311	383,199	381,171	380,165	-6.1%
Fresno County	11,149	11,335	11,366	11,229	11,010	10,948	11,228	11,342	1.7%
Madera County	1,618	1,688	1,658	1,678	1,645	1,679	1,691	1,684	4.1%
Tulare County	5,380	5,226	5,281	5,248	5,269	5,296	5,327	5,327	-1.0%
Kings County	1,520	1,695	1,665	1,693	1,712	1,724	1,739	1,738	14.3%

Source: California Department of Finance

**6) Educational Attainment of Persons 25+ Years of Age Who Reside in Portions of Counties Within SCCCD Service Area - 2010**

Educational Attainment - 25 Years and Over	California	Fresno County	Madera County	Tulare County	Kings County
Population 25 years and over	24,097,200	498,931	74,154	18,998	***
Less than 9th grade	10.5%	14.6%	17.8%	29.2%	***
9th to 12th grade, no diploma	8.0%	10.5%	13.2%	12.5%	***
High school graduate (included equivalency)	20.8%	23.4%	25.0%	23.2%	***
Some college, no degree	22.2%	23.0%	22.3%	19.0%	***
Associate's degree	7.6%	7.8%	7.0%	7.3%	***
Bachelor's degree	19.1%	14.0%	10.1%	6.7%	***
Graduate or professional degree	11.0%	6.6%	4.7%	2.0%	***
Percent high school graduate or higher	80.7%	74.8%	69.0%	58.2%	***
Percent bachelor's degree or higher	30.1%	20.6%	14.8%	8.7%	***

Source: US Census Bureau, American FactFinder, 1-Year Estimates, 2010

\*\*\*Data is not reported because "margin of error" is too high due to small sample size for the SCCCD portion of this county.

**7) Percentage of Population with "Language Other Than English" Spoken at Home Who Reside in Portions of Counties Within the SCCCD Service Area - 2010**

	Fresno County	Madera County	Tulare County	Kings County
Language other than English spoken at home, pct age 5+, 2006-2010	40.6%	43.0%	***	***

Source: US Census Bureau

\*\*\* Margin of error for Tulare and Kings Counties is too high to report numbers (because the sample size for the SCCCD portion of these counties is too small to yield reliable estimates).

## 8) Veterans

### a) Numbers of Civilian Veterans Who Reside Within Portions of SCCCD Service Area Counties - 2010

Veterans in Service Area	Fresno County	Madera County	Tulare County	Kings County
Veterans, 2006-2010	44,153	7,556	***	***

Source: US Census Bureau

\*\*\* Margin of error for Tulare and Kings Counties is too high to report numbers (because the sample size for the SCCCD portion of these counties is too small to yield reliable estimates).

### b) Veterans Served at SCCCD

Number of Veterans Served at SCCCD		
College/Center	2007FA	2011FA
Fresno City College	549	522
Reedley College	80	54
Willow International Community College Center	90	91
Madera Center/Oakhurst Center	47	41

## 9) Household Information - Number of Household/persons per Household/homeownership Rate etc. for Portions of Counties Within SCCCD Service Area

Household Information - Quickfacts by County, 2010					
People QuickFacts	California	Fresno County	Madera County	Tulare County	Kings County
Mean travel time to work (minutes), workers age 16+, 2006-2010	26.9	21.5	26.9	22	20
Housing units, 2010	13,680,081	295,317	42,862	9,562	***
Homeownership rate, 2006-2010	57.4%	55.6%	64.9%	55.0%	62.7%
Housing units in multi-unit structures, percent, 2006-2010	30.7%	25.8%	12.0%	1,340	***
Median value of owner-occupied housing units, 2006-2010	\$458,500	\$275,199	\$447,447	\$234,992	\$356,600
Households, 2006-2010	12,392,852	295,317	42,862	9,562	***
Persons per household, 2006-2010	2.89	3.11	3.29	3.83	3.13
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$29,188	\$20,948	\$19,693	\$15,435	\$23,075
Median household income 2006-2010	\$60,883	\$52,016	\$48,940	\$40,965	\$49,868

Source: US Census Bureau, QuickFacts

## Student Enrollment and Demographic Trends

### 1) Headcount by Ethnicity, Gender, Age, Load

Unduplicated Headcount Enrollment by Location, Fall 2007 and Fall 2011			
College/Center	2007	2011	% change
Fresno City College	23,326	20,481	-12.2%
Reedley College	5,926	6,702	13.1%
Willow International Community College Center	4,629	5,562	20.2%
Madera Center/Oakhurst Center	2,964	3,302	11.4%

Ethnicity Enrollment Percentage by Location, Fall 2007 and Fall 2011								
	Fresno City College		Reedley College		Willow International Community College Center		Madera Center/Oakhurst Center	
	2007	2011	2007	2011	2007	2011	2007	2011
African American	7.8%	8.2%	2.6%	2.4%	3.0%	3.6%	2.5%	3.7%
Native American	1.2%	1.2%	0.9%	0.8%	1.6%	1.6%	1.3%	1.8%
Asian	14.5%	18.0%	4.6%	4.7%	8.8%	10.7%	4.6%	5.7%
Hispanic	36.4%	45.6%	59.2%	66.4%	24.6%	29.6%	47.4%	55.1%
White	27.9%	22.9%	23.6%	20.5%	50.4%	49.7%	31.6%	28.5%
Unknown	12.1%	4.1%	9.1%	5.2%	11.5%	4.9%	12.7%	5.1%

Age Enrollment Percentage by Location, Fall 2007 and Fall 2011								
	Fresno City College		Reedley College		Willow International Community College Center		Madera Center/Oakhurst Center	
	2007	2011	2007	2011	2007	2011	2007	2011
19 or Less	25.6%	25.1%	31.3%	35.9%	30.0%	34.8%	30.4%	28.0%
20-24	33.0%	38.0%	34.1%	37.2%	39.1%	40.4%	31.5%	37.4%
25-29	13.8%	14.5%	11.1%	9.4%	11.2%	10.2%	12.8%	13.2%
30-34	7.8%	7.9%	6.4%	5.2%	6.1%	4.5%	7.8%	8.3%
35-39	5.7%	4.5%	4.7%	3.2%	4.4%	3.4%	5.0%	4.6%
40-49	8.6%	6.3%	6.6%	4.3%	6.4%	4.9%	8.6%	5.1%
50+	5.3%	3.7%	5.3%	4.1%	2.7%	1.9%	3.9%	3.4%
Unknown	0.2%	0.0%	0.6%	0.7%	0.0%	0.0%	0.0%	0.0%

Gender Enrollment Percentage by Location, Fall 2007 and Fall 2011								
	Fresno City College		Reedley College		Willow International Community College Center		Madera Center/Oakhurst Center	
	2007	2011	2007	2011	2007	2011	2007	2011
Female	51.5%	52.5%	59.7%	53.9%	59.2%	55.6%	67.2%	64.9%
Male	48.3%	46.5%	40.2%	45.2%	40.5%	43.4%	32.4%	34.3%
Unknown	0.2%	1.0%	0.1%	0.9%	0.2%	1.1%	0.4%	0.8%

Status Enrollment Percentage by Location, Fall 2007 and Fall 2011								
	Fresno City College		Reedley College		Willow International Community College Center		Madera Center/Oakhurst Center	
	2007	2011	2007	2011	2007	2011	2007	2011
Full-time	36.5%	38.0%	47.8%	48.7%	43.3%	43.7%	36.6%	35.3%
Part-time	63.5%	62.0%	52.2%	51.3%	56.7%	56.3%	63.4%	64.7%

Source: SCCC Datatel



## 2) Online Course Enrollments

### a) Distance Education Headcount by Ethnicity, Gender, Age, Load

Unduplicated Headcount Enrollment by Location, Fall 2007 and Fall 2011 - Distance Education			
College/Center	2007	2011	% change
Fresno City College	1,655	1,848	11.7%
Reedley College	895	1,224	36.8%
Willow International Community College Center	228	953	318.0%
Madera Center/Oakhurst Center	283	563	98.9%

Distance Education: Ethnicity Enrollment Percentage by Location Fall 2011				
	Fresno City College	Reedley College	Willow International Community College Center	Madera Center/Oakhurst Center
	2011	2011	2011	2011
African American	7.9%	3.2%	3.5%	4.5%
Native American	1.1%	1.3%	2.0%	2.3%
Asian	15.4%	7.0%	7.1%	6.5%
Hispanic	37.2%	44.0%	30.4%	33.9%
White	32.8%	40.1%	50.6%	48.5%
Unknown	5.6%	4.4%	6.4%	4.3%

Distance Education: Age Enrollment Percentage by Location, Fall 2011				
	Fresno City College	Reedley College	Willow International Community College Center	Madera Center/Oakhurst Center
	2011	2011	2011	2011
19 or Less	10.2%	18.5%	21.3%	19.1%
20-24	34.6%	43.7%	43.9%	37.2%
25-29	20.0%	13.9%	10.3%	18.8%
30-34	12.7%	10.2%	7.5%	11.8%
35-39	6.6%	5.2%	4.6%	4.8%
40-49	10.5%	6.4%	8.0%	6.8%
50+	5.4%	2.1%	4.4%	1.5%

Distance Education: Gender Enrollment Percentage by Location, Fall 2011				
	Fresno City College	Reedley College	Willow International Community College Center	Madera Center/Oakhurst Center
	2011	2011	2011	2011
Female	69.5%	65.2%	67.8%	70.9%
Male	29.8%	33.9%	31.7%	28.9%
Unknown	0.7%	0.8%	0.5%	0.2%

Distance Education: Status Enrollment Percentage by Location, Fall 2011				
	Fresno City College	Reedley College	Willow International Community College Center	Madera Center/Oakhurst Center
	2011	2011	2011	2011
Full-time	41.9%	46.0%	48.0%	42.0%
Part-time	58.1%	54.0%	52.0%	58.0%

## Enrollment Potential

### 1) Participation Rate

Participation Rate	
SCCCD	4.9%
California	8.4%

Source: College Brain Trust, "Lessons Learned"

Participation rate = rate of persons, per 1000 of adult service area population, enrolled in SCCC or in another community college. SCCC participation rate = 4.9 percent; California participation rate = 8.4 percent.

## SCCCD Student Persistence and Success

### 1) Student Success, Retention, GPA by Location – All Students

Success, Retention, GPA by Location, Fall 2011 All Students				
	Fresno City College	Reedley College	Willow International Community College Center	Madera Center/Oakhurst Center
Headcount	20,481	6,702	5,562	3,302
Success	68.7%	67.0%	67.7%	67.4%
Retention	90.2%	90.8%	90.6%	90.9%
GPA	2.39	2.26	2.44	2.37

### 2) Student Success, Retention, GPA by Location – Distance Education Students

Success, Retention, GPA by Location, Fall 2011 - Distance Education				
	Fresno City College	Reedley College	Willow International Community College Center	Madera Center/Oakhurst Center
Headcount	1,848	1,224	953	563
Success	63.4%	55.5%	61.9%	58.1%
Retention	85.0%	83.3%	85.4%	83.8%
GPA	2.43	2.12	2.45	2.27

Source: SCCC Datatel

#### Definitions:

- 1. Success** – percentage of students who receive a passing/satisfactory grade–A, B, C, or P (Pass)
- 2. Retention** – percentage of student who completed course with a grade
- 3. GPA** – Grade Point Average

### 3) Accountability Report for Community Colleges (ARCC)

Accountability Report for Community Colleges Fresno and Reedley Colleges, March 2011			
Indicator	Fresno City College	Reedley College	State Average
Student Progress & Achievement Rate	47.0%	49.6%	53.6%
% of Students Who Earned at Least 30 Units	72.3%	69.9%	72.8%
Fall to Fall Persistence Rate	66.7%	67.8%	67.6%
Annual Successful Course Completion Rate for Credit Vocational Courses	76.7%	71.2%	77.0%
Annual Successful Course Completion Rate for Credit Basic Skills Courses	70.7%	63.9%	61.4%
Improvement Rate for Credit Basic Skills Courses	62.5%	54.5%	54.6%
Improvement Rate for Credit ESL Courses	67.4%	64.6%	58.6%

Source: California Community Colleges Chancellor's Office

**Definitions:**

- 1. Student Progress & Achievement Rate:** percentage of cohort of first-time students with minimum of 12 units earned who attempted a degree/certificate/transfer course within six years and who are shown to have achieved ANY of the following outcomes within six years of entry:
  - earned any AA/AS or certificate (18 or more units)
  - actual transfer to four-year institution (students shown to have enrolled at any four-year institution of higher education after enrolling at a CCC)
  - achieved "Transfer Directed" (student successfully completed both transfer-level Math AND English courses)
  - achieved "Transfer Prepared" (student successfully completed 60 UC/CSU transferable units with a GPA  $\geq$  2.0)
- 2. Percentage of Students Who Earned at Least 30 Units:** percentage of cohort of first-time students with minimum of 12 units earned who attempted a degree/certificate/transfer course within six years of entry who are shown to have achieved the following value-added measure of progress within six years of entry:
  - earned at least 30 units while in the CCC system (value-added threshold of units earned as defined in wage studies as having a positive effect on future earnings).
- 3. Fall to Fall Persistence rate:** percentage of cohort of first-time students with minimum of six units earned in their first fall term in the CCC who return and enroll in the subsequent fall term anywhere in the system.

**4) Basic Skills Improvement Rates**

Improvement Rates for ESL and Credit Basic Skills Courses			
Fresno City College	2006-2007 to 2008-2009	2007-2008 to 2009-2010	2008-2009 to 2010-2011
ESL Improvement Rate	65.6%	67.4%	66.4%
Basic Skills Improvement Rate	58.9%	62.6%	61.9%
Reedley College	2006-2007 to 2008-2009	2007-2008 to 2009-2010	2008-2009 to 2010-2011
ESL Improvement Rate	64.0%	64.6%	63.5%
Basic Skills Improvement Rate	51.0%	54.6%	54.9%

Source: California Community Colleges Chancellor's Office

**Definition:** Students who successfully completed the initial basic skills course were followed across three academic years (including the year and term of the initial course). The outcome of interest was that group of students who successfully completed a higher-level course in the same discipline within three academic years of completing the first basic skills course.

**5) Fall 2010 to Fall 2011 and Fall 2010 to Spring 2011 Persistence by Ethnicity/Gender**

SCCCD Persistence Rates - 1st Time Freshmen			
Ethnicity	Gender	Fall 2010 to Fall 2011	Fall 2010 to Spring 2011
African American	Female	44.7%	78.2%
African American	Male	48.6%	72.4%
African American	Unknown	66.7%	66.7%
Native American	Female	40.5%	62.2%
Native American	Male	45.5%	63.6%
Native American	Unknown	0.0%	0.0%
Asian	Female	64.8%	85.2%
Asian	Male	65.7%	83.1%
Asian	Unknown	69.2%	92.3%
Hispanic	Female	60.1%	78.5%
Hispanic	Male	58.6%	78.0%
Hispanic	Unknown	61.9%	83.3%
Unknown	Female	47.1%	67.6%
Unknown	Male	60.0%	62.5%
Unknown	Unknown	80.0%	60.0%
White	Female	63.0%	80.9%
White	Male	59.0%	79.6%
White	Unknown	55.6%	74.1%

Source: SCCC Datatel/ATERM

**Definition:**

- 1. Persistence:** percentage of students who were enrolled as of census for each term.

## 6) Top 20 Associates Degrees Conferred by SCCC 2010-2011

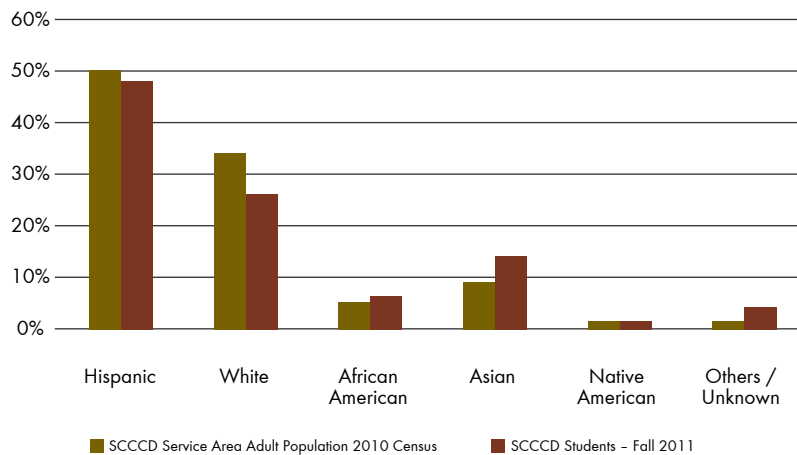
Top 20 Associates Degrees Conferred by SCCC 2010-2011	
Degree Title	Count
General Studies	463
Nursing / Registered RN	350
Liberal Arts	172
Liberal Studies	80
Biological Science	75
Social Science	74
Child Development	63
Business Administration	39
Radiologic Technology	35
Human Services - Social Work	33
Accounting	29
Respiratory Care Practitioner	26
Mathematics	26
Dental Hygiene	24
Liberal Arts - Social Sciences	19
Paralegal	16
Life Science	16
English	15
Business Management	15
Fire Technology	14

## 7) Top 10 Transfer Destinations for SCCC Students

Top 10 Transfer Destinations for SCCC Students 2005-2006 to 2009-2010	
CSU Fresno	
University of Phoenix	
Fresno Pacific University	
National University	
Devry University, Fremont	
CSU Sacramento	
UC Davis	
Cal Poly San Luis Obispo	
UCLA	
CSU Humboldt	

## Access

### 1) Enrollments by Ethnicity and Adult Populations





a) SCCC Service Area and SCCC Students

Comparison of SCCC Service Area Population and SCCC Students				
	SCCC Service Area Adult Population - 2010 Census		SCCC Students - Fall 2011	
	2011	2011	2011	2011
Hispanic	516,200	50%	15,864	48%
White	348,179	34%	8,729	26%
African American	48,902	5%	2,017	6%
Asian	94,066	9%	4,448	14%
Native American	12,102	1%	406	1%
Others/Unknown	8,793	1%	1,478	4%
<b>Total</b>	<b>1,028,242</b>	<b>100%</b>	<b>32,942</b>	<b>100%</b>

Source: US Census Bureau and SCCC Datatel/ATERM

2) Enrollments and Degree Attainment by High School

2005 High School Graduates - Attended Respective College/Center Fall 2005		
	Attended Fall 2005	Graduated with Associate Degree Within 6 Years
<b>Fresno City College</b>		
Edison	93	7
Fresno	204	20
Hoover	163	17
McLane	104	5
Washington Union	65	4
Roosevelt	137	13
<b>TOTALS</b>	<b>766</b>	<b>66</b>
<b>Reedley College</b>		
Reedley HS	218	57
Orange Cove	0	0
Parlier	47	5
<b>TOTALS</b>	<b>265</b>	<b>62</b>
<b>Madera Center</b>		
Madera High School North	108	14
Madera South High	0	0
<b>TOTALS</b>	<b>108</b>	<b>14</b>
<b>Willow International</b>		
Clovis HS	117	12
Clovis East	32	1
Clovis West	60	11
<b>TOTALS</b>	<b>209</b>	<b>24</b>

Source: Datatel

Notes: Student attended associated college/center. Includes graduates through summer 2011.

### 3) High School Graduates Matriculating to SCCC

High School	Grade 12 Enrollment 2009-2010	HS Graduates 2009-2010	Enrolled at SCCC Fall 2010	% of Graduates Enrolled at SCCC Fall 2010
Buchanan	837	788	397	50%
Bullard	577	504	248	49%
Central East	762	660	43	7%
Clovis East	536	478	249	52%
Clovis High	650	526	272	52%
Clovis North	N/A	N/A	66	N/A
Clovis West	654	611	268	44%
Dewolf	177	34	7	21%
Dinuba	343	317	149	47%
Edison	485	420	155	37%
Fowler	164	154	84	55%
Fresno	508	362	166	46%
Hoover	443	375	193	51%
Kerman	243	211	111	53%
Kingsburg	292	272	126	46%
Liberty	138	133	61	46%
Madera	413	384	170	44%
Madera South	482	449	173	39%
McLane	423	394	239	61%
Orange Cove	148	139	65	47%
Parlier	203	176	98	56%
Reedley	428	363	252	69%
Roosevelt	451	412	193	47%
Sanger	567	506	255	50%
Selma	353	305	184	60%
Sunnyside	673	625	289	46%
Yosemite	236	222	69	31%

Source: California Department of Education and SCCC Datatel

### 4) SCCC Wait List Data - Numbers of Duplicated Students on Wait List

Data include students who were on wait list for any classes; therefore, data represent duplicated enrollment.

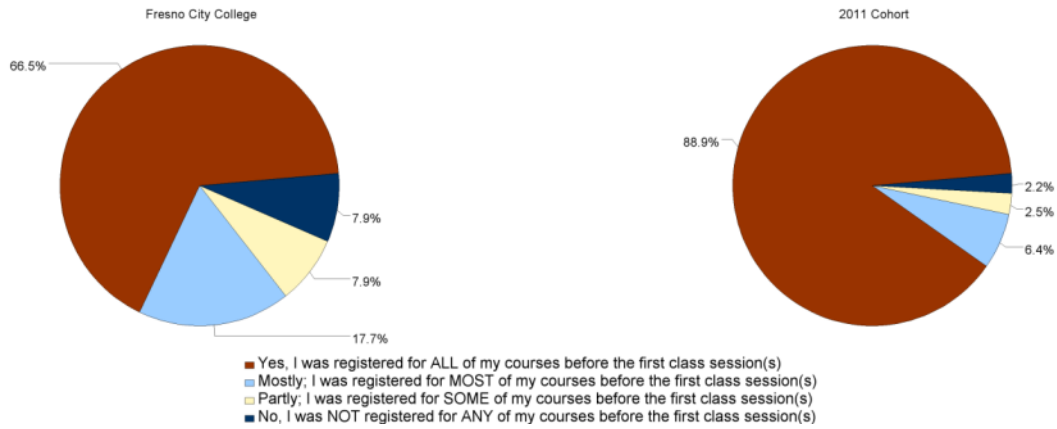
Location	2006FA	2007FA	2008FA	2009FA	2010FA	2011FA	% Increase from 2006FA to 2011FA
FCC	22,480	23,841	33,205	40,647	38,606	41,305	83.7%
RC	3,037	3,589	4,961	5,843	8,243	11,162	267.5%
WI	2,735	2,656	4,633	6,982	8,379	8,480	210.1%
MC/OC	1,352	1,696	2,459	3,570	4,000	3,871	186.3%
Unknown				61			N/A
Grand Total	29,604	31,782	45,258	57,103	59,228	64,818	119.0%

Source: SCCC Datatel

### 5) CCSSE Survey 2011 - FCC

From the CCSSE survey, 66.5 % of Fresno City College students reported that they completed registration before the first class sessions as compared to 90 % for the national cohort. This rate was 22 % lower than the national cohort. One of the reasons could be the availability of the courses for Fresno City College students.

**Survey Question: During the current semester/quarter at this college, I completed registration before the first class session(s).**



## Faculty and Staff Demographics

### 1) Employee Ethnicity by Classification – 2011

SCCCD Employee Ethnicity - 2011		Count	Percent
<b>Administrator</b>	African American	6	11.3%
	Native American	0	0.0%
	Asian	4	7.5%
	Hispanic	8	15.1%
	Unknown	3	5.7%
	White	32	60.4%
<b>Total - Administrator</b>		<b>53</b>	<b>100.0%</b>
<b>Classified</b>	African American	31	5.4%
	Native American	4	0.7%
	Asian	36	6.3%
	Hispanic	153	26.8%
	Unknown	82	14.4%
	White	264	46.3%
<b>Total - Classified</b>		<b>570</b>	<b>100.0%</b>
<b>Classified Manager</b>	African American	0	0.0%
	Native American	0	0.0%
	Asian	0	0.0%
	Hispanic	4	13.8%
	Unknown	5	17.2%
	White	20	69.0%
<b>Total - Classified Manager</b>		<b>29</b>	<b>100.0%</b>
<b>Confidential</b>	African American	0	0.0%
	Native American	0	0.0%
	Asian	1	5.6%
	Hispanic	3	16.7%
	Unknown	0	0.0%
	White	14	77.8%
<b>Total - Confidential</b>		<b>18</b>	<b>100.0%</b>

SCCCD Employee Ethnicity - 2011		Count	Percent
<b>Full-Time Faculty</b>	African American	19	3.6%
	Native American	8	1.5%
	Asian	25	4.8%
	Hispanic	88	16.9%
	Unknown	66	12.7%
	White	315	60.5%
<b>Total - Full-Time Faculty</b>		<b>521</b>	<b>100.0%</b>
<b>Part-Time Faculty</b>	African American	26	2.7%
	Native American	4	0.4%
	Asian	75	7.9%
	Hispanic	147	15.4%
	Unknown	84	8.8%
	White	618	64.8%
<b>Total - Part-Time Faculty</b>		<b>954</b>	<b>100.0%</b>

Source: SCCC Human Resources Office

#### Notes:

1. Faculty counts represent headcount, not assignment.
2. Counts include categorical and general fund employees.

### 2) Employee Gender by Classification – 2011

SCCCD Employee Gender - 2011		Count	Percent
<b>Administrator</b>	Female	25	47.2%
	Male	28	52.8%
<b>Total - Administrator</b>		<b>53</b>	<b>100.0%</b>
<b>Classified</b>	Female	339	59.5%
	Male	231	40.5%
<b>Total - Classified</b>		<b>570</b>	<b>100.0%</b>
<b>Classified Manager</b>	Female	16	55.2%
	Male	13	44.8%
<b>Total - Classified Manager</b>		<b>29</b>	<b>100.0%</b>
<b>Confidential</b>	Female	18	100.0%
	Male	0	0.0%
<b>Total - Confidential</b>		<b>18</b>	<b>100.0%</b>

SCCCD Employee Gender - 2011		Count	Percent
<b>Full-Time Faculty</b>	Female	260	49.9%
	Male	261	50.01%
<b>Total - Full-Time Faculty</b>		<b>521</b>	<b>100.0%</b>
<b>Part-Time Faculty</b>	Female	472	49.5%
	Male	482	50.5%
<b>Total - Part-Time Faculty</b>		<b>954</b>	<b>100.0%</b>

## APPENDIX B: LISTS OF PARTICIPANTS

### DISTRICT STRATEGIC PLANNING COMMITTEE (DSPC)

**Lacy Barnes**

President of AFT

**Marilyn Behringer**

Vice President of Instruction, Reedley College

**Jothany Blackwood**

Liaison for Strategic & Integrated Planning, District Office

**Diane Clerou**

District Dean of Human Resources, District Office

**Linda Cooley**

Communications Faculty, Reedley College

**Christopher Coronado**

Student Trustee, Fresno City College

**Larry Dickson**

President of CSEA

**Claudia Habib**

President of Academic Senate, Fresno City College

**Anacelly Hernandez**

Student, Willow International Community College Center

**Veronica Jury**

Student Services Specialist, Madera Center & Willow International Community College Center

**Thomas Mester**

Interim Dean of Instruction, Willow International Community College Center

**Jason Meyers**

Instructional Tech, Chemistry/Physical Science, Reedley College

**Mark Sanchez**

Dean of Counseling, Fresno City College

**Michael Stannard**

Philosophy Instructor, Willow International Community College Center

**Sekhon Sukhman**

Student, Reedley College

**Robin Torres**

Institutional Researcher, District Office





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Oakhurst Center  
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