State Center Vision 2035
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
Planning Process

Integrated | Participatory | Data-Informed
PLANNING PROCESS

5-Step Planning Process

1. PREPARE
2. ANALYZE
3. FRAME
4. EXPLORE
5. RECOMMEND

DISTRICTWIDE + COMMUNITY INPUT

INTEGRATED | PARTICIPATORY | DATA-INFORMED
PLANNING PROCESS

Timeline

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<thead>
<tr>
<th></th>
<th>2023</th>
<th>2024</th>
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1. PREPARE
2. ANALYZE
3. FRAME
4. EXPLORE
5. RECOMMEND

DISTRICTWIDE VISION 2035 ENGAGEMENT

- Chancellor's Cabinet
- Districtwide Executive Meeting (9-10:30am)
- College Planning Workshops
- State Center 2035 Commission Workshops (Fridays, 1-3pm)
- Districtwide Managers Meeting (10am-12pm)
- DW Survey (EE) Kickoff meeting w/ researchers (9am)
- Districtwide Surveys (online - EEi)
- Campus Forums (in person)
- Community Surveys (online)
- Community Forums (in person) - 5 total
- District Opening Day
- Board of Trustees

WE ARE HERE
Mission to Long-Term Goals

Achieving our Promise
MISSION TO LONG-TERM GOALS

Our Path

VALUES
(Beliefs)

MISSION
(Purpose)

LONG-TERM
GOALS
(Aspirations)

FACILITIES
GUIDING
PRINCIPLES

SPRING - SUMMER

FALL

Qualitative
DATA

Quantitative
DISTRICTWIDE VALUES + MISSION

Final Drafts

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

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Draft Long-Term Goals

MISSION TO LONG-TERM GOALS

PROMISES

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

GAPS

STUDENT + EMPLOYEE + COMMUNITY VOICES

LONG-TERM GOALS
MISSION TO LONG-TERM 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.
MISSION TO LONG-TERM 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.
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.
MISSION TO LONG-TERM GOALS

Draft Long-Term Goals

PROMISES

1. EQUIitable STUDENT ACCESS
2. EQUItable STUDENT ACHIEVEMENT
3. Workforce + Social Mobility
4. Enrolment 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.
3 Long-Term Goals to Strategies

Creating the Framework
LONG-TERM GOALS TO STRATEGIES

Shared Vocabulary

MISSION
(the why?)

GOALS
(the what?)

STRATEGIES
(the how?)

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

Gensler
LONG-TERM GOALS TO 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
LONG-TERM GOALS TO STRATEGIES

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
LONG-TERM GOALS TO STRATEGIES

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
LONG-TERM GOALS TO STRATEGIES

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
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
### Integrating Data

**Research methods:**

<table>
<thead>
<tr>
<th><strong>QUALITATIVE</strong></th>
<th><strong>QUANTITATIVE</strong></th>
<th><strong>FACILITIES PLANNING DATA</strong></th>
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<td>Districtwide Survey</td>
<td>College KPIs</td>
<td>Physical</td>
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<td>Campus Forum</td>
<td>Enrollment</td>
<td>Age of Buildings</td>
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<td>Community Listening Session</td>
<td>Retention and Success</td>
<td>Facility Condition Index (FCI)</td>
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<td>Observations</td>
<td>Persistence and Completion</td>
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<td>Employment</td>
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<td>Labor Market Trends</td>
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<td>Census Data</td>
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<td>Space Inventory</td>
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<td>Utilization</td>
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<tr>
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<td></td>
<td>Forecasts</td>
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</table>
Districtwide Facilities Age

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

- **State Center District Office**: 6% Before 1950, 24% 1950 - 1980, 59% 1981 - 2000, 12% After 2000
- **Fresno City College**: 8% Before 1950, 5% 1950 - 1980, 79% 1981 - 2000, 8% After 2000
- **Madera Community College**: 6% Before 1950, 19% 1950 - 1980, 81% 1981 - 2000, 50% After 2000
- **Clovis Community College**: 50% Before 1950, 50% 1950 - 1980, 50% 1981 - 2000, 50% After 2000
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
FACILITIES PLANNING DATA

Facility Condition Index

SCCCD FCI Scores

- State Center Community College District: 68.23%
- Fresno City College: 75.47%
- Reedley College: 83.31%
- Madera Community College: 18.04%
- Clovis Community College: 4.80%

Gensler
SPACE PLANNING 101

Measuring Space
Gross Square Feet (GSF)
SPACE PLANNING 101

Assignable Square Feet (ASF)
SPACE PLANNING 101
Non-Assignable Area
## Districtwide Facilities Stats

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

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<th>Room Use Categories</th>
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<th>200s</th>
<th>300s</th>
<th>400s</th>
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<tr>
<td>Description</td>
<td>Classrooms</td>
<td>Labs</td>
<td>Offices</td>
<td>Library</td>
<td>AV/TV</td>
<td>PE, Assembly</td>
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<td>Support Spaces</td>
<td>Support Spaces</td>
<td>Support Spaces</td>
<td>Study</td>
<td>Technology</td>
<td>Meeting Rooms, Data Processing</td>
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<tr>
<td></td>
<td>All offices including administrative and student services</td>
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<td>Tutorial</td>
<td>Support Spaces</td>
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### CAPACITY LOAD CATEGORIES

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<td></td>
<td>Tutorial</td>
<td>Support Spaces</td>
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</tr>
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</table>
FACILITIES PLANNING DATA

Districtwide Space Inventory

- Lecture: 155,256 (11%)
- Lab: 377,976 (28%)
- Office: 192,606 (14%)
- Library: 80,378 (6%)
- Instructional Media: 15,113 (1%)
- Other spaces: 536,557 (40%)

Gensler
**Utilization (capacity load ratios)**

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<th>Area</th>
<th>Methodology</th>
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<tr>
<td>Lecture</td>
<td>Based on WSCH (in-person and hybrid)</td>
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<tr>
<td>Laboratory</td>
<td>Based on WSCH (in-person and hybrid)</td>
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<tr>
<td>Offices</td>
<td>Based on FTEF (calculated for all office space)</td>
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<tr>
<td>Library</td>
<td>Based on Student Headcount/Enrollment</td>
</tr>
<tr>
<td>Instructional Media</td>
<td>Based on Student Headcount/Enrollment</td>
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</table>
Room Utilization (Capacity Load Ratios)

\[
\text{# of seats} = \text{# of students}
\]

100% capacity / load
Room Utilization (Capacity Load Ratios)

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

# of seats > # of students
over 100% capacity / load
Eligible for state funding
FACILITIES PLANNING DATA

Utilization / Capacity Load Ratios (2019)

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<th>Category</th>
<th>Load Ratio</th>
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<td>Lecture</td>
<td>126%</td>
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<tr>
<td>Lab</td>
<td>110%</td>
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<tr>
<td>Office</td>
<td>88%</td>
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<tr>
<td>Library</td>
<td>46%</td>
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<tr>
<td>Instructional Media</td>
<td>61%</td>
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</table>

Note: Capacity/Loads are from the 2019 Five Year Capital Outlay Plan
FACILITIES PLANNING DATA

Utilization / Capacity Load Ratios (2019 vs. 2022)

- **Lecture**: 126% in 2019, 151% in 2022
- **Lab**: 110% in 2019, 120% in 2022
- **Office**: 88% in 2019, 85% in 2022
- **Library**: 46% in 2019, 60% in 2022
- **Instructional Media**: 61% in 2019, 49% in 2022

Target 100%

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

SCCCD Enrollment by Course Modality

Over the last five years

![Graph showing enrollment trends by modality from 2018-19 to 2022-23.]

- In Person: 53,661 in 2018-19, 37,324 in 2022-23 (-30%)
- Online: 15,885 in 2018-19, 35,458 in 2022-23 (+123%)
- Hybrid: 5,379 in 2018-19, 11,846 in 2022-23 (+120%)

Data source: SCCCD Internal Enrollment Management Data

How will we plan for shifting modalities?
5 

Vision 2035 Framework

Facilities Guiding Principles
INTEGRATED FACILITIES PLANNING

Our Path

VALUES (Beliefs)

MISSION (Purpose)

LONG-TERM GOALS (Aspirations)

FACILITIES GUIDING PRINCIPLES
VISION 2035 FRAMEWORK

Draft Framework

LONG-TERM GOALS

EQUITABLE STUDENT ACCESS
EQUITABLE STUDENT ACHIEVEMENT
WORKFORCE + SOCIAL MOBILITY
ENROLLMENT GROWTH
TRUST + COLLABORATION
VISION 2035 FRAMEWORK

Draft Framework

LONG-TERM GOALS

- EQUITABLE STUDENT ACCESS
- EQUITABLE STUDENT ACHIEVEMENT
- WORKFORCE + SOCIAL MOBILITY
- ENROLLMENT GROWTH
- TRUST + COLLABORATION

FACILITIES GUIDING PRINCIPLES
VISION 2035
Draft Facilities Guiding Principles

— Develop welcoming and inviting campuses
— Inspire a sense of belonging for all
Draft Facilities Guiding Principles

- Design campuses from the students’ perspectives
- Develop campuses to support career pathways
Draft Facilities Guiding Principles

- Enhance identity of State Center Colleges
- Increase visibility across the District
Draft Facilities Guiding Principles

- Develop flexible spaces to support shifting modalities
- Repurpose/replace inefficient and underperforming facilities
Draft Facilities Guiding Principles

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

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
NEXT STEPS

Timeline

FALL WORKSHOP DATES

- Sept
- Oct
- Nov/Dec

DISTRICTWIDE VISION 2035 ENGAGEMENT

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<th>Event</th>
<th>Spring Semester</th>
<th>Fall Semester</th>
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<td>Chancellor’s Cabinet</td>
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<td>Districtwide Executive Meeting (9-10:30am)</td>
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<td>Collage Workshops</td>
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<td>Board of Trustees</td>
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