



# State Center Vision 2035

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Commission Workshop 6 / 29 September 2023

# Overview



- **Planning Process**
- **Mission to Long-Term Goals**
- **Long-Term Goals to Strategies**
- **Integrated Facilities Planning**
- **Vision 2035 Framework**
- **Next Steps**

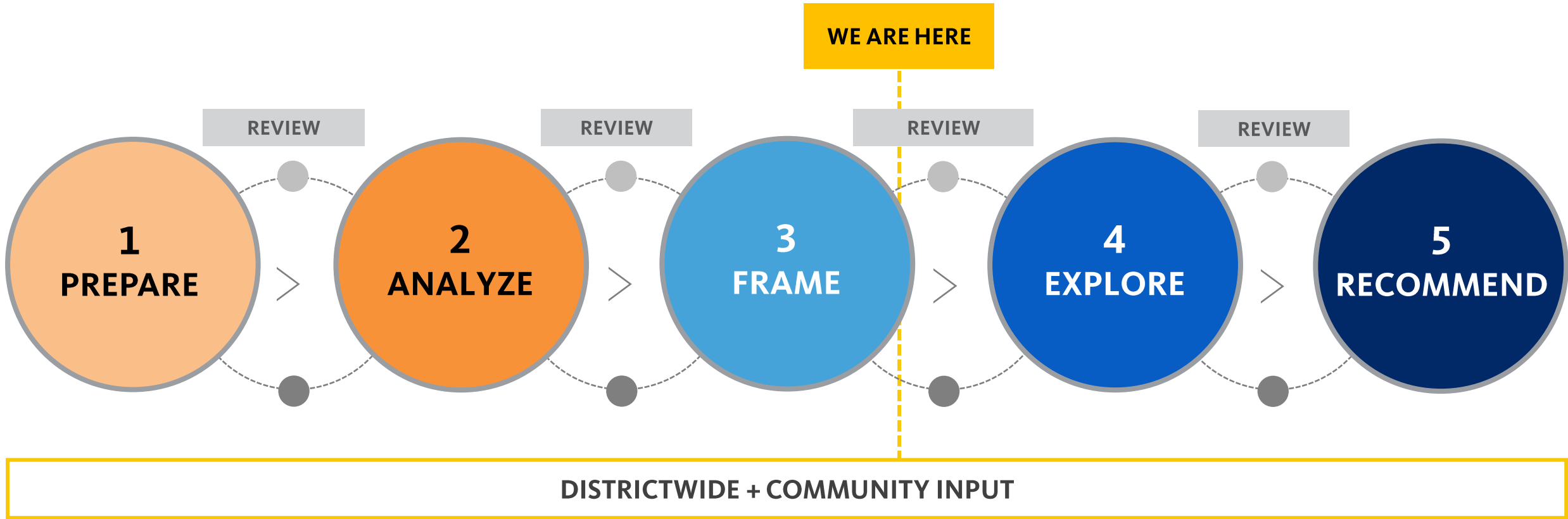


# 1

## Planning Process

Integrated | Participatory | Data-Informed

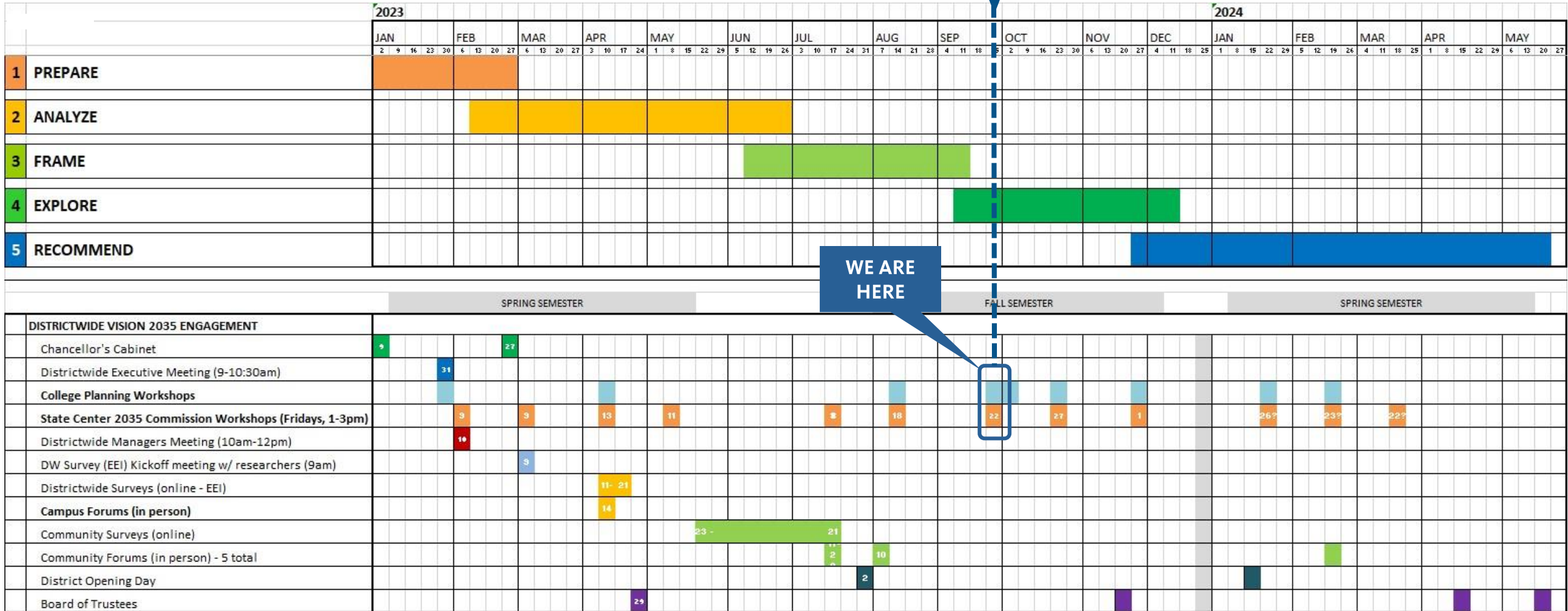
# 5-Step Planning Process



I N T E G R A T E D | P A R T I C I P A T O R Y | D A T A - I N F O R M E D

PLANNING PROCESS

# Timeline



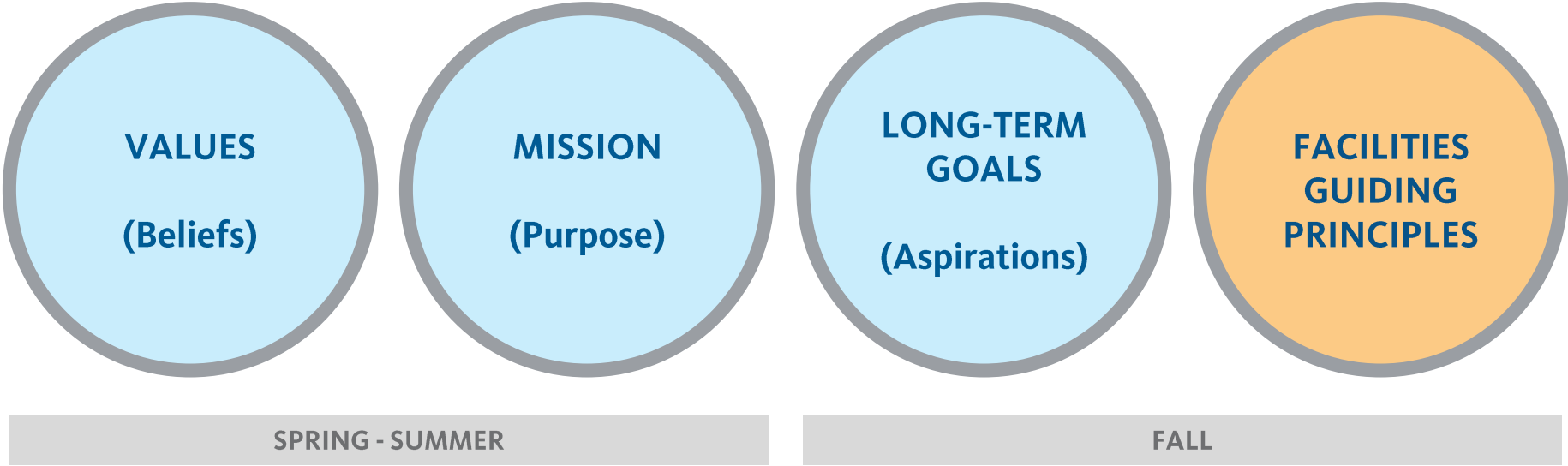


# 2

## Mission to Long-Term Goals

Achieving our Promise

# Our Path



Qualitative

**DATA**

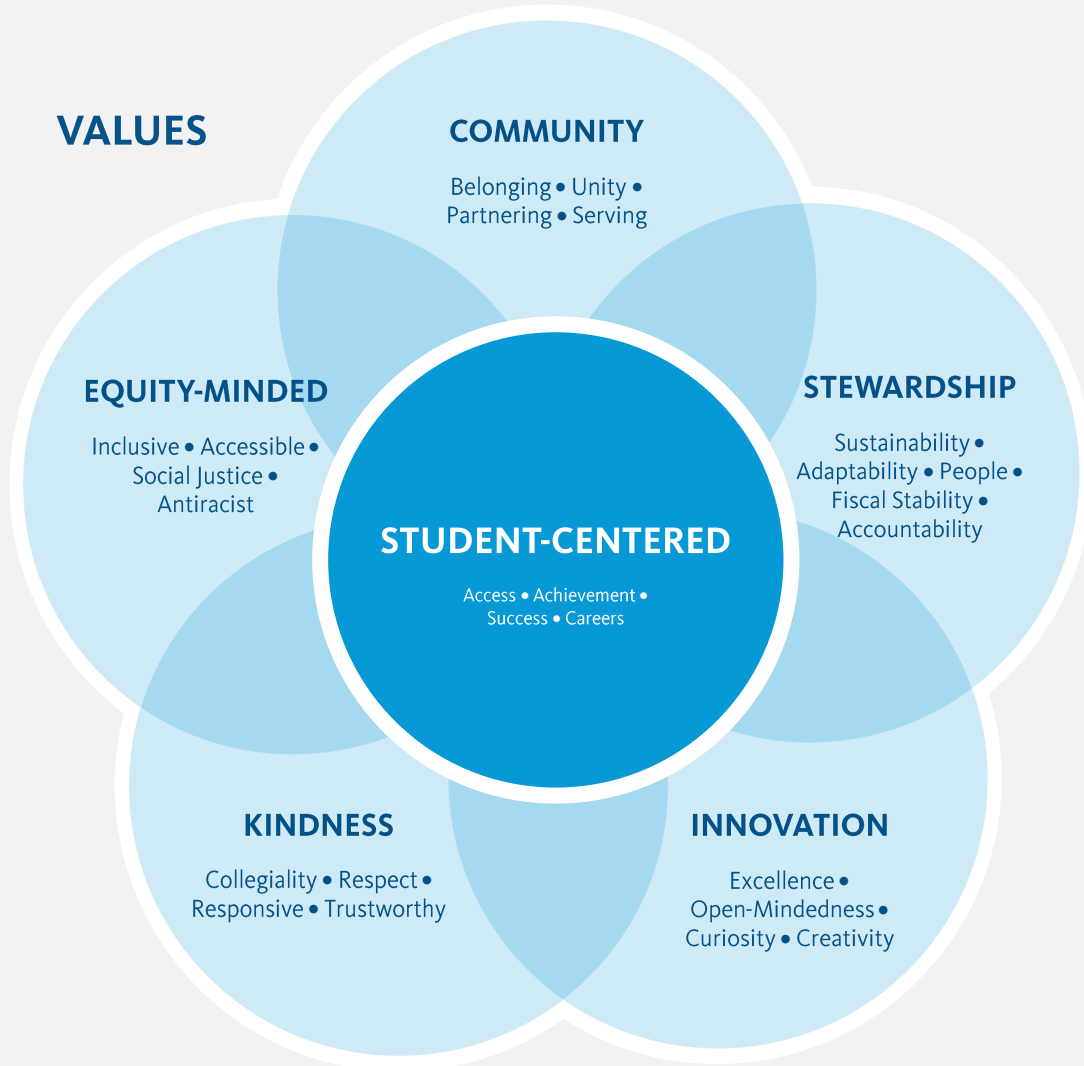
Quantitative



# 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.*



# Final Draft Mission



## PROMISES

**1. EQUITABLE STUDENT ACCESS**

**2. EQUITABLE STUDENT ACHIEVEMENT**

**3. WORKFORCE + SOCIAL MOBILITY**

**4. ENROLLMENT GROWTH**

**5. TRUST + COLLABORATION**

## MISSION

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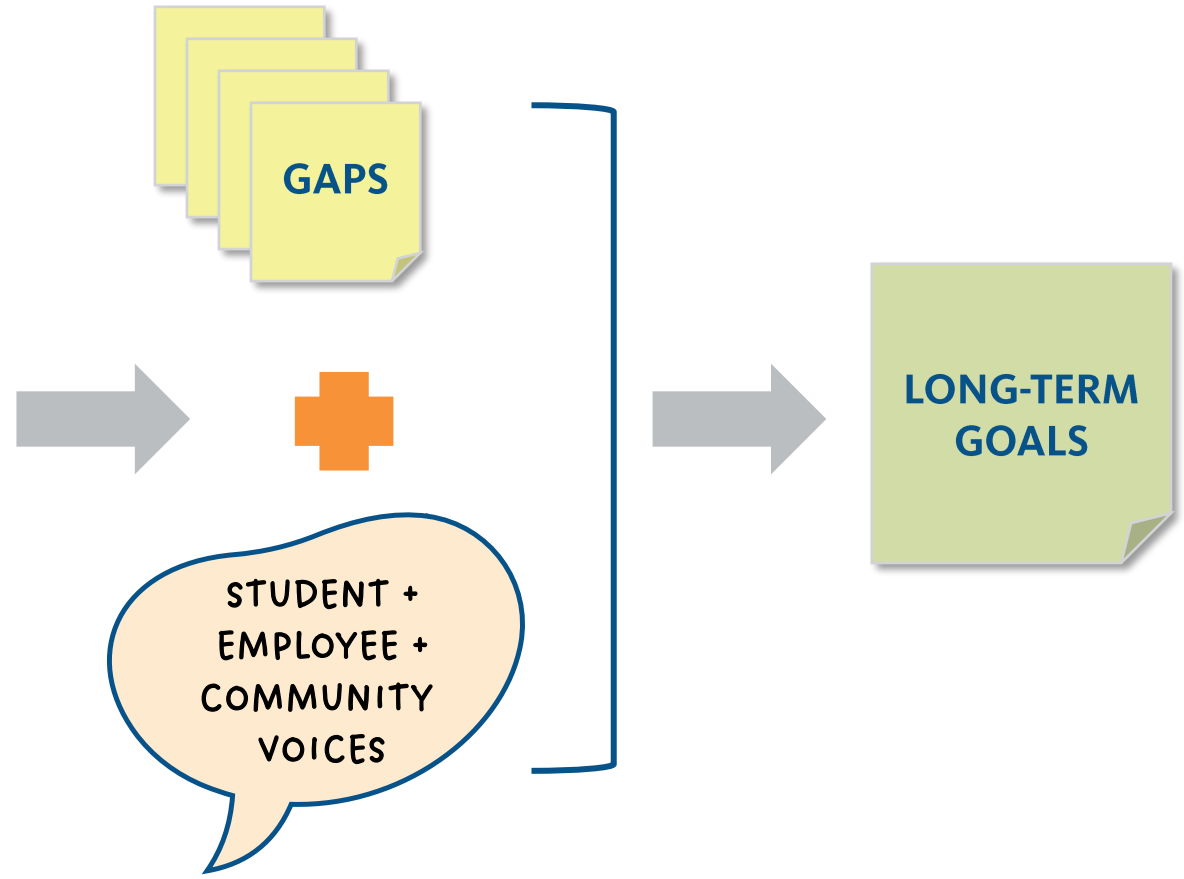
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# Draft Long-Term Goals



## PROMISES

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



# 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.**

# 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.**

# 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* support and sustain students' economic and social mobility.**

# 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* **manage and increase enrollment by focusing on:**

- **growth**
- **diversification of opportunities**
- **fiscal soundness**

# 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.**

# Draft Long-Term Goals



**SCCCD will increase student access to educational opportunities and resources.**

**SCCCD will identify and eliminate barriers to equitable student achievement.**

**SCCCD will support and sustain students' economic and social mobility.**

**SCCCD will manage and increase enrollment by focusing on:**

- growth
- diversification of opportunities
- fiscal soundness

**SCCCD will create districtwide unity, transparency, and accountability.**



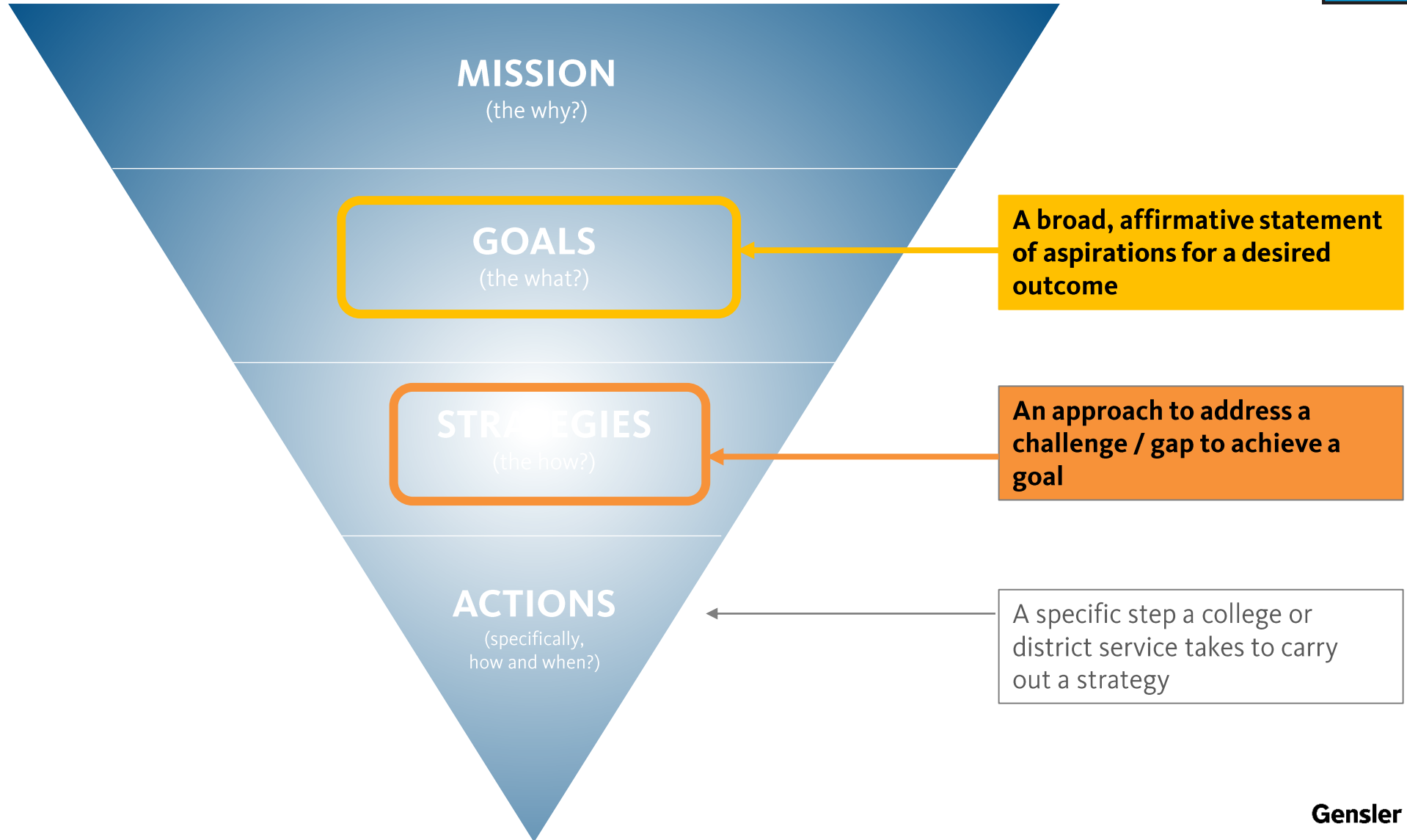


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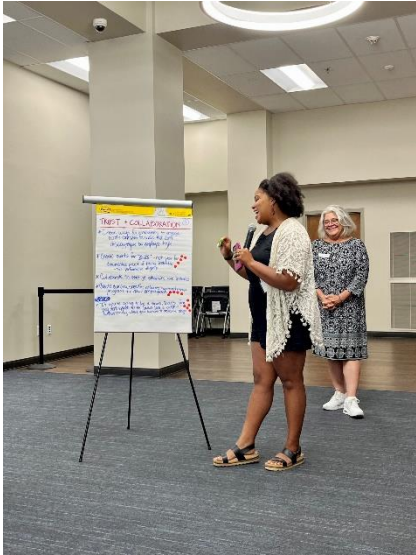
## Long-Term Goals to Strategies

Creating the Framework

# Shared Vocabulary



# FEEDBACK ON DISTRICTWIDE STRATEGIES



# Draft Long-Term Goals + Strategies



## *PROMISE*

### 1. EQUITABLE STUDENT ACCESS

SCCCD will increase student access to educational opportunities and resources.



## *DISTRICTWIDE STRATEGIES*

- Welcome students to State Center Colleges
- Offer a range of student support
- Help students choose and enter their pathway
- Expand community on campus

# Draft Long-Term Goals + Strategies



## *PROMISE*

### 2. EQUITABLE STUDENT ACHIEVEMENT

SCCCD will identify and eliminate barriers to equitable student achievement.



## *DISTRICTWIDE STRATEGIES*

- Address racial disparity in student success measures
- Improve all student success outcomes
- Offer and encourage professional development

# Draft Long-Term Goals + Strategies



*PROMISE*

**3. WORKFORCE + SOCIAL MOBILITY**

**SCCCD will support and sustain students' economic and social mobility.**



*DISTRICTWIDE STRATEGIES*

- **Focus students on careers**
- **Strengthen relationships with local employers**
- **Leverage partnerships**

# Draft Long-Term Goals + Strategies



## *PROMISE*

### 4. ENROLLMENT GROWTH

SCCCD will manage and increase enrollment by focusing on:

- growth,
- diversification of opportunities, and
- fiscal soundness.



## *DISTRICTWIDE STRATEGIES*

- Manage and increase enrollment by focusing on growth
- Manage and increase enrollment by focusing on diversification of opportunities
- Manage and increase enrollment by focusing on fiscal soundness

# Draft Long-Term Goals + Strategies



## *PROMISE*

### **5. TRUST + COLLABORATION**

**SCCCD will create districtwide unity, transparency, and accountability**



## *DISTRICTWIDE STRATEGIES*

- **Welcome employees**
- **Build and promote career ladders**
- **Emphasize kindness, community, collegiality, and accountability**
- **Support and sustain a sense of community across the District**



# Activity



- 1. Review draft long-term goals and commission strategies***
- 2. Discuss as a group***
- 3. Collaboratively revise, eliminate, and edit the strategies***
- 4. Select two strategies to share***





# 4

## Integrated Facilities Planning

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Districtwide Facilities Guiding Principles

# Our Path



Qualitative

DATA

Quantitative



# Integrating Data



Research methods:

## **QUALITATIVE**

**Districtwide Survey**

**Campus Forum**

**Community Listening Session**

**Observations**

## **QUANTITATIVE**

**College KPIs**

- Enrollment
- Retention and Success
- Persistence and Completion
- Employment

**Labor Market Trends**

**Census Data**

## **FACILITIES PLANNING DATA**

**Physical**

- Age of Buildings
- Facility Condition Index (FCI)

**Experiential**

- Perceptions
- Ideas

**Quantifiable**

- Space Inventory
- Utilization
- Forecasts

**MADERA COMMUNITY COLLEGE**  
AT OAKHURST (FUTURE)  
**MADERA COMMUNITY COLLEGE**  
AT OAKHURST (EXISTING)

**CLOVIS COMMUNITY COLLEGE**

**CLOVIS COMMUNITY COLLEGE**  
HERNDON CAMPUS

**MADERA COMMUNITY COLLEGE**

**FRESNO CITY COLLEGE**

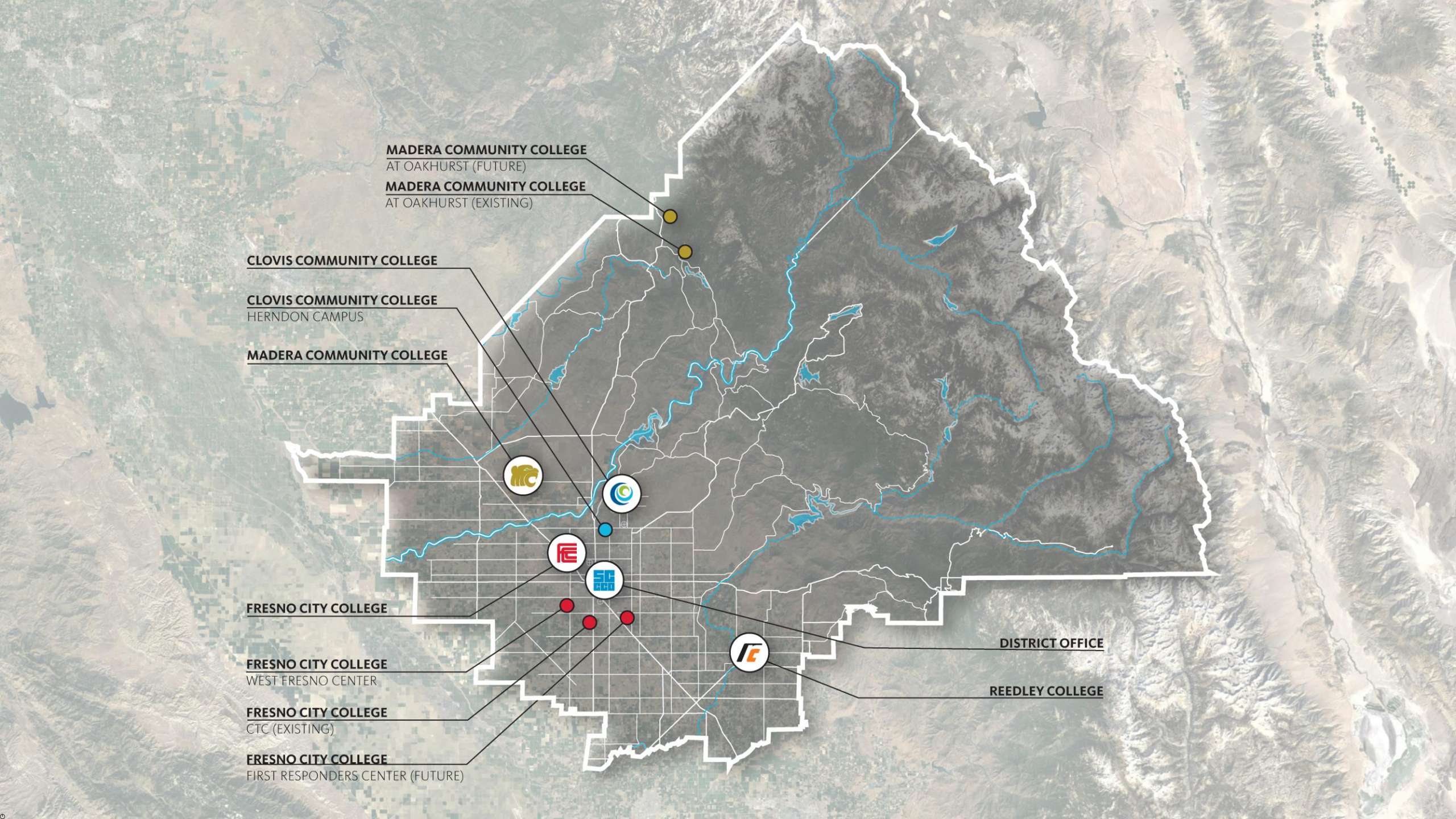
**FRESNO CITY COLLEGE**  
WEST FRESNO CENTER

**FRESNO CITY COLLEGE**  
CTC (EXISTING)

**FRESNO CITY COLLEGE**  
FIRST RESPONDERS CENTER (FUTURE)

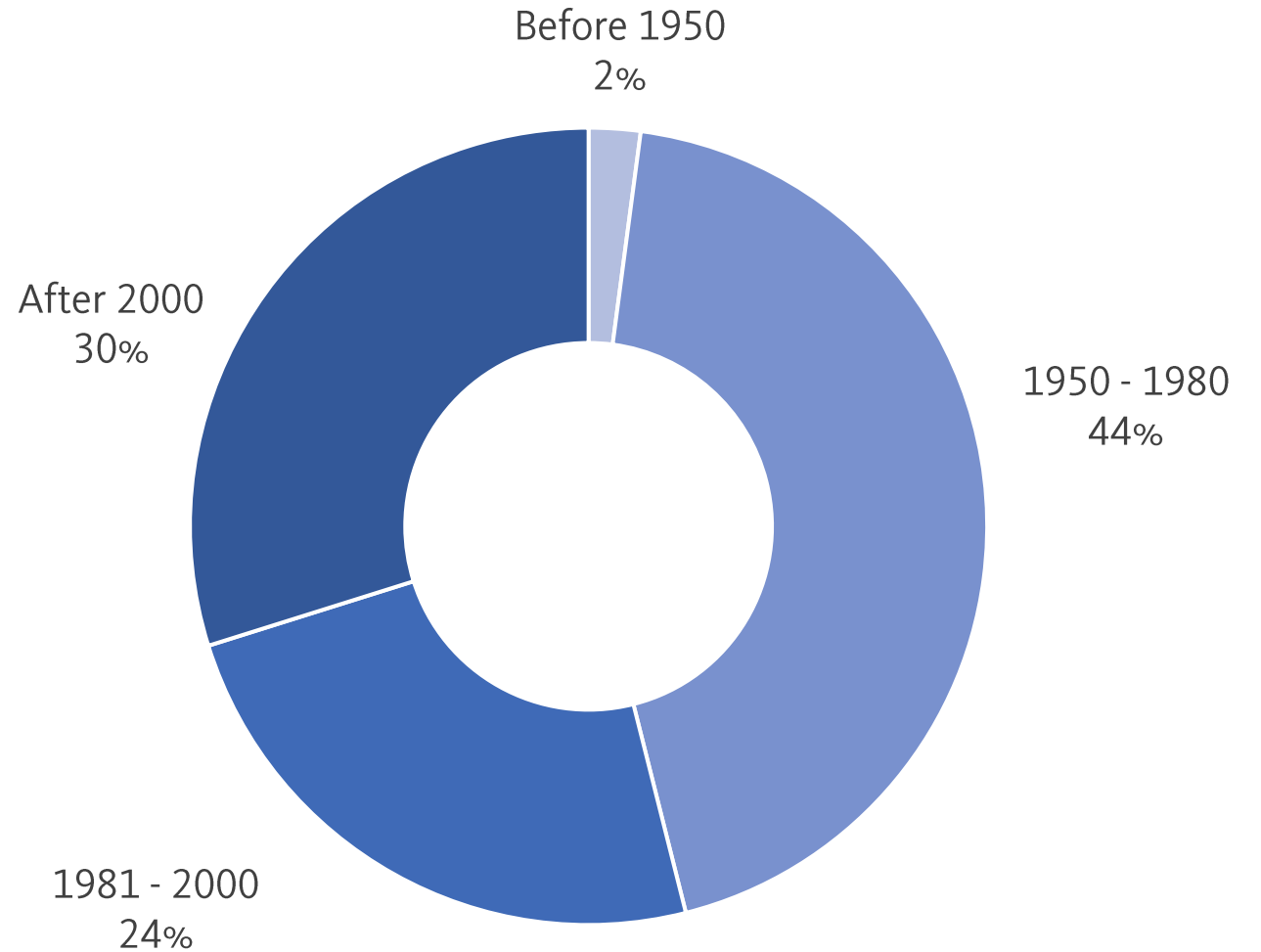
**DISTRICT OFFICE**

**REEDLEY COLLEGE**

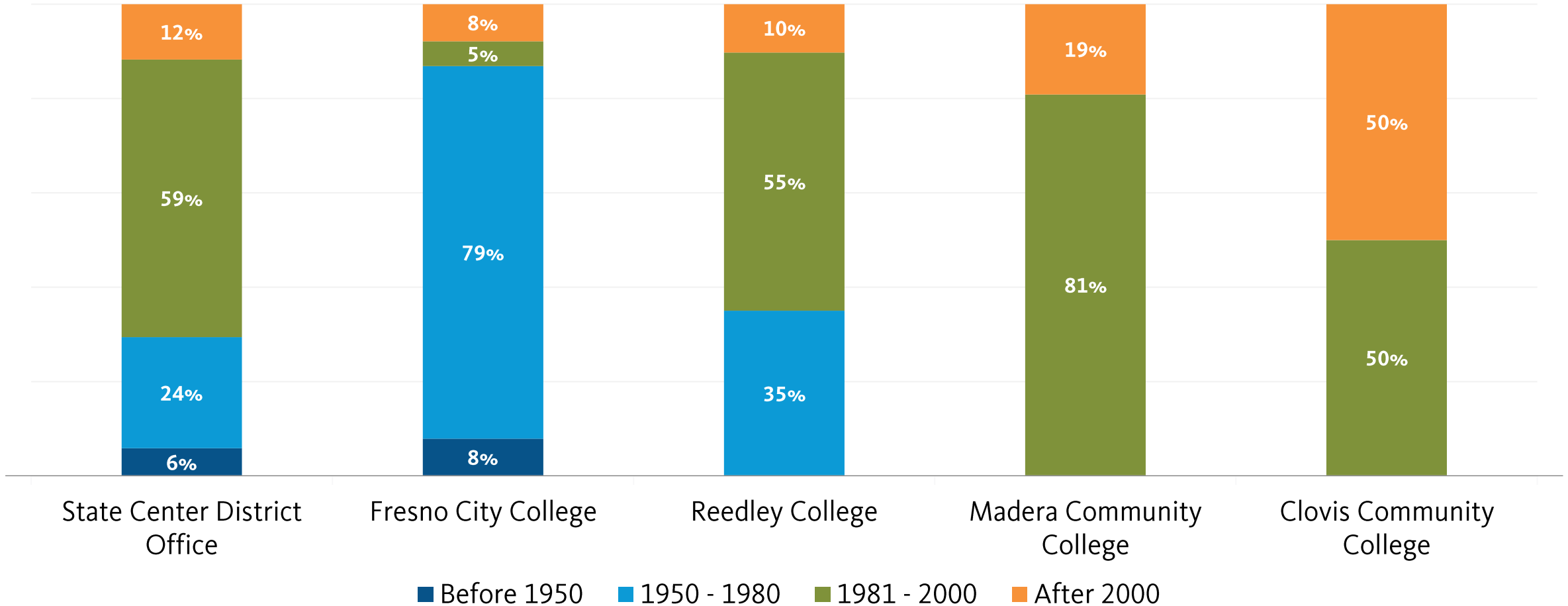


# Districtwide Facilities Age

Nearly half of the buildings in the District were constructed in or before 1980.



# Districtwide Facilities Age



# Facility Condition Index



The Facility Condition Index is a tool used to gauge the physical condition of a building.

The CA Community College Chancellor's Office surveys colleges regularly to assess conditions and assign an FCI score.

The FCI score for a building represents the ratio of the cost to renovate versus the cost to replace.

Low FCI = good condition

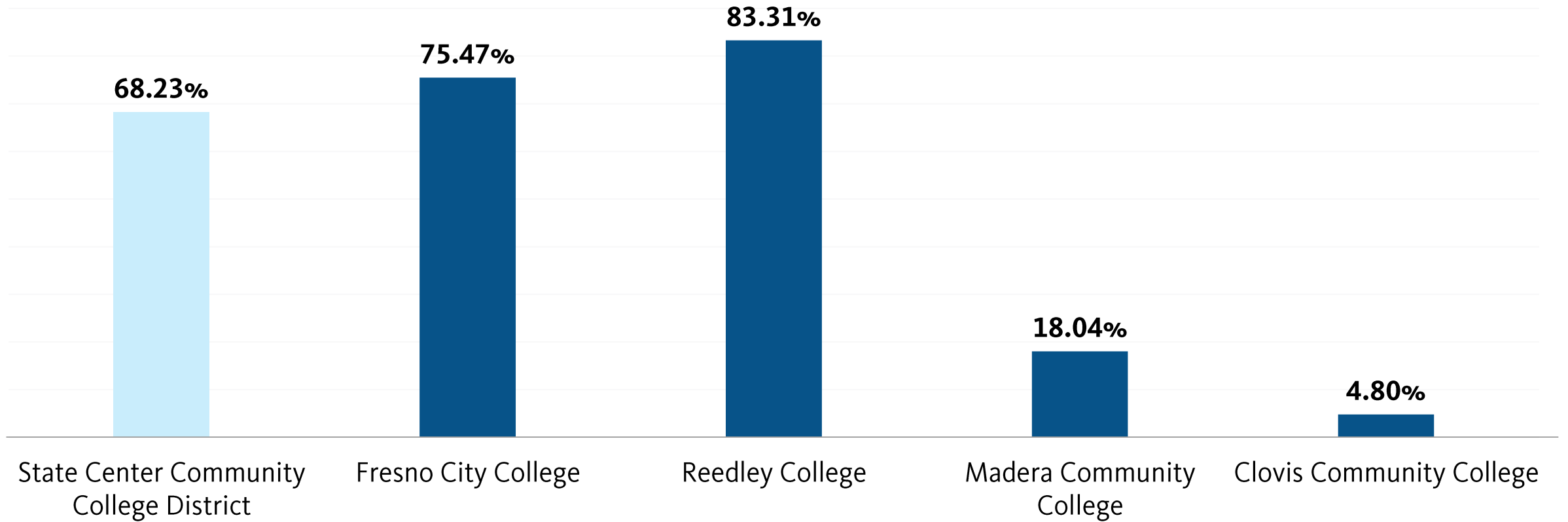
High FCI = needs attention



# Facility Condition Index



SCCCD FCI Scores



# Measuring Space



# Gross Square Feet (GSF)



# Assignable Square Feet (ASF)



# Non-Assignable Area





# Districtwide Facilities Stats



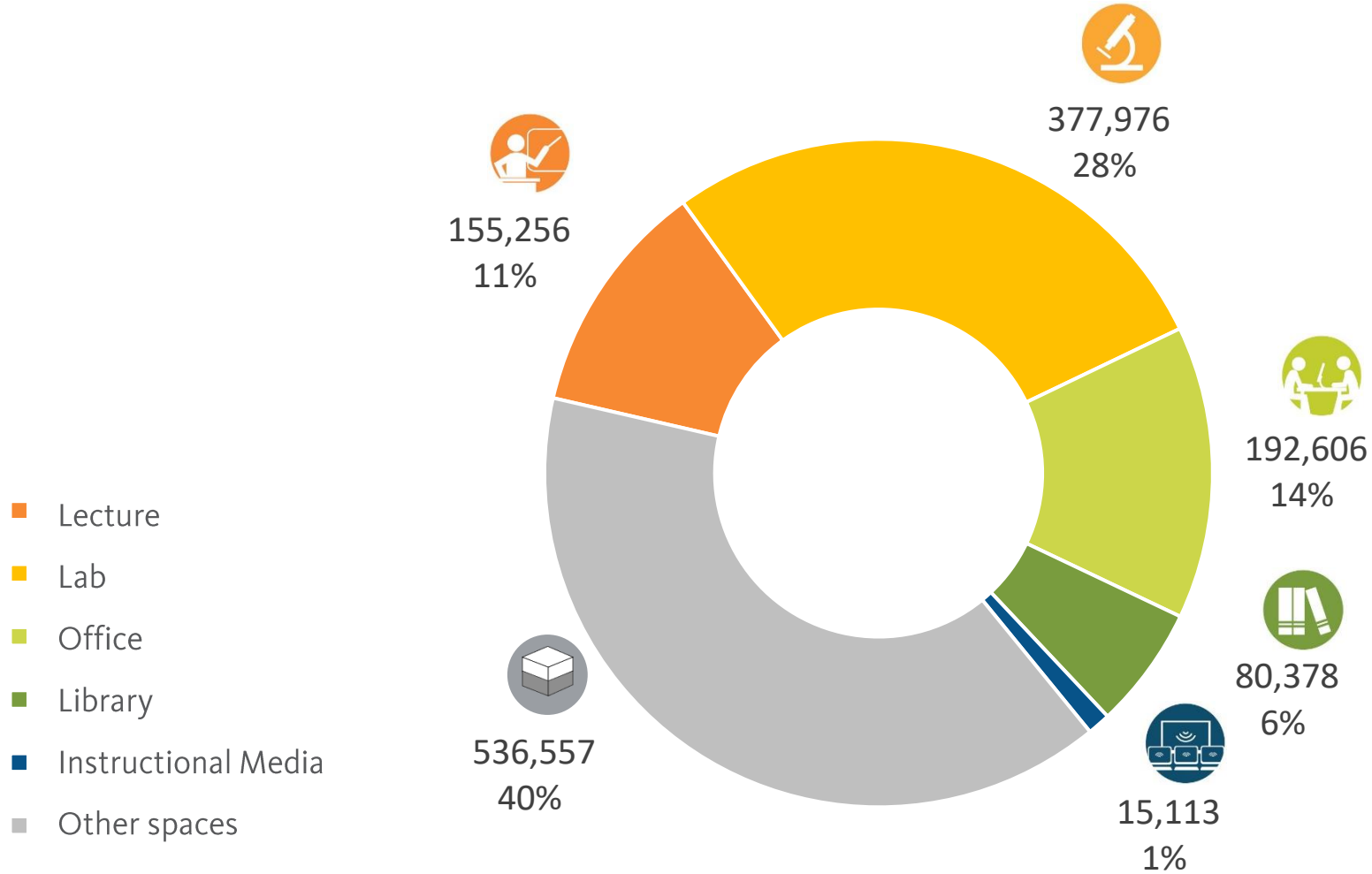
	<b>ASF</b>	<b>GSF</b>
State Center Community College District	1,357,886	1,918,898
Fresno City College	534,279	759,839
Reedley College	337,244	457,948
Madera Community College	125,641	192,509
Clovis Community College	117,153	179,329
State Center District Office	115,151	170,156
CTC	128,418	159,117

# Space Inventory Categories

CAPACITY LOAD CATEGORIES

Room Use Categories						
	LECTURE	LAB	OFFICE	LIBRARY	INSTRUCTIONAL MEDIA	OTHER
Room Use Numbers	100s	200s	300s	400s	530s	520, 540 - 800s
Description	Classrooms Support Spaces	Labs Support Spaces	Offices Support Spaces All offices including administrative and student services	Library Study Tutorial Support Spaces	AV/TV Technology Support Spaces	PE Assembly Food Service Lounge Bookstore Meeting Rooms Data Processing Physical Plant Health Service

# Districtwide Space Inventory





# Utilization (capacity load ratios)

<b>Lecture</b>	Based on WSCH (in-person and hybrid)
<b>Laboratory</b>	Based on WSCH (in-person and hybrid)
<b>Offices</b>	Based on FTEF (calculated for all office space)
<b>Library</b>	Based on Student Headcount/Enrollment
<b>Instructional Media</b>	Based on Student Headcount/Enrollment

# Room Utilization (Capacity Load Ratios)

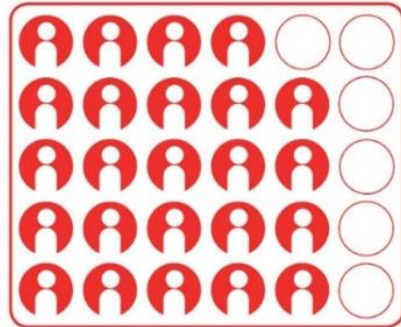


# of seats = # of students  
**100%** capacity / load

# Room Utilization (Capacity Load Ratios)



# of seats = # of students  
**100%** capacity / load

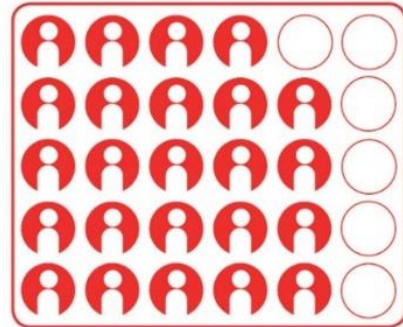


# of seats > # of students  
**over 100%** capacity / load

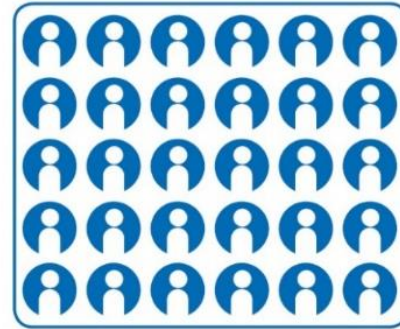
# Room Utilization (Capacity Load Ratios)



# of seats = # of students  
**100%** capacity / load



# of seats < # of students  
**over 100%** capacity / load

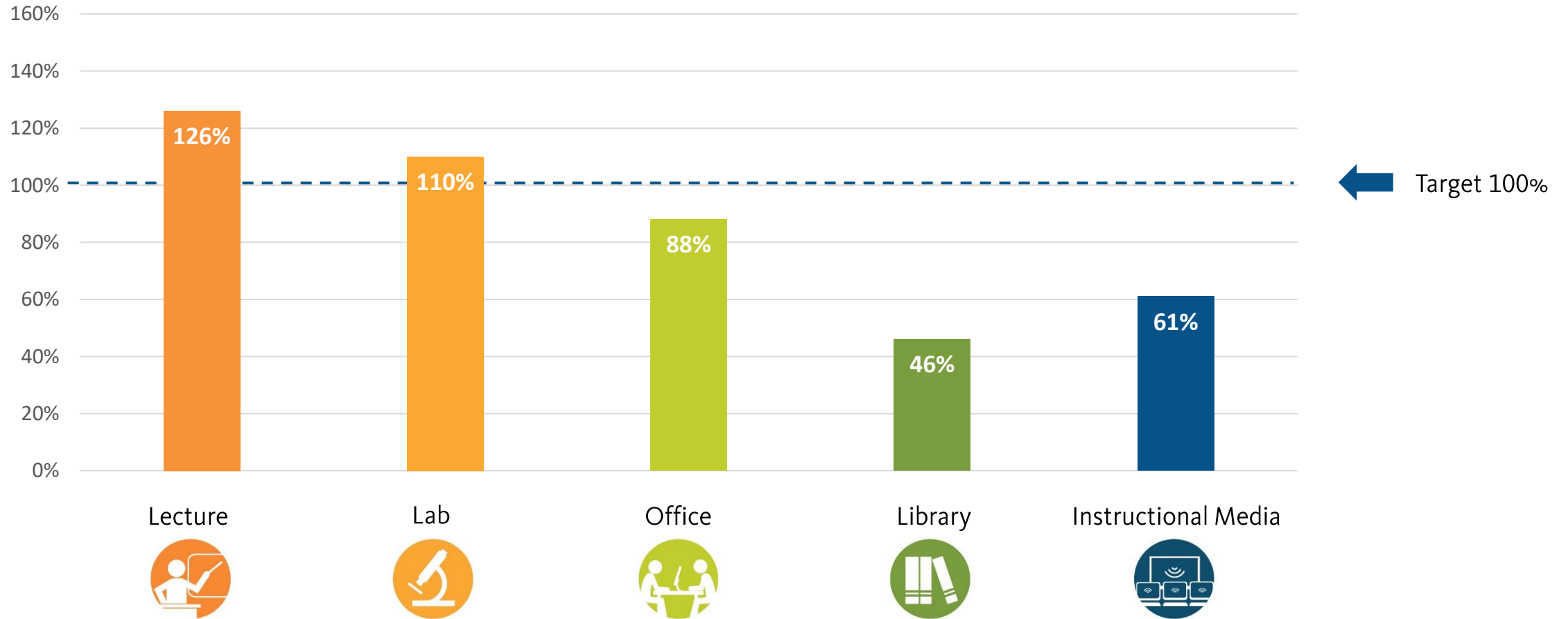


# of seats > # of students  
**under 100%** capacity / load



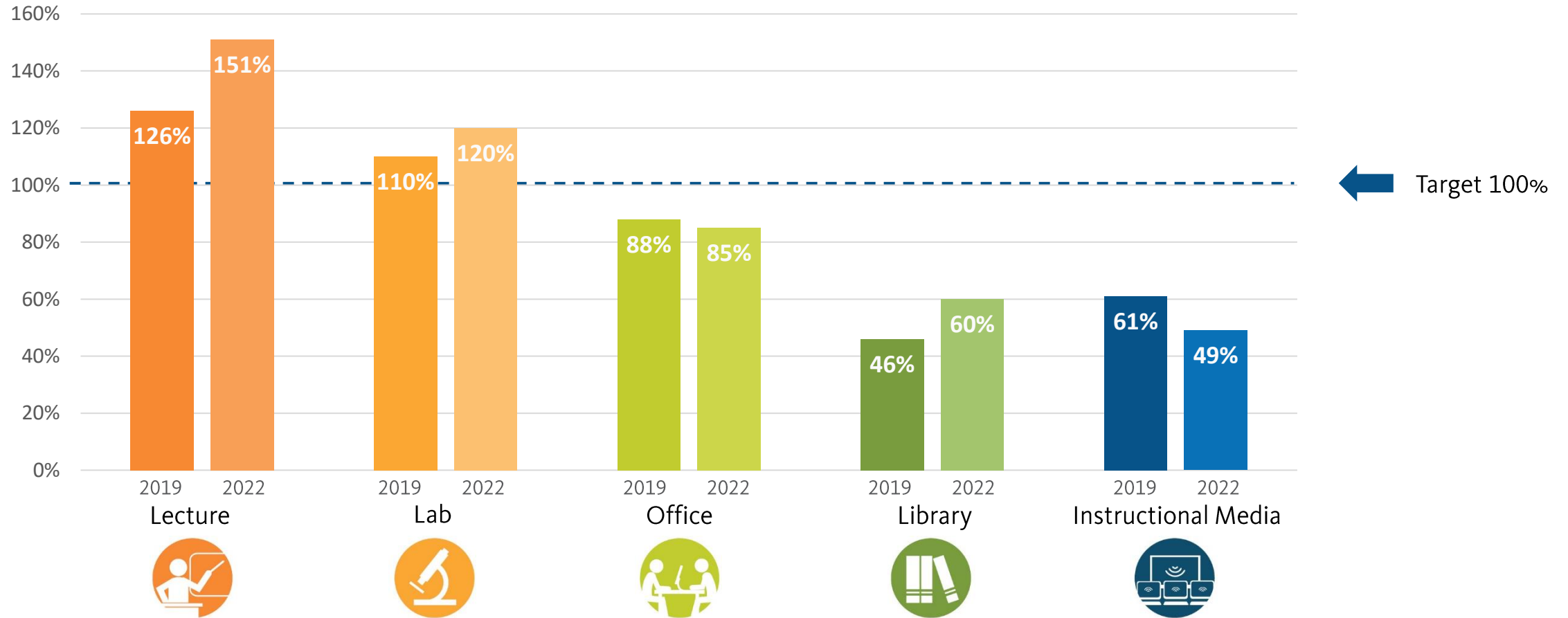
*Eligible for  
state funding*

# Utilization / Capacity Load Ratios (2019)



Note: Capacity/Loads are from the 2019 *Five Year Capital Outlay Plan*

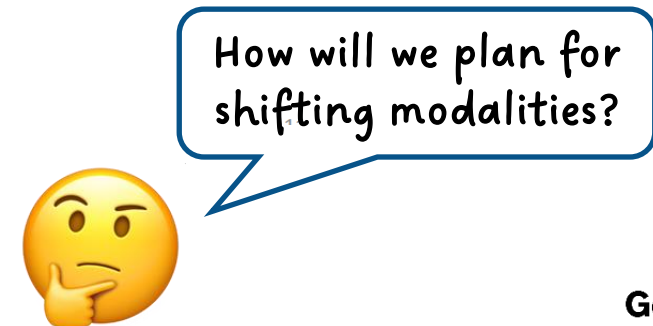
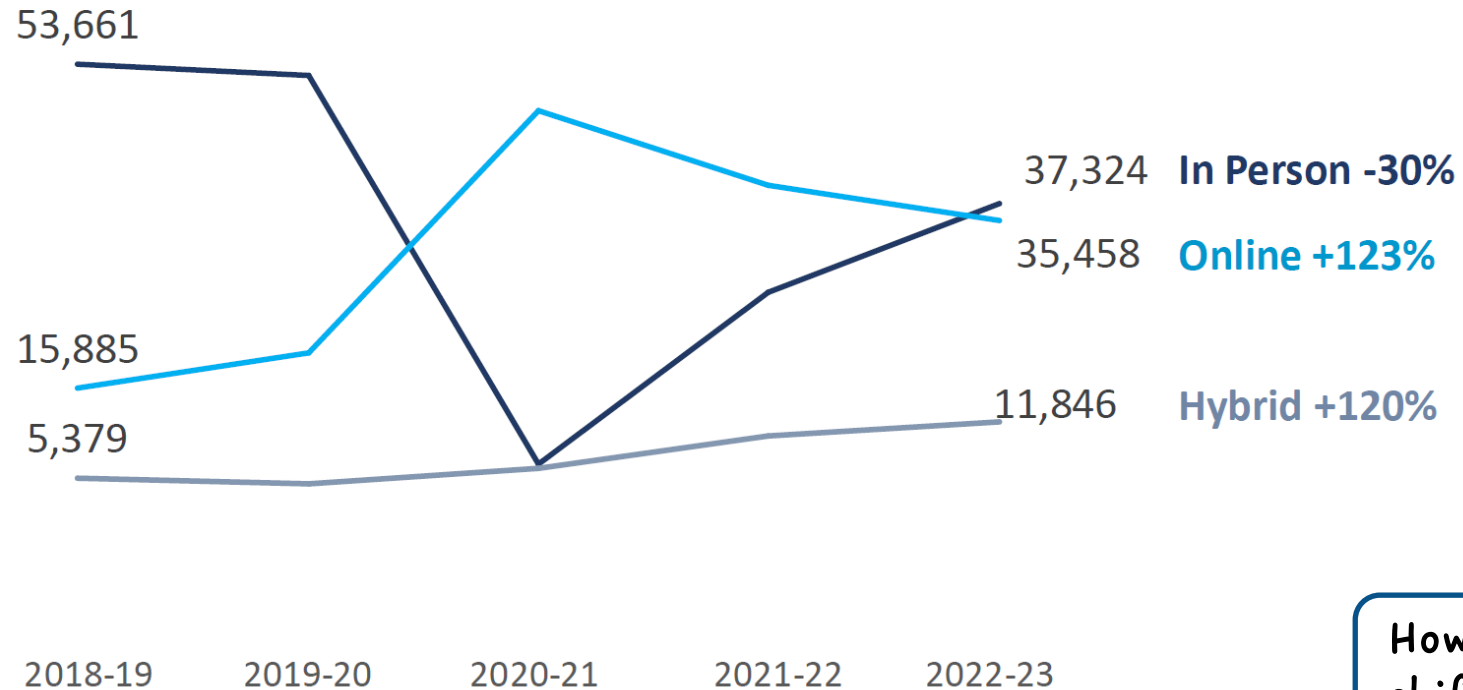
# Utilization / Capacity Load Ratios (2019 vs. 2022)



Note: Capacity/Loads are from the 2019 and 2023 *Five Year Capital Outlay Plan*

# SCCCD Enrollment by Course Modality

Over the last five years



Data source: SCCC Internal Enrollment Management Data



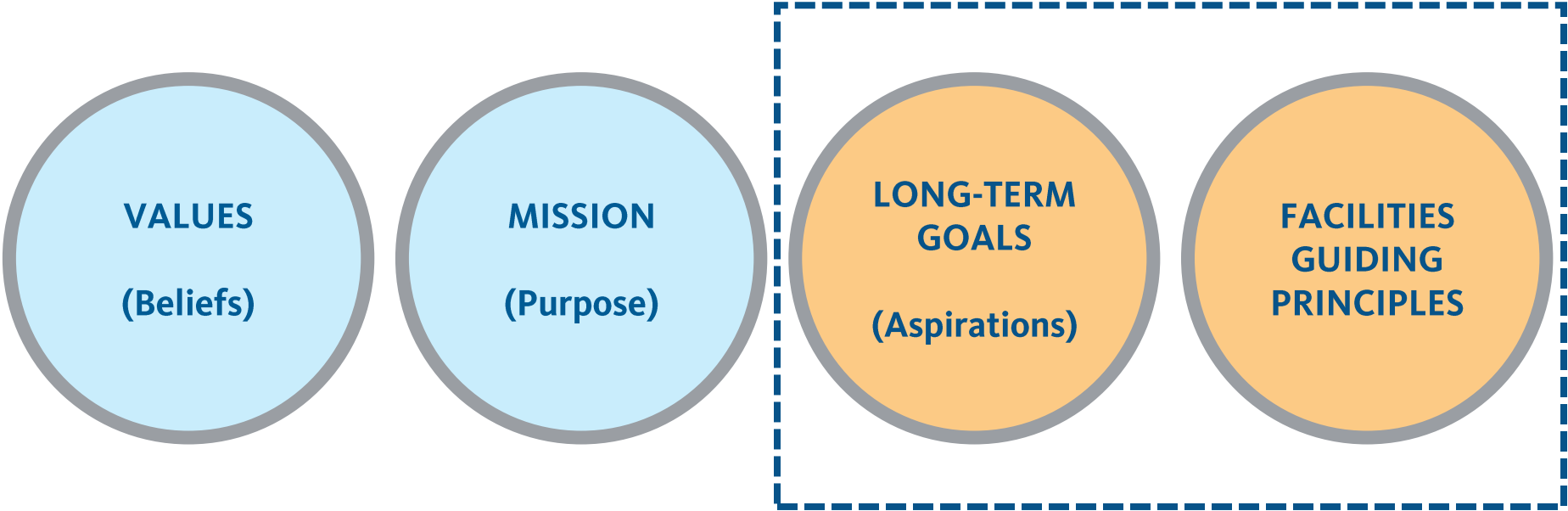
# 5

## Vision 2035 Framework

Facilities Guiding Principles



# Our Path



Qualitative

DATA

Quantitative



# Draft Framework



## LONG-TERM GOALS

**EQUITABLE  
STUDENT ACCESS**

**EQUITABLE  
STUDENT  
ACHIEVEMENT**

**WORKFORCE +  
SOCIAL  
MOBILITY**

**ENROLLMENT  
GROWTH**

**TRUST +  
COLLABORATION**

# Draft Framework



## LONG-TERM GOALS

EQUITABLE  
STUDENT ACCESS

EQUITABLE  
STUDENT  
ACHIEVEMENT

WORKFORCE +  
SOCIAL  
MOBILITY

ENROLLMENT  
GROWTH

TRUST +  
COLLABORATION

## FACILITIES GUIDING PRINCIPLES



# Draft Facilities Guiding Principles



**WELCOMED**

- *Develop welcoming and inviting campuses*
- *Inspire a sense of belonging for all*

# Draft Facilities Guiding Principles



**STUDENT  
CENTERED**

- *Design campuses from the students' perspectives*
- *Develop campuses to support career pathways*

# Draft Facilities Guiding Principles



**IDENTITY**

- *Enhance identity of State Center Colleges*
- *Increase visibility across the District*

# Draft Facilities Guiding Principles



## RESPONSIVE

- *Develop flexible spaces to support shifting modalities*
- *Repurpose/replace inefficient and underperforming facilities*

# Draft Facilities Guiding Principles



## STEWARDSHIP

- *Align facilities and land use to support institutional priorities*
- *Increase awareness and create a culture of sustainability*



# Activity

- 1. Review draft ideas for your Districtwide Facilities Guiding Principles***
- 2. Discuss ideas at your table and add/edit additional thoughts***
- 3. Select the top 5***





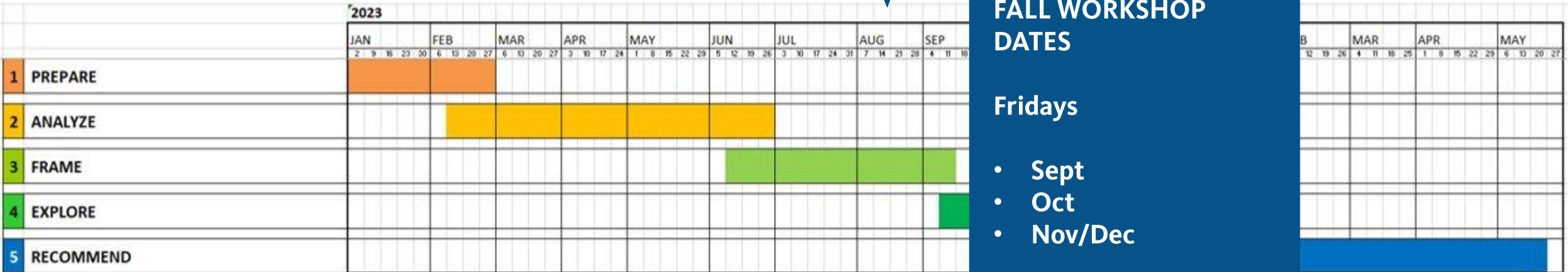
# 6

## Next Steps

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NEXT STEPS

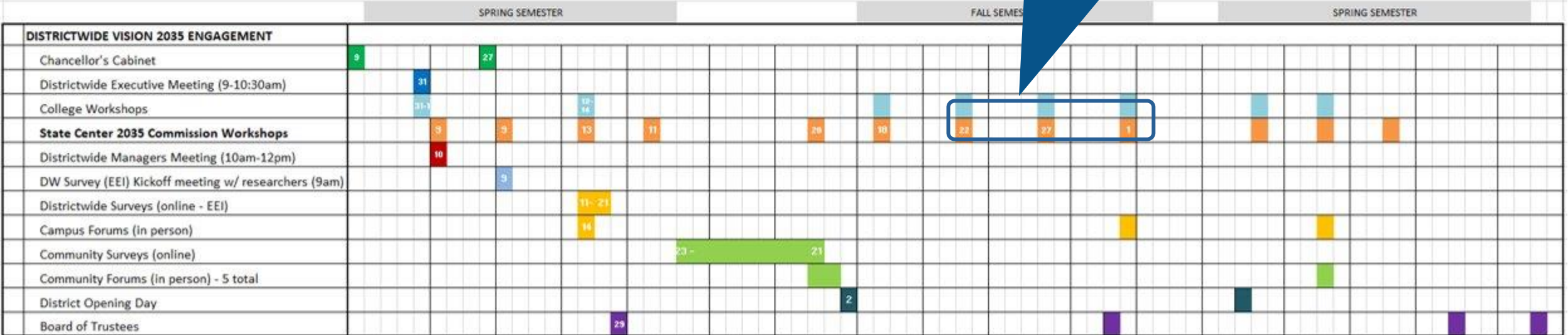
# Timeline



**FALL WORKSHOP DATES**

Fridays

- Sept
- Oct
- Nov/Dec





# State Center Vision 2035

