Welcome colleagues and friends

Public Dialogue

On the Contra Costa Community College District Strategic Plan
## Today’s Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>2:00 – 2:10</td>
<td>Introduction by the Chancellor</td>
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<tr>
<td>2:10 – 2:15</td>
<td>Game plan and preliminaries</td>
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<td>2:15 – 2:20</td>
<td>Quick review: our values, purpose and vision</td>
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<tr>
<td>2:20 – 2:30</td>
<td>Presentation and facilitated discussion – The purpose of a Mission Statement</td>
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<tr>
<td><strong>2:30 – 2:50</strong></td>
<td>Breakout Session #1– Identifying the core of our mission</td>
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<td>2:50 – 3:00</td>
<td>Report out from Tables</td>
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<td>3:00 – 3:15</td>
<td>Presentation and facilitated discussion – Our strategic directions/goals</td>
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<tr>
<td><strong>3:10 – 3:35</strong></td>
<td>Breakout Session #2– Identifying and aligning our strategies</td>
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<tr>
<td>3:35 – 3:50</td>
<td>Report out from Tables</td>
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<tr>
<td>3:50 – 4:00</td>
<td>Wrap up and next steps</td>
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Thank you all for coming

• This is an important part of our long term planning and your input is crucial.

• Our colleges have a so many touch points with the community: students, residents, employers, K-12 schools, universities, non-profits, suppliers, etc.

• We have obligations to all of you and this is our opportunity to dialogue with you about those relationships and the big picture.
My aspiration for today

Keep you engaged

Make it all relevant

Capture your insights
So what’s this all about?

Our Service Area is coterminous with the County

District Strategic Plan

Contra Costa County
A couple clarifications before we start

District plan compliments the individual college plans

- The three colleges and their campuses constitute the beating heart of the organization

- Each college has its own unique culture and community and its own strategic plan

- This District plan is an umbrella for the three college plans

- It speaks to what we have in common and where we collectively want to go
Part of our process and a best practice

- Current strategic plan is sun-setting (five year planning cycle)
- Completed an assessment of the existing plan in July
  - Board of Trustees
  - District Governance Council
- The two Public Dialogues are listening sessions
- Plan will serve as a compass for next five years
The stewards of this process participate in developing and promoting Districtwide goals, priorities, and long-term planning.

Board of Trustees
District Governance Council
Chancellor’s Cabinet
Multiple touch points and check-ins

2018 Calendar: Gathering people, listening and collecting feedback

- Kick off with Board of Trustees
- DGC Initial Planning Meeting
- Trustees review 2014-19 plan; identify core values
- August 24: Launch Announced at All College Day
- Community Survey in the field
- Consultation Council Update
- Online Survey Circulated Districtwide
- November 11: Public Dialogue #1 on Mission, Vision, Values
- November 26: LMC Forum
- December 5: DVC Forum
- December 13: CCC Forum

Data collection: Economic Impact; Environmental Scan;
Student Focus Groups; College President Interviews

2019 Calendar: Drafting, reviewing and editing of the plan

- Cabinet review 1st Draft
- DGC review 1st Draft
- 2nd Draft of Plan
- Final Draft of Plan
- Final Draft approved by DGC
- Board of Trustees Adoption

January: Writing and analysis
February: Capture feedback and editing
March: Final editing
April: Cabinet review 2nd Draft
May: Final Draft approved by Cabinet
June: Board of Trustees Adoption

*DGC = District Governance Council*
The big picture
An opportunity to pause and consider the big picture

“Tactics are about making decisions when you have to act. Strategy is about making decisions when you don’t have to act.”

-Garry Kasparov
Scaffolding
The foundation for strategy

**Dialogue #1**  
(Oct 11)

- **Who** are we?  
  - Our values

- **Why** do we exist?  
  - Our purpose

- **What** do we dream to be?  
  - Our vision

**Dialogue #2**  
(Nov 7)

- **What** needs do we fulfill?  
  - Our mission

- **What** would success look like?  
  - Strategic direction/goals
Summary of our dialogue on core values

• 44 different values identified in the first dialogue

• Student-centered
• Access
• Equity
• Excellence and innovation

• Academic freedom
• Transparency
• Inclusivity
• Integrity
Summary of our dialogue on purpose

- Enriching and strengthening the community’s social, cultural, and economic well-being
- Providing an “opportunity bridge” for all students
- Fostering students’ personal development
- Advancing students’ social mobility and financial stability
- Meeting regional workforce needs
Summary of our dialogue on vision

- All students are able to access educational services that help them set and achieve goals.
- 4CD colleges achieve record enrollments, completions, and transfers.
- 4CD colleges eliminate equity gaps
- Students experience financial stability, report high-levels of personal and career satisfaction, and demonstrate strong civic engagement.
- The community is aware of 4CD’s value to them
What is our mission?

Mission
One would expect an educational institution to have a mission statement that *expresses a sense of its educational vision, particularly what it expects its students to learn and how that learning can be used to benefit the social order*. That educational vision should be deeply rooted in the institution’s identity and practices.

Source: [Association of American Colleges & Universities](https://www.the ChronicleofHigherEducation.com)
Mission versus Purpose

A purpose statement presents the fundamental reason or the “why” that drives an organization and motivates it to achieve its goals.

Purpose is more enduring

A mission statement is a written pronouncement of an organization’s focus. It identifies what it will do and for whom.

Mission should be able to adapt to changes in the environment
Mission statements tend to place an emphasis on learning & community outcomes

• Be specific and try to avoid using vapid qualifiers
Some examples at the ready upon request

The mission of Richland Community College is to provide innovative educational environments, opportunities, and experiences that enable individuals, communities, and the region to grow, thrive, and prosper.

The College's Mission is partially prescribed by the State of Illinois, and it responds to the purposes of a comprehensive community college. Briefly stated, the College achieves its mission through pursuit of the following goals:

Broward College will be a destination for academic excellence, serving students from local communities and beyond. The College will embrace diversity — student, faculty, staff, and business partnerships — and foster a welcoming, affirming, and empowering culture of respect and inclusion.

Kingsborough Community College of The City University of New York is a comprehensive community college providing both liberal arts and career education. It is dedicated to promoting student learning and development as well as strengthening and serving its diverse community.

The mission of San Jacinto College is to ensure student success, create seamless transitions and enrich the quality of life in the communities we serve.
Breakout Session #1: Mission

BREAKOUT
1. Please refer to the worksheet at your table labeled Breakout Discussion #1: Mission (printed in dark orange text)

2. Each person is to complete the questionnaire following the instructions provided (10 minutes).

3. After you’ve completed your worksheet, begin a discussion with those at your table about your choices. Select a representative at your table to report out.

4. Please leave your completed individual questionnaire on the table; we will be collecting them.
Breakout Discussion #1: Mission

Please indicate your affiliation (check all that apply):

- Community partner
- Faculty
- Staff
- Student
- Administrator

Purpose of this exercise: to help us identify what we believe to the core features of our districtwide mission.

Definition: an organization’s mission gives direction to its activities. It communicates to the people who make up the organization, to their students and to the public at large a clear understanding of the organization’s intended direction and the value it brings to all those they serve.

Instructions: Please take 10 minutes to complete the questionnaire. Be sure to consider each value you identify, provide a brief explanation of the value and then indicate how each value is part of the questionnaire will help identify our core values.

Discussion & Report Out: Once you’ve completed the questionnaire, begin a discussion at your table with the goal of trying to identify your table’s major themes for each question. Identify someone to report out when called upon.

What needs do we strive to fulfill in the community?

________________________________________________________________________

________________________________________________________________________

How do we fulfill those needs?

________________________________________________________________________

________________________________________________________________________

Who specifically in the community do we serve?

________________________________________________________________________

________________________________________________________________________

Describe the value we are bringing to those we serve

________________________________________________________________________

________________________________________________________________________
Breakout Questions

• What needs are we striving to fulfill in the community?
• How do we fulfill those needs?
• Who in the community do we serve?
• Describe the value we are bringing to those we serve?
Breakout #1

Table Report Out
Strategy

Strategic Directions and goals
1. The state chancellor's office just released new requirements regarding the alignment of local strategic goals to system goals.

2. Our task today is to discuss these statewide system goals within the context of our local environment and local trends.

3. We will look at some environmental data and have a conversation on how we might best incorporate these systems goals into our planning. How do we make them our own?
Dear Colleagues:

In July, the Governor and the Legislature established a new funding formula for the California Community Colleges [AB 1809, Chapter 33, Statutes of 2018]. In that Statute, colleges/districts are required to establish the following:

1. Local goals that are **aligned with the system-wide goals** in the Vision for Success
2. Local goals that are numerically **measurable**
3. Local goals that specify the **timeline for improvement**
The state is intent on improving student outcomes

In the past the state strategy was to fund the development and expansion of local best practices. From their perspective that approach produced two outcomes:

• Innovations that have a small impact on large numbers of students
• Innovations that have a large impact on small numbers of students
Local Environmental data
Data themes

1. County population continues to grow; unemployment at record lows

2. We operate in a countercyclical market

3. We serve three distinctively different service areas (West, Central and East County)

4. High School enrollments should continue to be strong for 3 to 4 more years

5. Adult learners with some college are our biggest student population segment

6. First generation and Hispanic students are fastest growing
Contra Costa County growing by 10,000 people per year

2.8% (May 2018)
But economics drives our enrollment more than population growth.

Source: CPEC & CCCCO Data Mart, Annual Headcount.

When the economy slows down our enrollment grows, while at the same time our state funding begins to shrink.

When the economy expands there is an incentive for students to leave college and join the workforce.

Source: CPEC & CCCCO Data Mart, Annual Headcount.
Contra Costa County’s Regions and college service areas

**West County**
- Third largest region
  - Home to roughly a quarter of a million residents

**Central County**
- Largest region
  - Home to more than half the county’s roughly 1.1 million residents
  - Modest growth
    - Growing slightly slower than the county average

**East County**
- Second largest region
  - Slightly larger than the West county with 284K residents

**Rapid growth**
- Fastest growing region in the county


Note: Growth rates are derived from recorded population growth from 2010 to 2015.
Projected high school graduation rates are higher locally

California high school graduate projections

- Contra Costa County
- Bay Area
- California

Note: in a given year, recent high school grads account for only 25% of first-time students

Source: California Department of Finance, Demographic Research Unit, (2016).
Distribution of Racial and Ethnicity Groups in Contra Costa County
What the environmental themes tell us

1. We can expect continued population growth, esp in East County

2. A recession is likely coming

3. Challenges and opportunities will be experienced differently at each college

4. High School graduates will peak soon and then begin to decline (acct for most completions)

5. We can expect continued growth in adult learners and first generation students

6. State legislation is incentivizing completion and workforce outcomes
Strategic Goals

Enter the State Chancellor’s Office
California Vision for Success Goals

**GOAL 1: Completion**
Systemwide, increase by at least 20 percent the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job skill sets that prepare them for in-demand jobs by 2021-22.

**GOAL 2: Transfer**
Systemwide, increase by 35 percent the number of CCC students transferring annually to a UC or CSU by 2021-22.

**GOAL 3: Multidegree Completion**
Systemwide, increase the number of students who complete multiple associate degrees, from an average of approximately 87 total units to an average of 79 total units by 2021-22.

**GOAL 4: Workforce CTE**
Systemwide, increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 69% to 76% by 2021-22.

**GOAL 5: Equity**
Systemwide, reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent by 2021-22 and fully closing those achievement gaps for good by 2026-27.
The question before us today:

How do we make this our own?
Focus on the strategies that point us in the indicated directions

A brief glimpse at preliminary some data
Completion Goal (#1): Increase total completions by 20% (AS/AA Degrees and Certificates)

Actual completions

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Required to achieve state goal
Transfer Goal (2a): Increase transfers by 35%  (Transfers to UCs and CSUs only)

Actual completions

- Growth over ten years
  - + 100 every year on average

Required to achieve state goal

- Linear trend to meet goal
  - + 120 every year

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<tr>
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<td>3,876</td>
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<td>2022/23</td>
<td>3,876</td>
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Transfer Goal (#2b): Increase ATD Degrees by 35% (part of the Transfer indicator)

Growth over six years
- + 260 every year on average since 2011/12

Linear trend to meet goal
- + 108 every year
Units Goal (#3): Reduce average units earned by degree recipients to 79

Actual completions

Required to achieve state goal

Ten year trend
• +6 units on average

Linear trend to meet goal
• Hold steady. We have achieved goal!
How do we make these our own?

What do we need to do to continue to grow our AA/AS degree and certificate completions for the next five years?

How do we continue to grow our transfers to the CSUs & UCs for the next five years?

What do we need to do help students stay on their pathway and help minimize their time to degree?

How do we continue to ensure that our CTE graduates reach their employment goals?

What do we need to do to continue to close our equity gap?
Breakout #2 instructions

1. Please refer to the worksheet at your table labeled Breakout #2: Strategic Directions (printed in yellow text)

2. Each person is to complete the questionnaire following the instructions provided (10-15 minutes).

3. After you’ve completed your worksheet, begin a discussion with those at your table about your choices. Select a representative at your table to report out.

4. Please leave your completed individual questionnaire on the table; we will be collecting them.
Breakout #2

Table Report Out
We’re in home stretch

Wrap up and next steps
First of two Public Dialogues

- October 11 Dialogue (from 2:00-5:00 in DVC’s Diablo Room)

This forum will be a conversation about our districtwide institutional core values, shared purpose and common vision.

- November 7 Dialogue (from 2:00-5:00 at the Winslow Center Assembly Room located at 2590 Pleasant Hill Road, Pleasant Hill. The Winslow Center is part of the Pleasant Hill Recreation & Park District)

Completed
Timeline and next steps

**July – December (2018)**

**Dialogue #1**
(Oct 11)
- Values
- Purpose
- Vision

**Information collection**
- Environmental scan
- Economic Impact
- Internal & external surveys
- Student focus groups

**Dialogue #2**
(Nov 7)
- Mission
- Strategic Directions

*Discussions at the colleges*

**January – June (2019)**

Writing, reviewing, sharing, revising, finalizing
Multiple touch points and check-ins

2018 Calendar: Gathering people, listening and collecting feedback

- May: Kick off with Board of Trustees, Chancellor's Cabinet initial planning meeting
- June: DGC initial planning meeting
- July: Trustees review 2014-19 plan; identify core values
- August: DGC close out 2014-19 plan
- September: Launch announced at All College Day
- October: Community survey in the field
- November: Consultation Council Update
- December: Online survey circulated districtwide

2019 Calendar: Drafting, reviewing and editing of the plan

- January: Progress report to Board of Trustees, Cabinet review 1st Draft
- February: DGC review 1st Draft, 1st Draft of Plan, Consultation Council Update
- March: Feedback from online solicitation, 2nd Draft of Plan, Cabinet review 2nd Draft
- April: Final Draft of Plan, Final Draft approved by DGC
- May: Final Draft approved by Cabinet
- June: Board of Trustees Adoption
We sincerely appreciate your participation.
Any parting questions?
Thank You