State Center Vision 2035

Commission Workshop 5 / 18 August 2023

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Overview

- Vision 2035 Overview
- Integrating with College Planning
- Framework for Analysis
- Analyzing Data to Identify Gaps
- Facilities Planning
- Next Steps

1 Planning Process

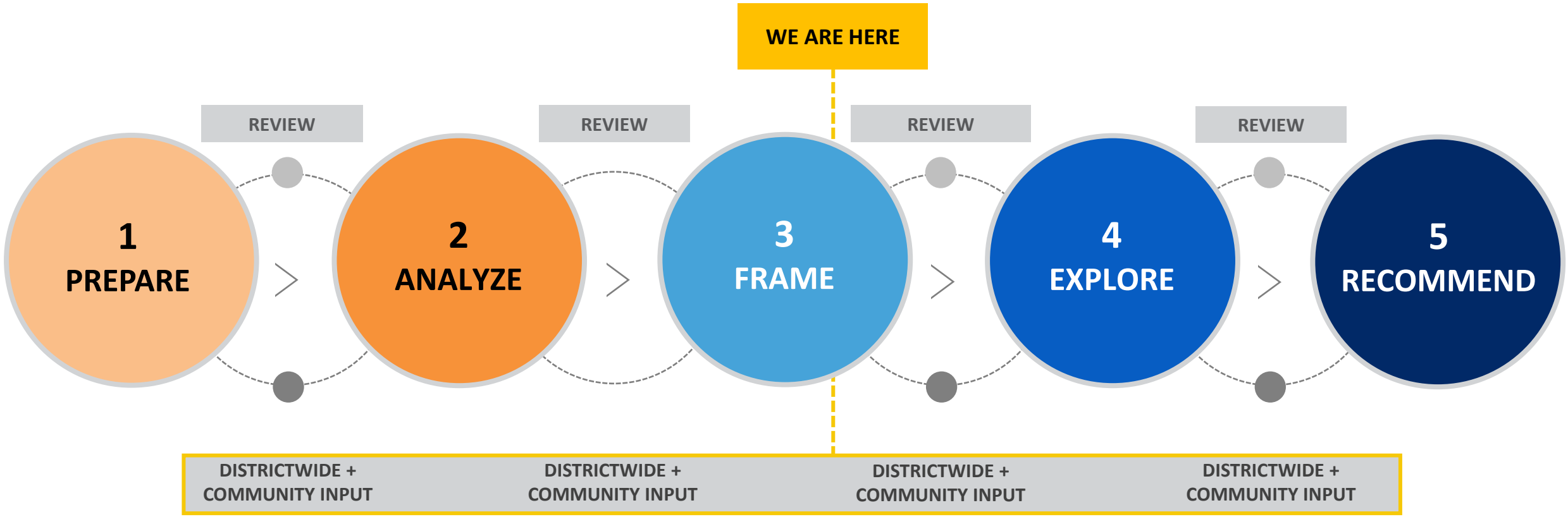
Integrated | Participatory | Data-Informed

Districtwide Engagement

Campus Forums

PLANNING PROCESS

5-Step Planning Process



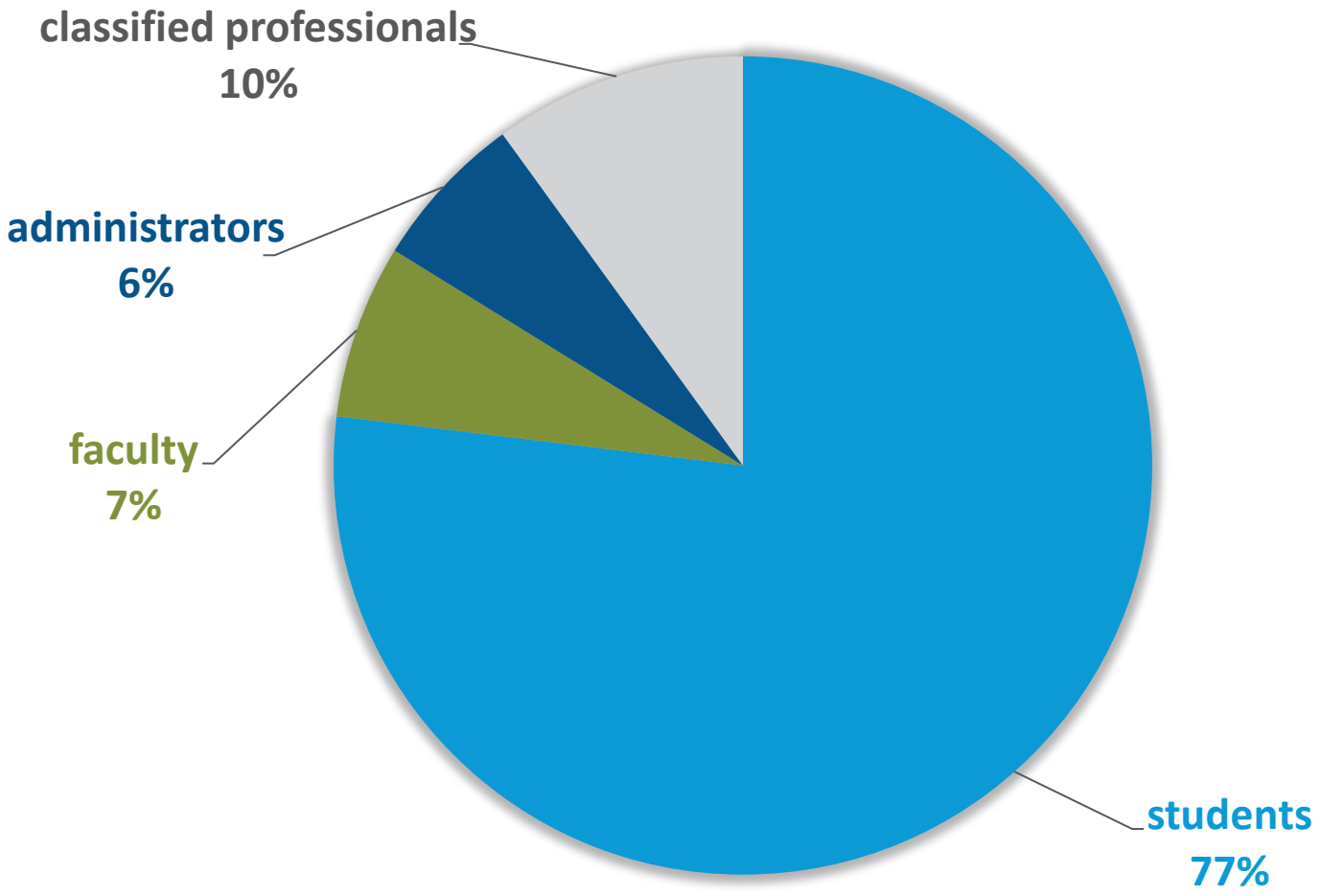
INTEGRATED | PARTICIPATORY | DATA-INFORMED

PLANNING PROCESS

Districtwide Engagement

Online Survey

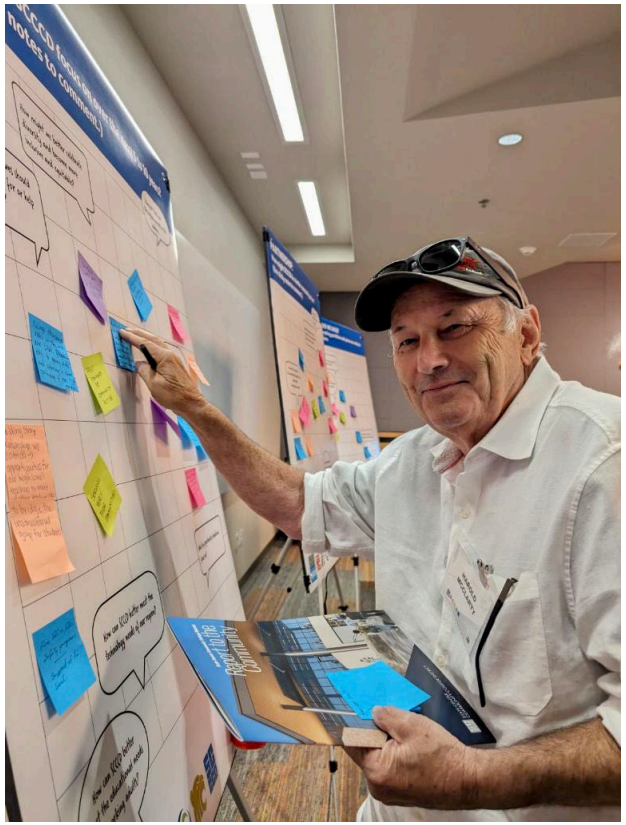
2,964 RESPONSES!



PLANNING PROCESS

Community Voices

Listening Sessions
Community Survey



STATE CENTER 2035 VISION PLAN

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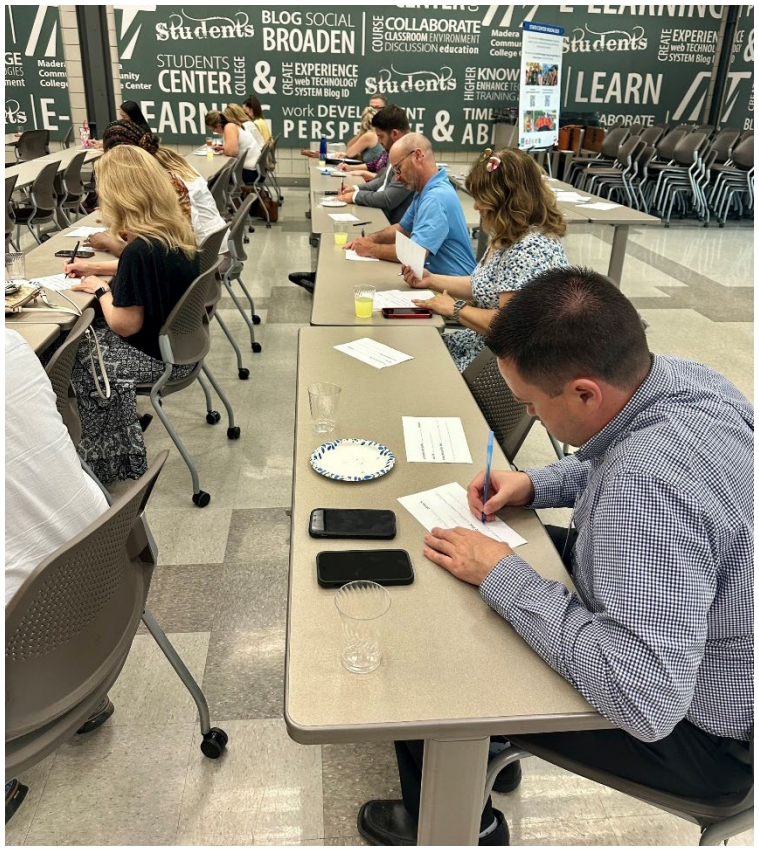
PLANNING PROCESS

Community Voices

Listening Sessions

Community Survey



PLANNING PROCESS

Timeline

2 Community Engagement

Survey Highlights

COMMUNITY ENGAGEMENT

Community Voices

ONLINE SURVEY

STATE CENTER 2035 VISION PLAN

DEMOGRAPHICS

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COMMUNITY ENGAGEMENT

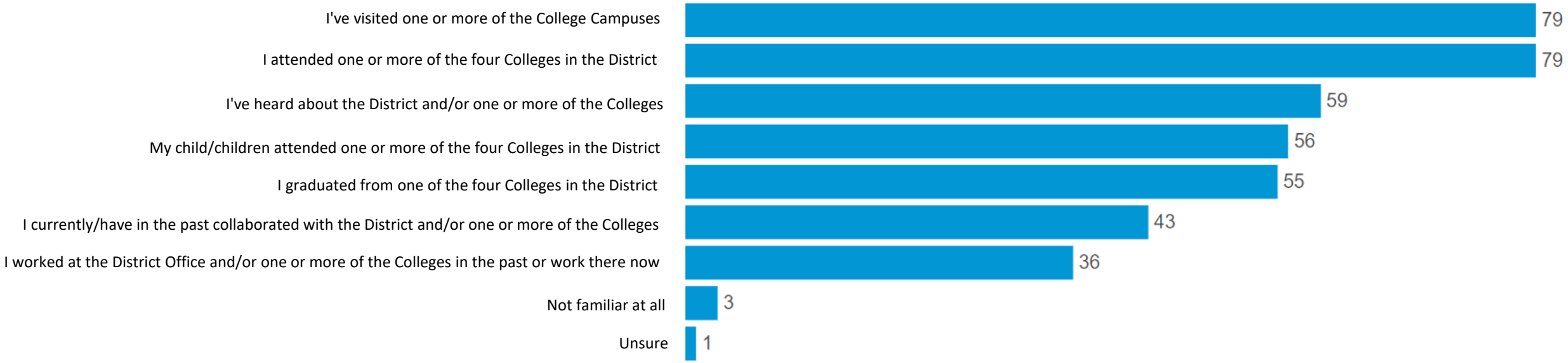
Community Voices

ONLINE SURVEY

STATE CENTER 2035 VISION PLAN

FAMILIARITY / RELATIONSHIP WITH THE DISTRICT

209 Responses



COMMUNITY ENGAGEMENT

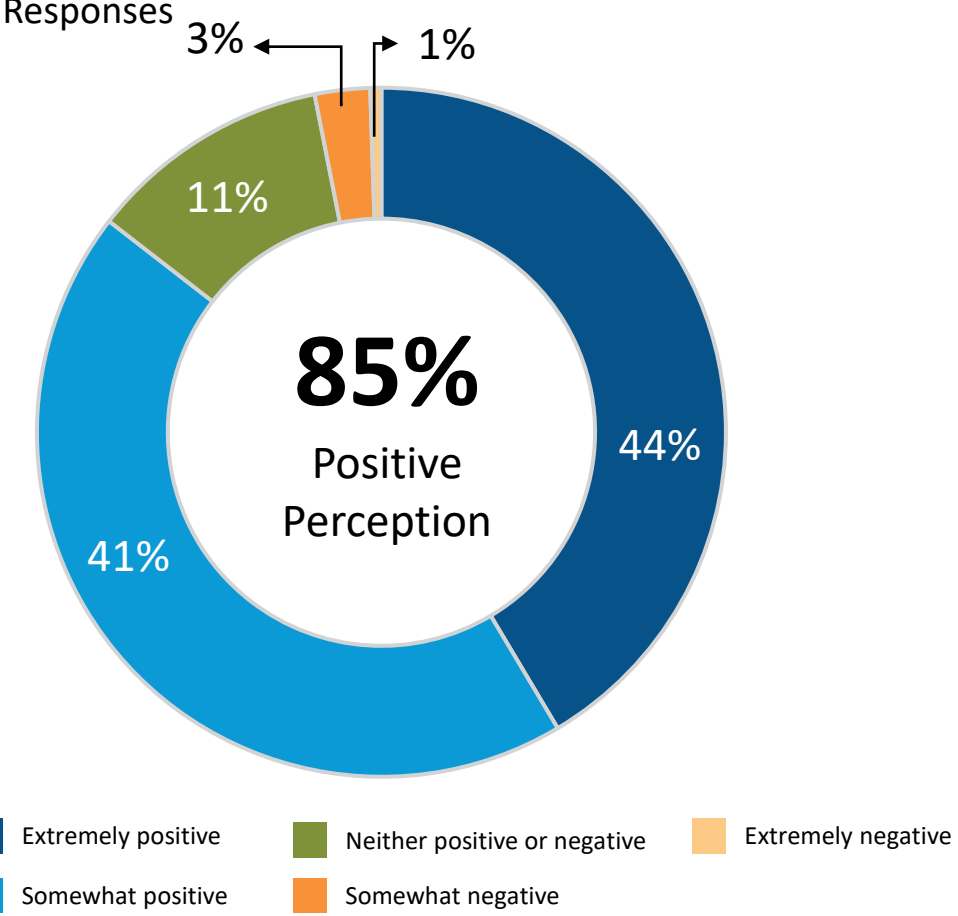
Community Voices

ONLINE SURVEY

STATE CENTER 2035 VISION PLAN

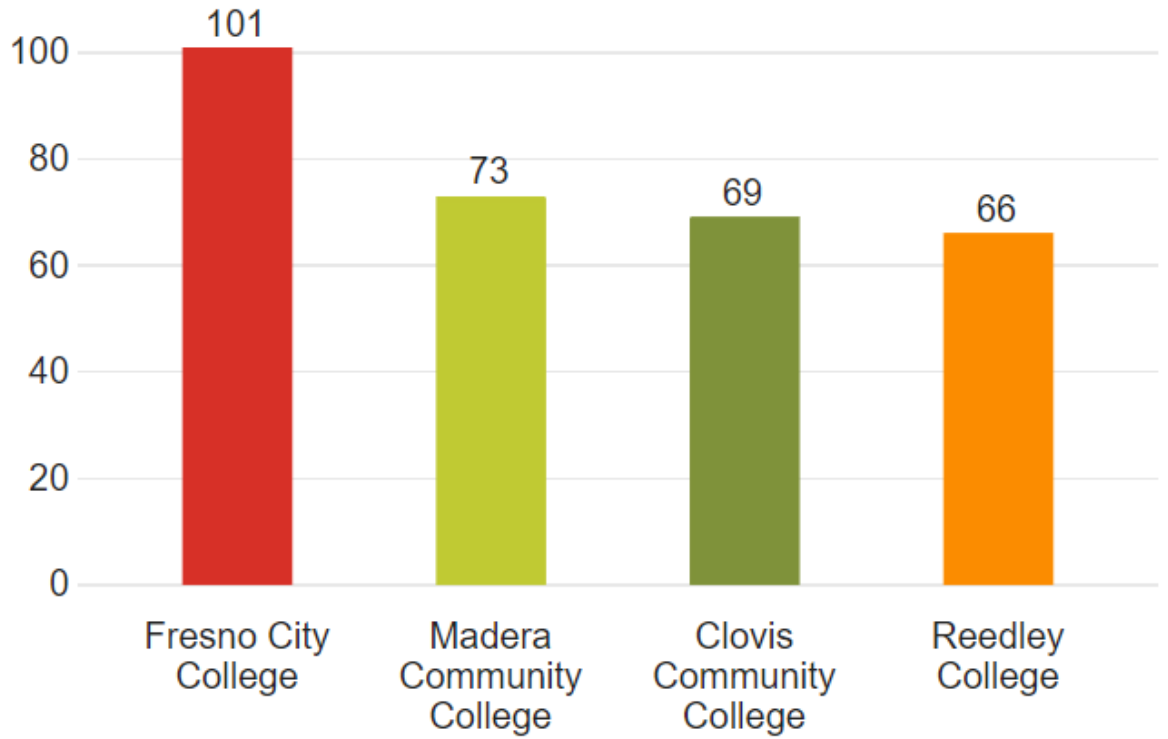
GENERAL PERCEPTION

193 Responses



MOST FAMILIAR COLLEGE

122 Responses



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COMMUNITY ENGAGEMENT

Community Voices

ONLINE SURVEY

STATE CENTER 2035 VISION PLAN

STORYTELLING: FOND MEMORIES

125 Responses

Sports and Athletics

- Participating in sports and water polo at Fresno City College.
- Watching and supporting college sports teams and athletes.
- Positive experiences with water polo programs and teammates.

Educational Experiences

- Enjoying specific classes, such as psychology and chemistry.
- Getting a college education with equal opportunities.
- Having teachers and coaches who left a lasting impression.

Campus Atmosphere and Community

- Fondness for the ambiance and buildings on the Fresno City College campus.
- Appreciating the diversity, community, and overall atmosphere of the college.
- Positive interactions with staff and admissions office.

COMMUNITY ENGAGEMENT

Community Voices

ONLINE SURVEY

STATE CENTER 2035 VISION PLAN

STORYTELLING: FOND MEMORIES (Cont'd)

125 Responses

Personal Connections and Relationships

Meeting future spouse at Fresno City College.

Positive memories associated with classmates and fellow athletes.

Historical and Athletic Legacy

Recognizing the history of Fresno City College athletics.

Appreciation for the old Administration Building and its historical significance.

Opportunities and Affordability

Valuing the opportunity to receive a college education at an affordable price.

Overall, the memories reflect a sense of camaraderie, personal growth, educational enrichment, and a strong connection to the college community and its sports programs.

COMMUNITY ENGAGEMENT

Community Voices

ONLINE SURVEY

STATE CENTER 2035 VISION PLAN

As we plan for 2035, which areas should we focus on developing and/or improving

159 Responses

TOP 5

1. Workforce Development
2. Student Support
3. Dual Enrollment with Local High Schools
4. Instructional Programs
5. Business and Industry Partnerships

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4 Mission to Long-Term Goals

Achieving our Promise

MISSION TO LONG-TERM GOALS

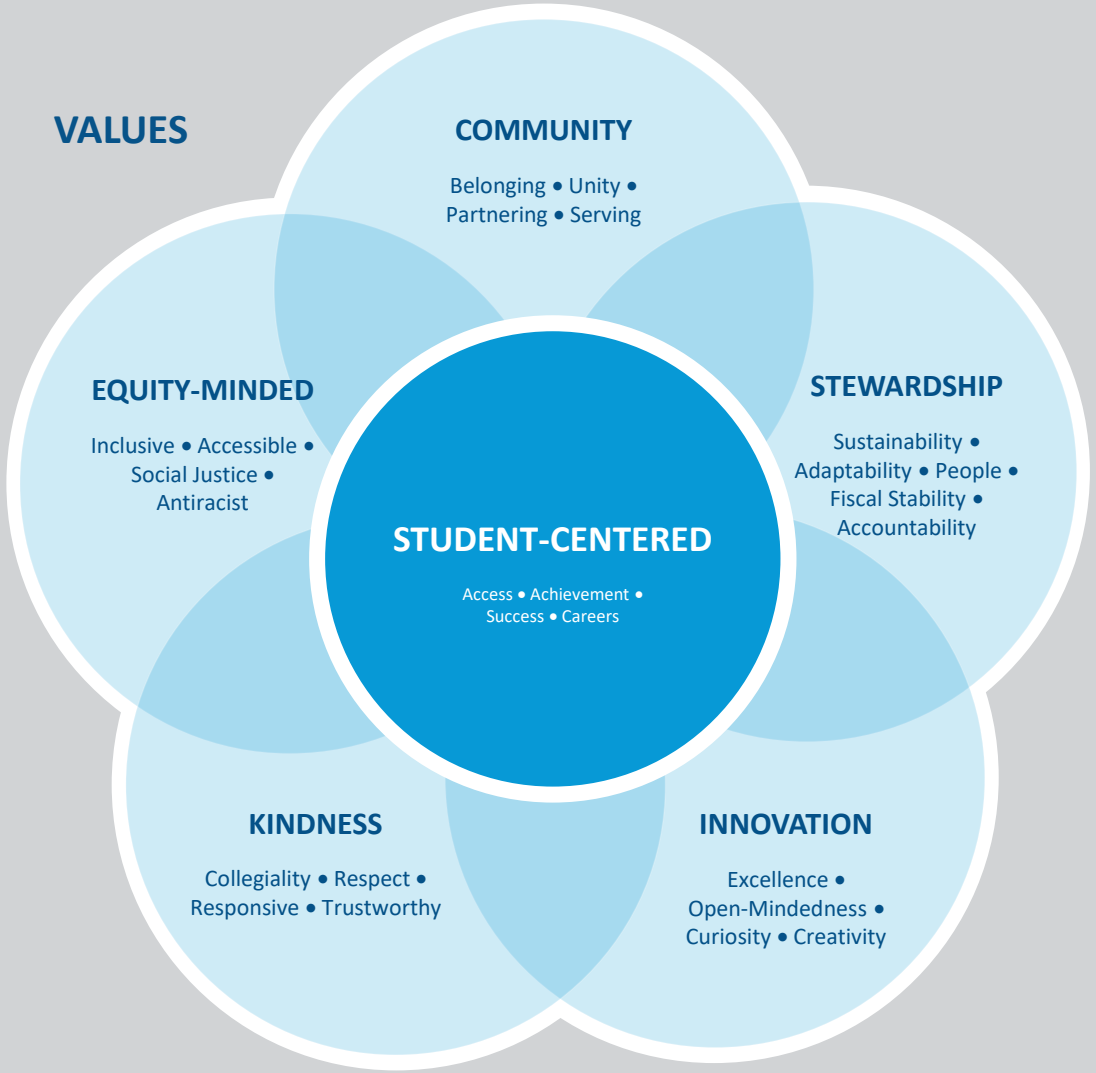
Our Path

Long Term Goals to Achieve Mission (5 promises)

DISTRICTWIDE VALUES + MISSION

Final Drafts

VALUES



MISSION

Advancing equitable student access and achievement is at the heart of our work at State Center Community College District.

We – the faculty, classified professionals, administrators, and Trustees at our four colleges, off-campus sites, and District Office – are united by this commitment.

In collaboration across the District and with our community partners, we serve the diverse Central Valley and strengthen our vibrant economy. We efficiently deliver a comprehensive array of postsecondary educational programs and support services to meet a range of student needs and student goals, including associate and baccalaureate degrees, transfer, employment-ready certificates, and lifelong learning.

Together, we create innovative, inclusive, and antiracist teaching and learning environments at each of our four colleges – Fresno City College, Reedley College, Clovis Community College, and Madera Community College – that are welcoming, accessible, and student-centered, designed to bolster our students' social and economic mobility locally, regionally, and globally.

DISTRICTWIDE VALUES + MISSION

Final Draft Mission

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION

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Data Analysis

QUANTITATIVE DATA

SCCCD Key Performance Indicators

- Enrollment
- Retention + Success
- Persistence
- Completion
- Employment
- **Labor Market Trends**
- **Census Data**

QUALITATIVE DATA

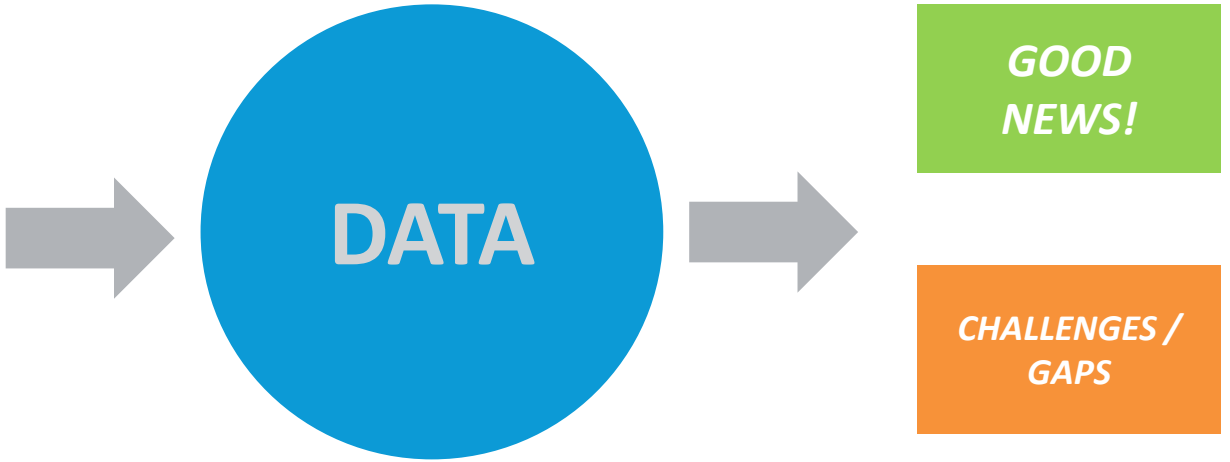
Online Surveys and Forums

- Perceptions
- Experiences
- Aspirations
- Ideas

Activity: Good News and Gaps

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION



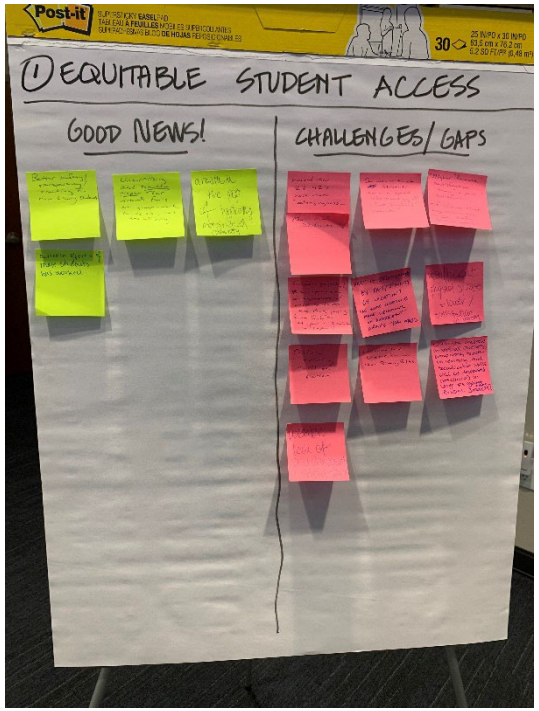
ANALYZING DATA

Activity: Good News and Gaps/Challenges

Activity: Good News and Gaps/Challenges

1

EQUITABLE STUDENT ACCESS



1. Equitable Student Access

Good News!

- ***Better safety/transparency tracking for transgender students***
- ***Outreach efforts of male students have worked!***
- ***Unsurprising and totally proper that virtual fails at group work, hands-on, and socializing***
- ***Growth in the population of typically marginalized communities***

1. Equitable Student Access

Challenges

- ***Weird that 27-42-year-olds have more "belongingness"***
- ***Fewer male students***
- ***Online tutoring could be better***
- ***Possible lack of psychological and social services***
- ***What is belongingness by race/ethnicity and by location? Are some locations more welcoming of different groups than others?***

1. Equitable Student Access

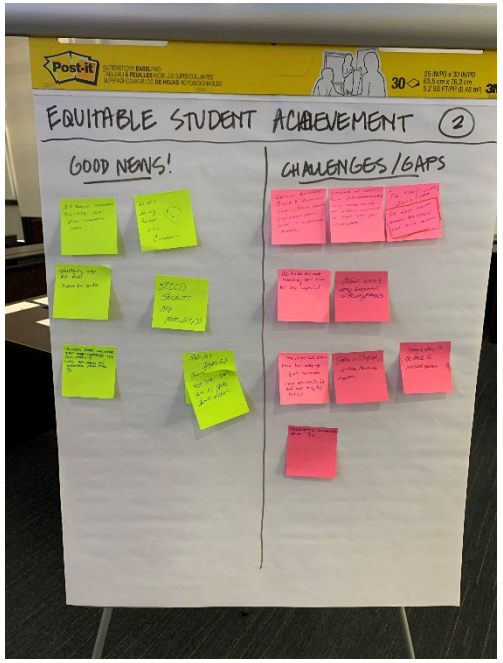
Challenges (cont.)

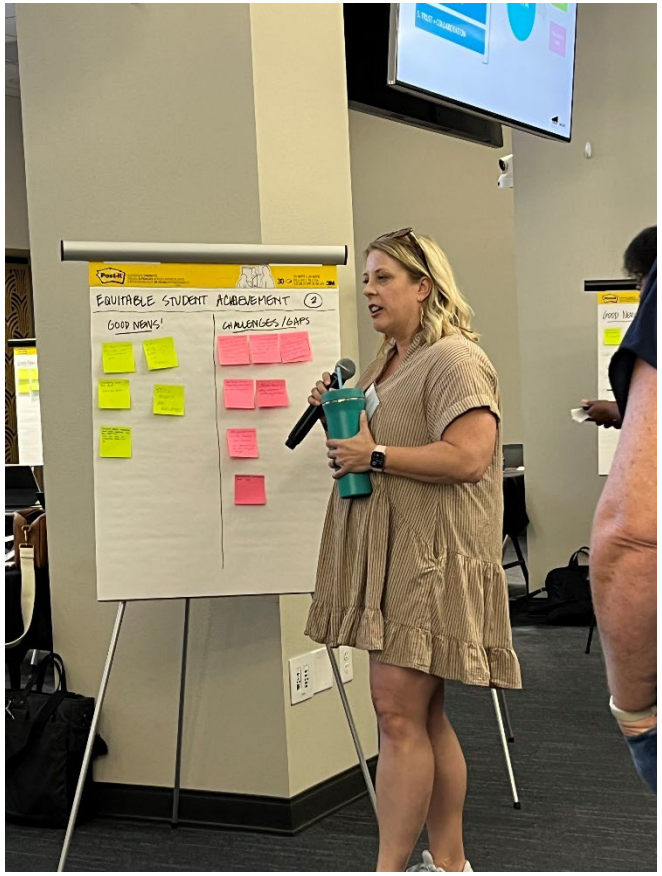
- ***We need to do better for our non-binary folks***

Activity: Good News and Gaps/Challenges

2

EQUITABLE STUDENT ACHIEVEMENT





2. Equitable Student Achievement

Good News!

- ***Better safety/transparency tracking for transgender students***
- ***Outreach efforts of male students have worked!***
- ***Retention for all students 92-93% over five academic years***
- ***Consistently high retention rate, above the state***
- ***We're doing better than California!***
- ***Success rates greater than state averages for all ethnicities; all have seen an increase from 2017-18!***

2. Equitable Student Achievement

Good News! *(cont.)*

- ***SCCCD students are motivated***
- ***Rate has improved in general***
- ***Persistence is stable even as state shows decline***
- ***Unsurprising and totally proper that virtual fails at group work, hands-on, and socializing***

2. Equitable Student Achievement

Challenges

- ***African-American/Black and American Indian/Alaska Native disproportionately lower in all/most metrics***
- ***Retention rates are not improving over time for disproportionately impacted***
- ***Persistence decreasing from 2017-18***
- ***Little increase over time for disproportionately impacted***
- ***Students of color have disproportionately lower rates among all metrics compared to their White counterparts***

2. Equitable Student Achievement

Challenges *(cont.)*

- ***16% gap remains between African American/Black and White students***
- ***Online courses need investment in (faculty) methods***
- ***Stable on retention: is there room to improve?***
- ***Changes need to be made to increase success***

ANALYZING DATA

Activity: Good News and Gaps/Challenges

3

WORKFORCE + SOCIAL MOBILITY

3. Workforce + Social Mobility

Good News!

- *Good models to work with*
- *High sense of belonging*

3. Workforce + Social Mobility

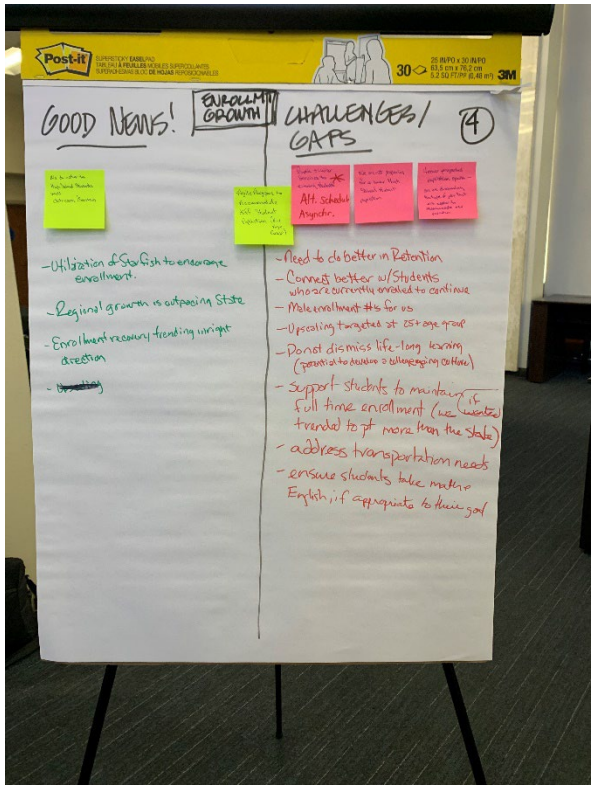
Challenges

- *Limited by number of slots in clinical settings*
- *Limited by capacity/space*
- *Contextualize instruction in English/ESL/Math in CTE programs*
- *Fewer high school graduates*
- *Transgender lower level of belonging*
- *High unemployment*

Activity: Good News and Gaps/Challenges

4

ENROLLMENT GROWTH



ANALYZING DATA

4. Enrollment Growth

Good News!

- *We cater to high school students with outreach services*
- *Regional growth is outpacing state*
- *Enrollment recovery trending in the right direction*

4. Enrollment Growth

Challenges

- ***Agile programs to accommodate different student population by age group***
- ***Provide similar services to evening students***
- ***Alternative schedule asynchronously***
- ***We aren't preparing for a lower high school student population***
- ***Higher projected population growth: are we discussing the type of jobs that will appear to accommodate new population?***

4. Enrollment Growth

Challenges

- ***Need to do better in retention***
- ***Connect better w/ students who are currently enrolled to continue***
- ***Don't dismiss lifelong learning; potential to develop a college-going culture***

4. Enrollment Growth

Challenges

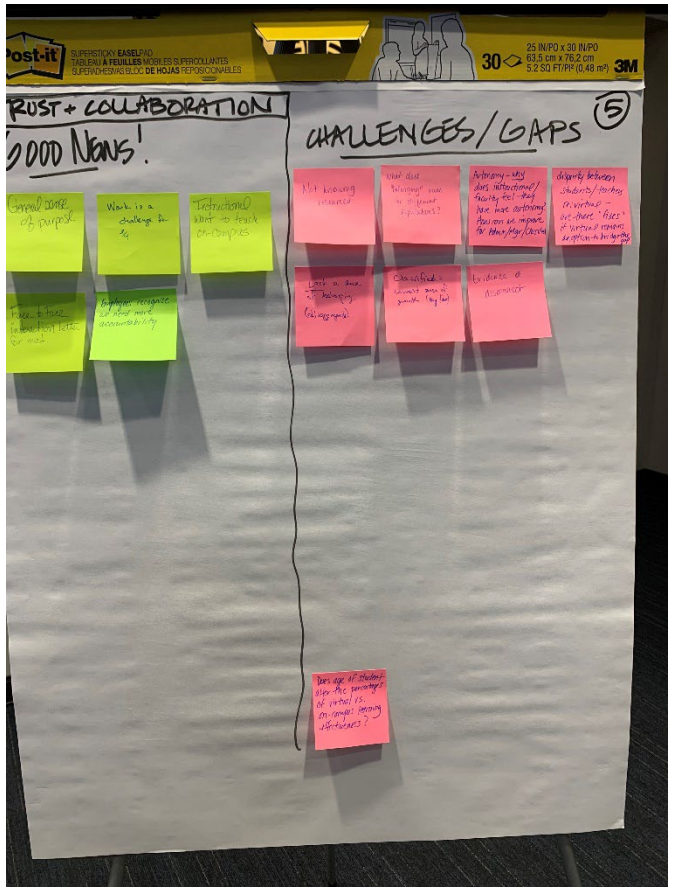
- ***Support students to maintain full-time enrollment if wanted; we are trending to part-time more than state***
- ***Address transportation needs***
- ***Ensure students take math and English, if appropriate***

ANALYZING DATA

Activity: Good News and Gaps/Challenges

5

TRUST + COLLABORATION



5. Trust + Collaboration

Good News!

- *General sense of purpose for employees is high*
- *3/4s of survey respondents feel challenged at work (in a good way)*
- *Faculty agree that face-to-face interaction is better for most academic tasks*
- *Employees recognize that we need more accountability*
- *Instructional faculty want to teach on campus*

5. Trust + Collaboration

Challenges

- ***Not knowing resources***
- ***Lack of a sense of belonging***
- ***Classified professionals: Lowest sense of growth by far***
- ***Evidence of feeling disconnected***

5. Trust + Collaboration

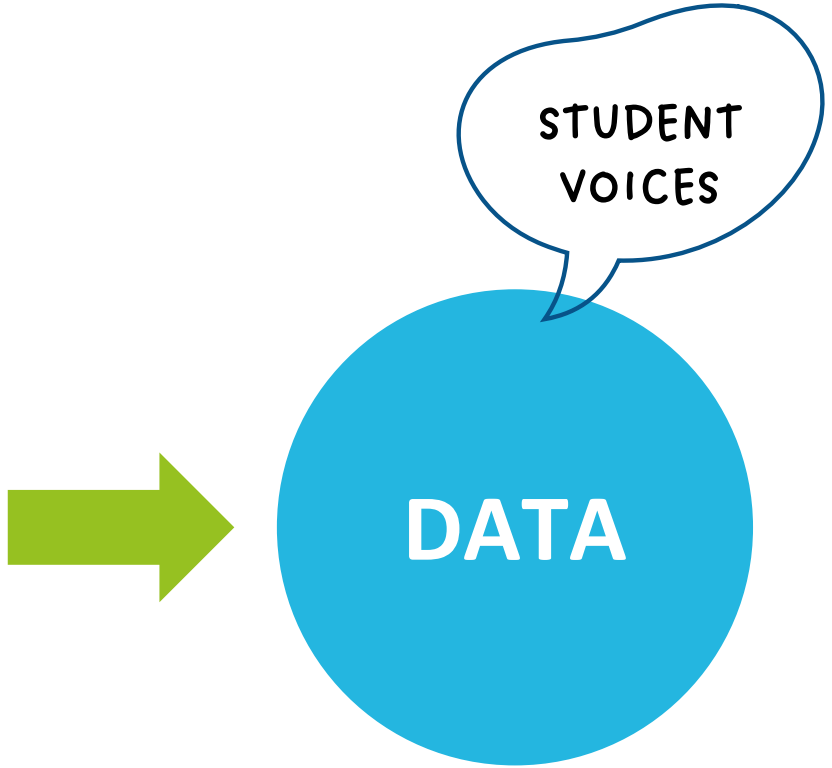
Challenges

- ***Disparity between students/teachers re virtual***

DRAFT LONG-TERM GOALS

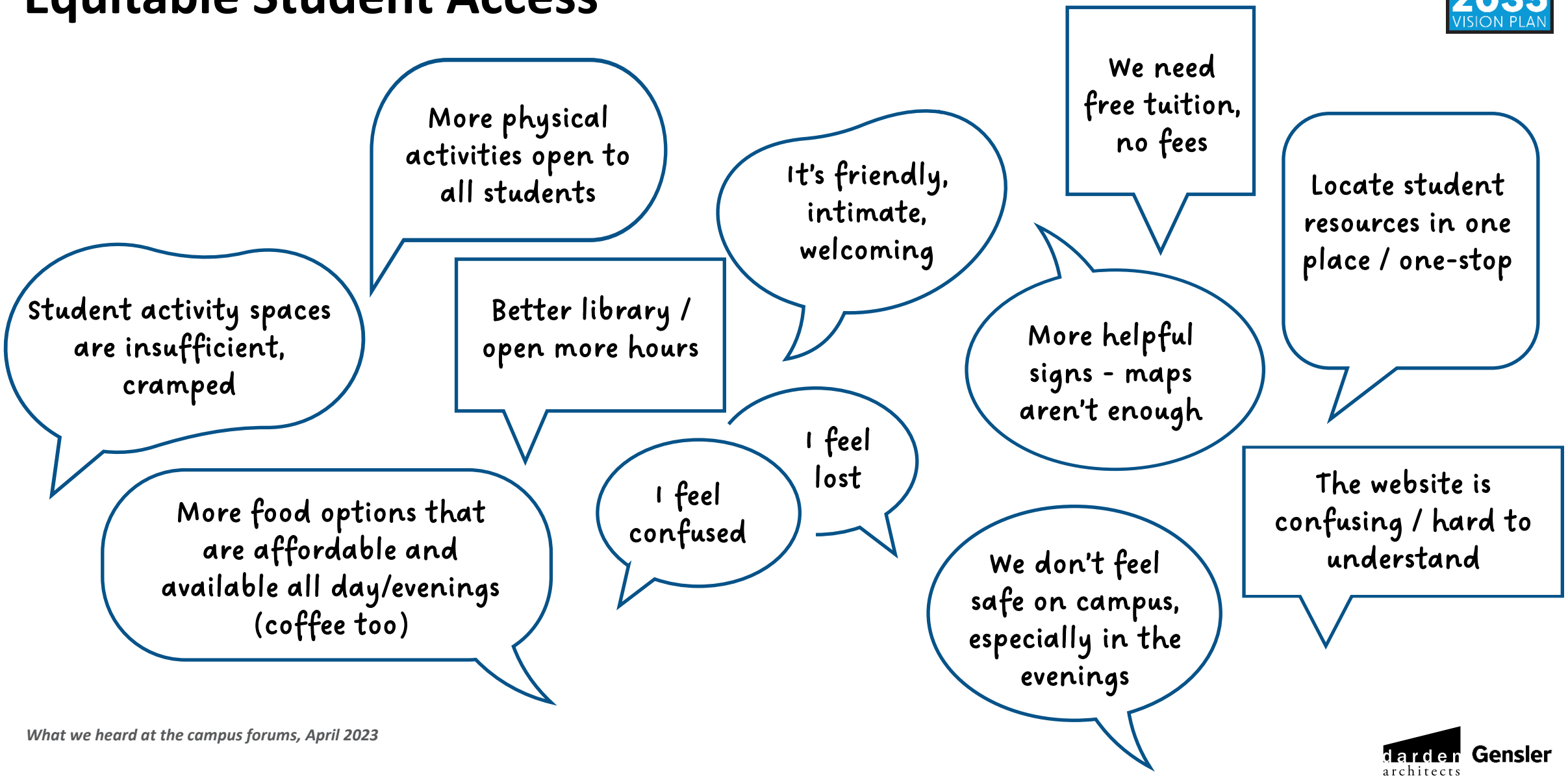
Amplifying Voices

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION



STUDENT VOICES

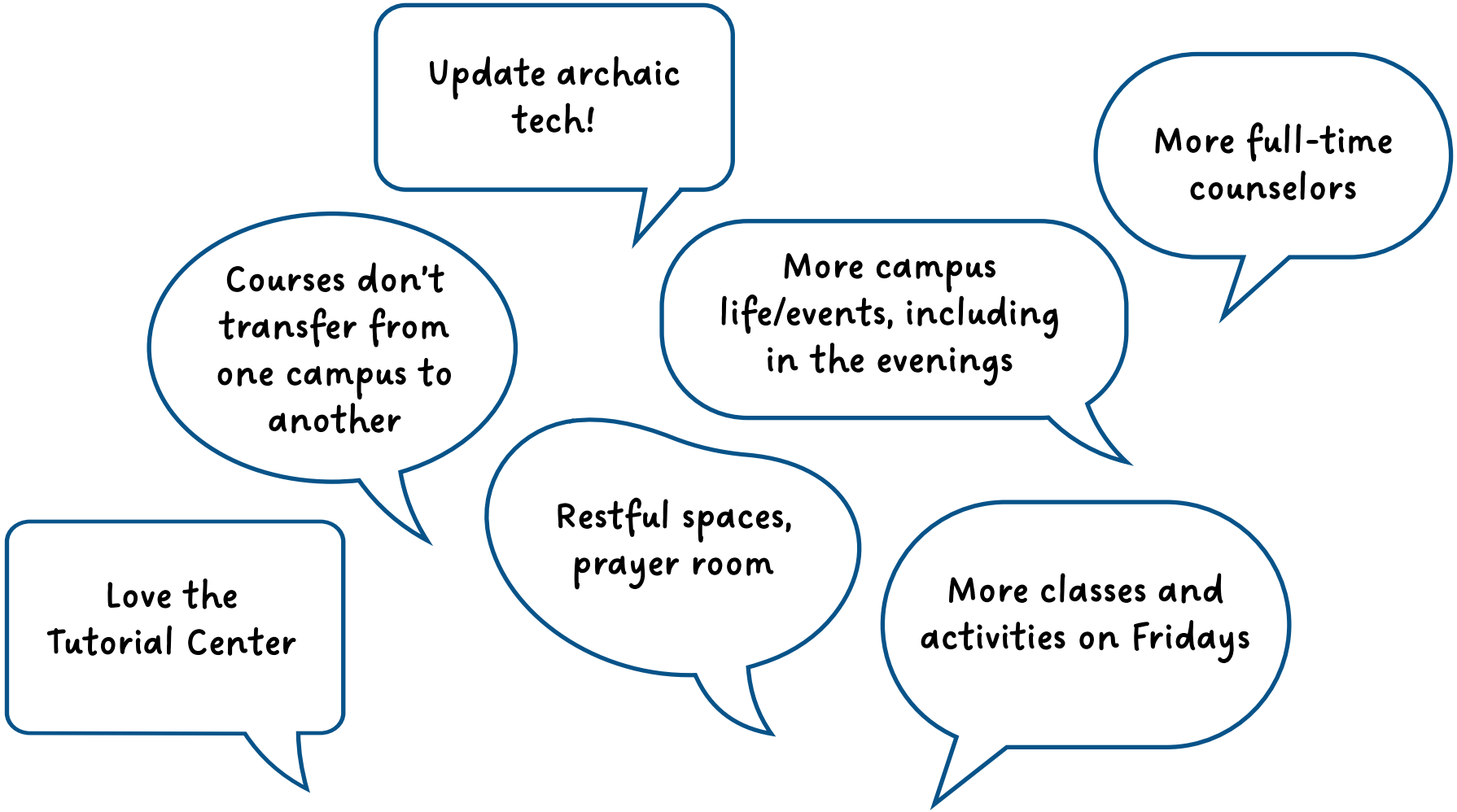
Equitable Student Access



What we heard at the campus forums, April 2023

STUDENT VOICES

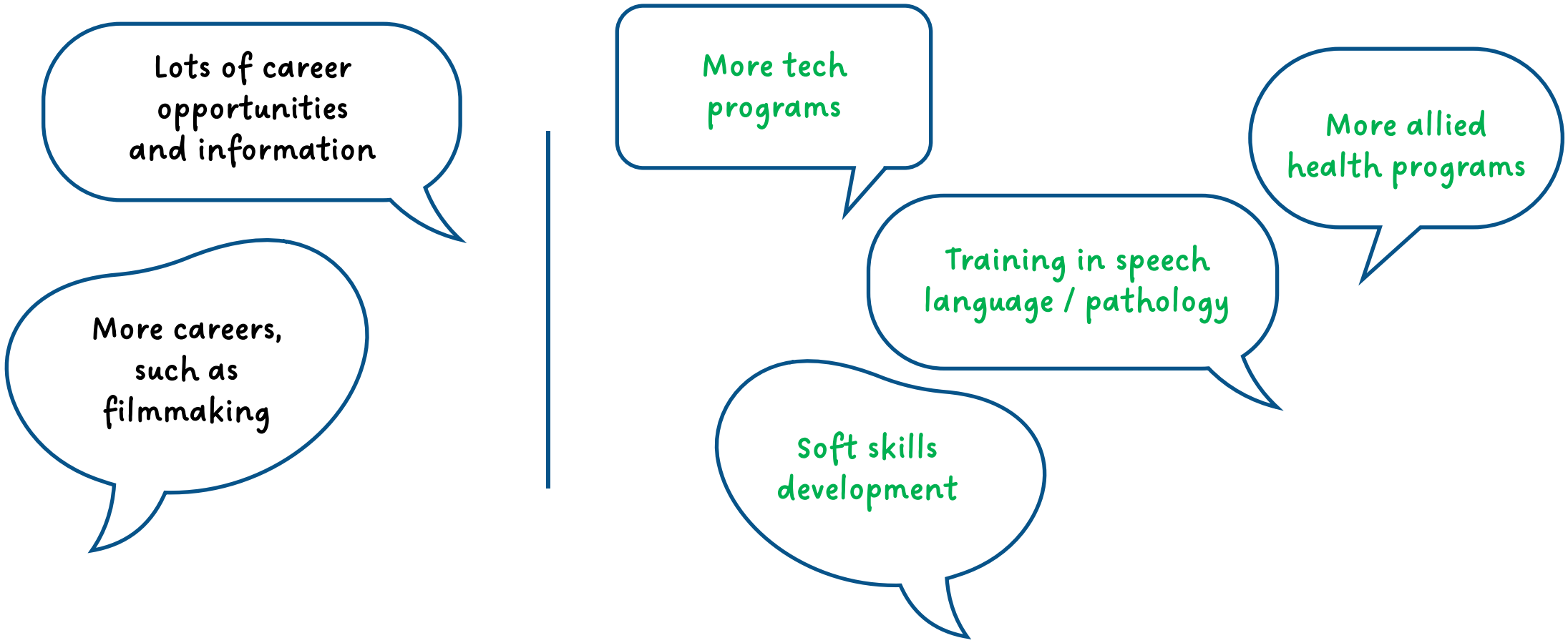
Equitable Student Achievement



What we heard at the campus forums, April 2023

STUDENT + COMMUNITY VOICES

Workforce + Social Mobility



What we heard at the campus forums, April 2023

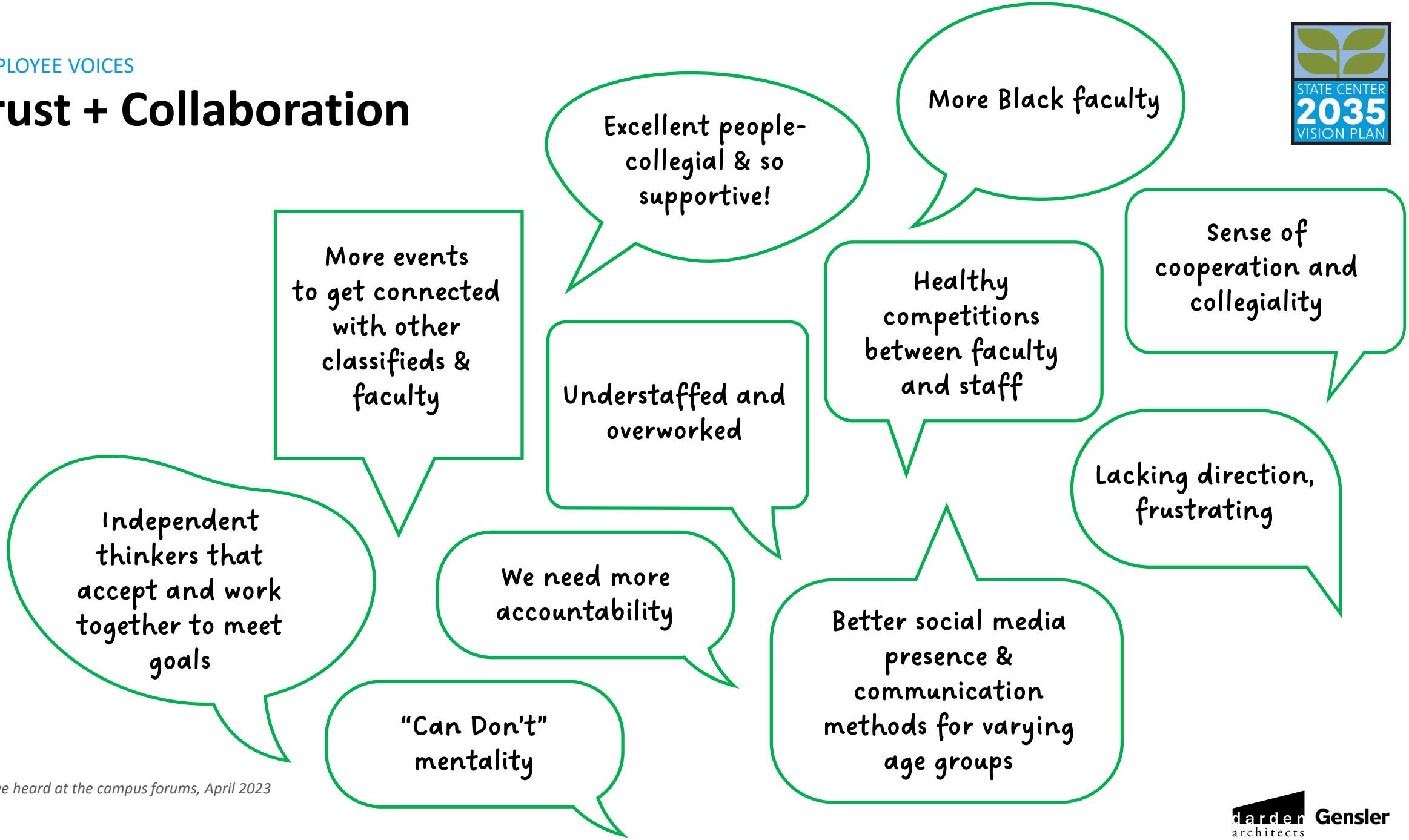
STUDENT VOICES

Enrollment Growth

What we heard at the campus forums, April 2023

EMPLOYEE VOICES

Trust + Collaboration



What we heard at the campus forums, April 2023

7 Draft Long-Term Goals

Achieving our Promises

PROMISES TO GOALS

Shared Vocabulary

A broad, affirmative statement of aspirations for a desired outcome

A plan of action created to achieve a goal to address a challenge / gap

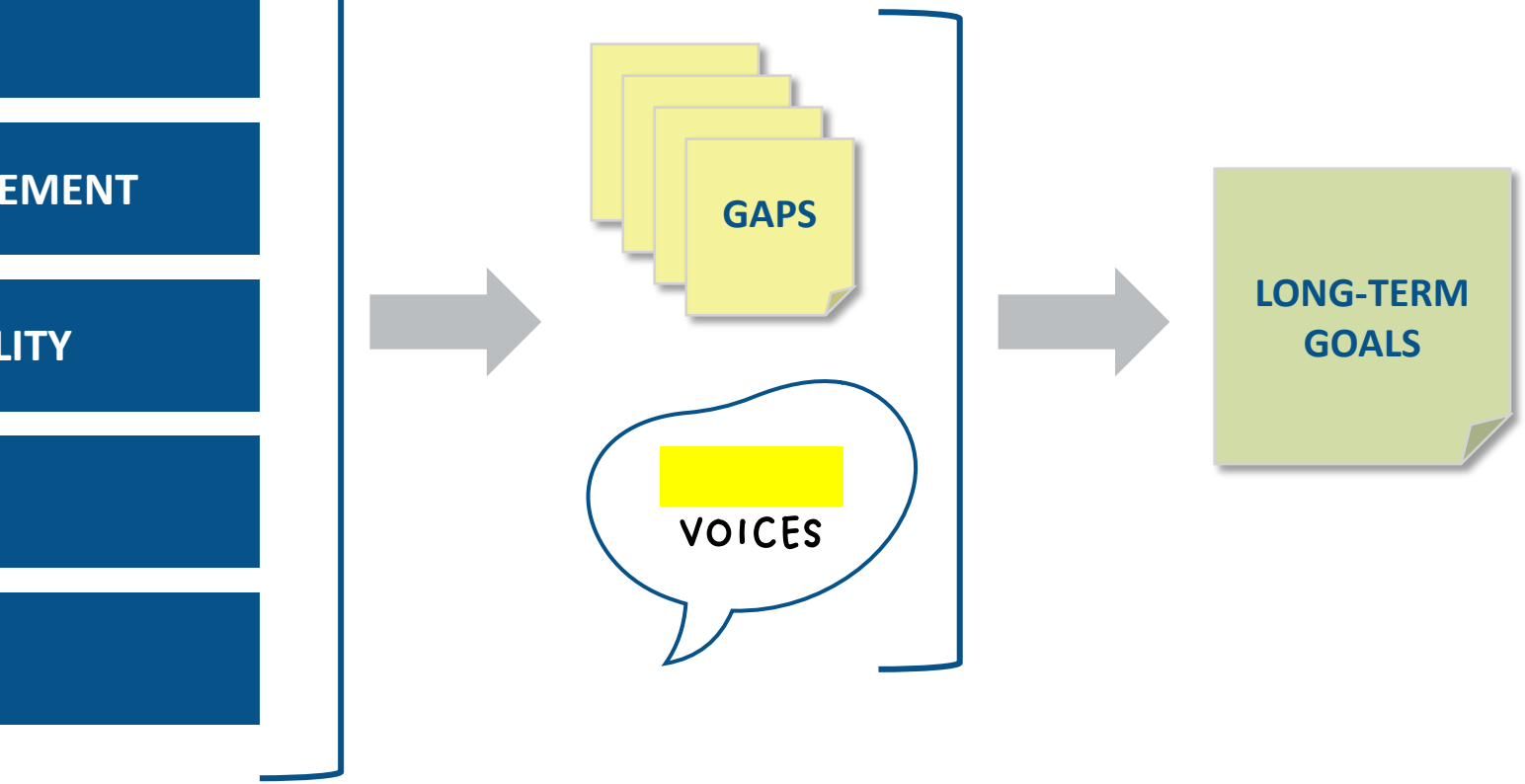
A specific step an institution takes to carry out a strategy with a defined outcome

PROMISES TO GOALS

Draft Long-Term Goals

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION



PROMISES TO GOALS

Draft Long-Term Goals

PROMISES

1. EQUITABLE STUDENT ACCESS

2. EQUITABLE STUDENT ACHIEVEMENT

3. WORKFORCE + SOCIAL MOBILITY

4. ENROLLMENT GROWTH

5. TRUST + COLLABORATION

SCCCD will increase student access to educational opportunities and resources

PROMISES TO GOALS

Draft Long-Term Goals

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION

SCCCD will identify and eliminate barriers to equitable student achievement

PROMISES TO GOALS

Draft Long-Term Goals

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION

SCCCD will improve students' economic and social mobility

PROMISES TO GOALS

Draft Long-Term Goals

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION

SCCCD will safeguard and enhance fiscal resources

PROMISES TO GOALS

Draft Long-Term Goals

PROMISES

1. EQUITABLE STUDENT ACCESS
2. EQUITABLE STUDENT ACHIEVEMENT
3. WORKFORCE + SOCIAL MOBILITY
4. ENROLLMENT GROWTH
5. TRUST + COLLABORATION

SCCCD will create districtwide unity, transparency and accountability

PROMISES TO GOALS

Draft Long-Term Goals

SCCCD will create districtwide unity, transparency and accountability

SCCCD will increase student access to educational opportunities and resources

SCCCD will identify and eliminate barriers to equitable student achievement

SCCCD will improve students' economic and social mobility

SCCCD will safeguard and enhance fiscal resources

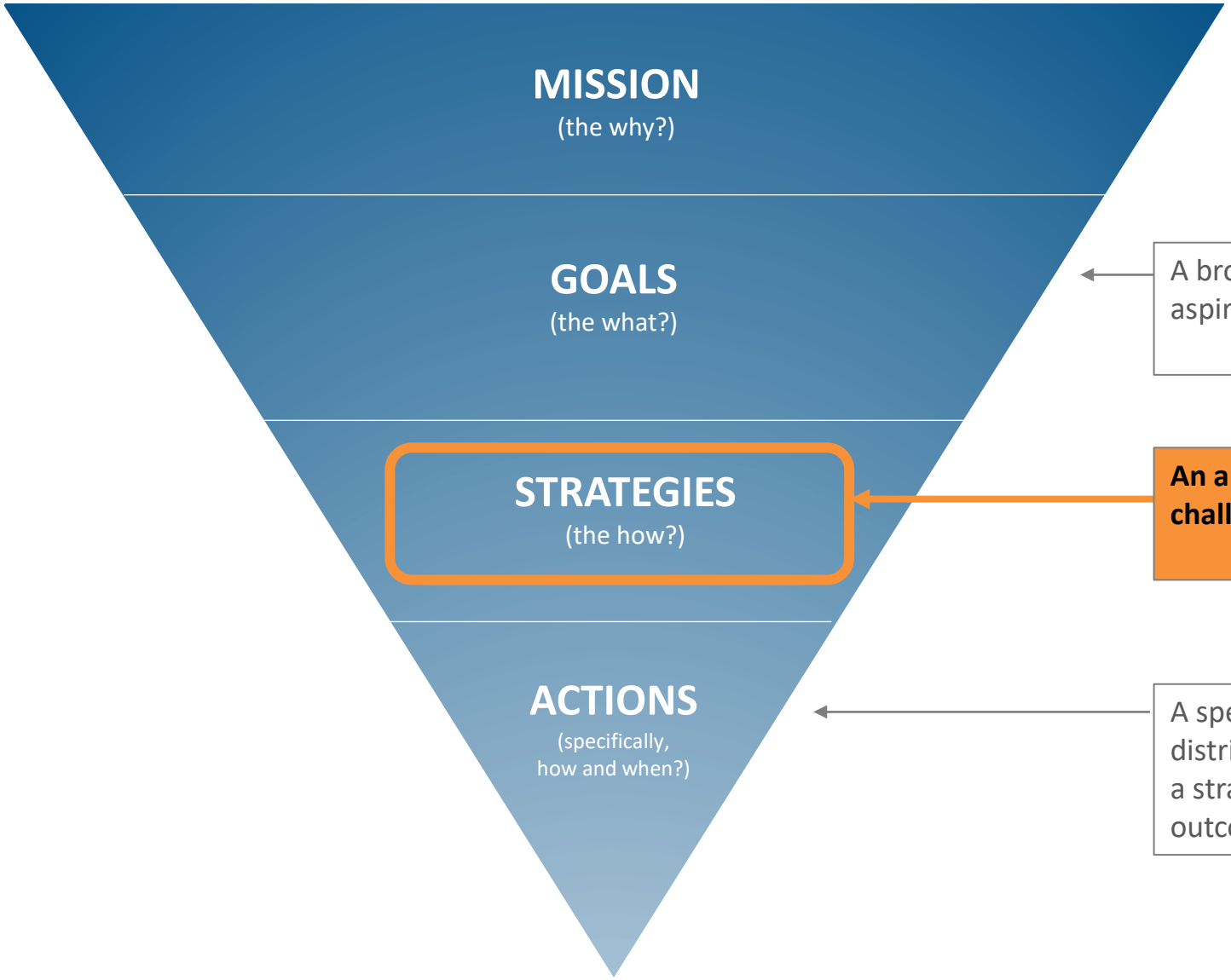
8 Creating the Framework

Draft Long-Term Goals + Strategies

STATE CENTER 2035 VISION PLAN

PROMISES TO GOALS

Shared Vocabulary



A broad, affirmative statement of aspirations for a desired outcome

An approach to address a challenge / gap to achieve a goal

A specific step a college or district service takes to carry out a strategy with a defined outcome

Promise Activity: Fill in the blank

Strategy Ideas/Suggestions

SCCCD has promised to _____ [insert the promise] .

In response to _____ [insert the gap],

we will _____ [insert a broad affirmative outcome].

ANALYZING DATA

Promise Activity: Fill in the Blank

TEN POSSIBLE ACTIONS

Promise Activity – TOP TEN

Strategy Ideas/Suggestions

1. **Create a Lifelong Learning and Intergenerational College-Going Culture**: Provide educational programs within community spaces like community centers, schools, and family resource centers.
2. **Address Barriers to Part-Time Enrollment**: Tackle registration practices and scheduling obstacles that hinder students from registering and attending classes that meet their schedules.
3. **Improve Student Retention and Engagement**: Engage students at an individual level, develop mentoring opportunities, organize activities during downtime, and create inviting spaces for students to foster a sense of belonging.
4. **Expand Services for Evening Students**: Consider alternative schedules for classified personnel and extend food options open later to accommodate the usage patterns of evening students.
5. **Ensure Key Courses in Year 1**: Ensure students take key courses in their first year to promote success and persistence.
6. **Support Transportation Needs**: Partner with the community to provide/continue providing free transit passes. Consider eliminating or reducing parking fees for students.
7. **Explore Enrollment Opportunities Outside High School Realm**: Seek enrollment opportunities that target non-traditional student populations beyond high schools.
8. **Upskill the Existing Workforce**: Focus on upskilling the existing workforce to meet the changing demands of the job market.
9. **Train Managers for Autonomy and Accountability**: Train managers on appropriate methods to create autonomy, belonging, and accountability among employees.
10. **Foster a Team Mentality**: Identify ways to create a greater sense of team cohesion, where everyone has an active role, striving toward defined and achievable goals.

9 Next Steps

Facilities Guiding Principles

MISSION TO LONG-TERM GOALS

Our Path

VALUES

(Beliefs)

MISSION

(Purpose)

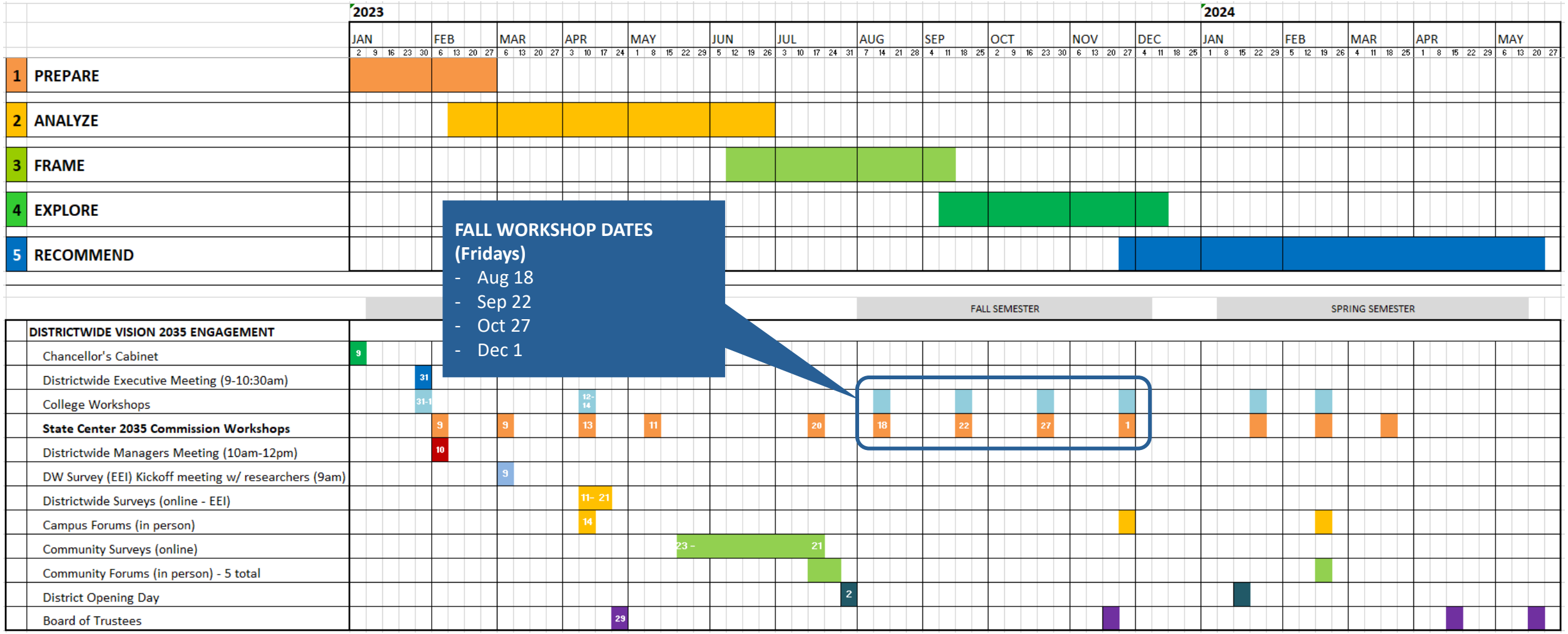
LONG-TERM GOALS

(Aspirations)

FACILITIES GUIDING PRINCIPLES

PLANNING PROCESS

Timeline



State Center Vision 2035

STATE CENTER 2035 VISION PLAN