

EL CAMINO COMMUNITY COLLEGE DISTRICT



EL CAMINO COLLEGE

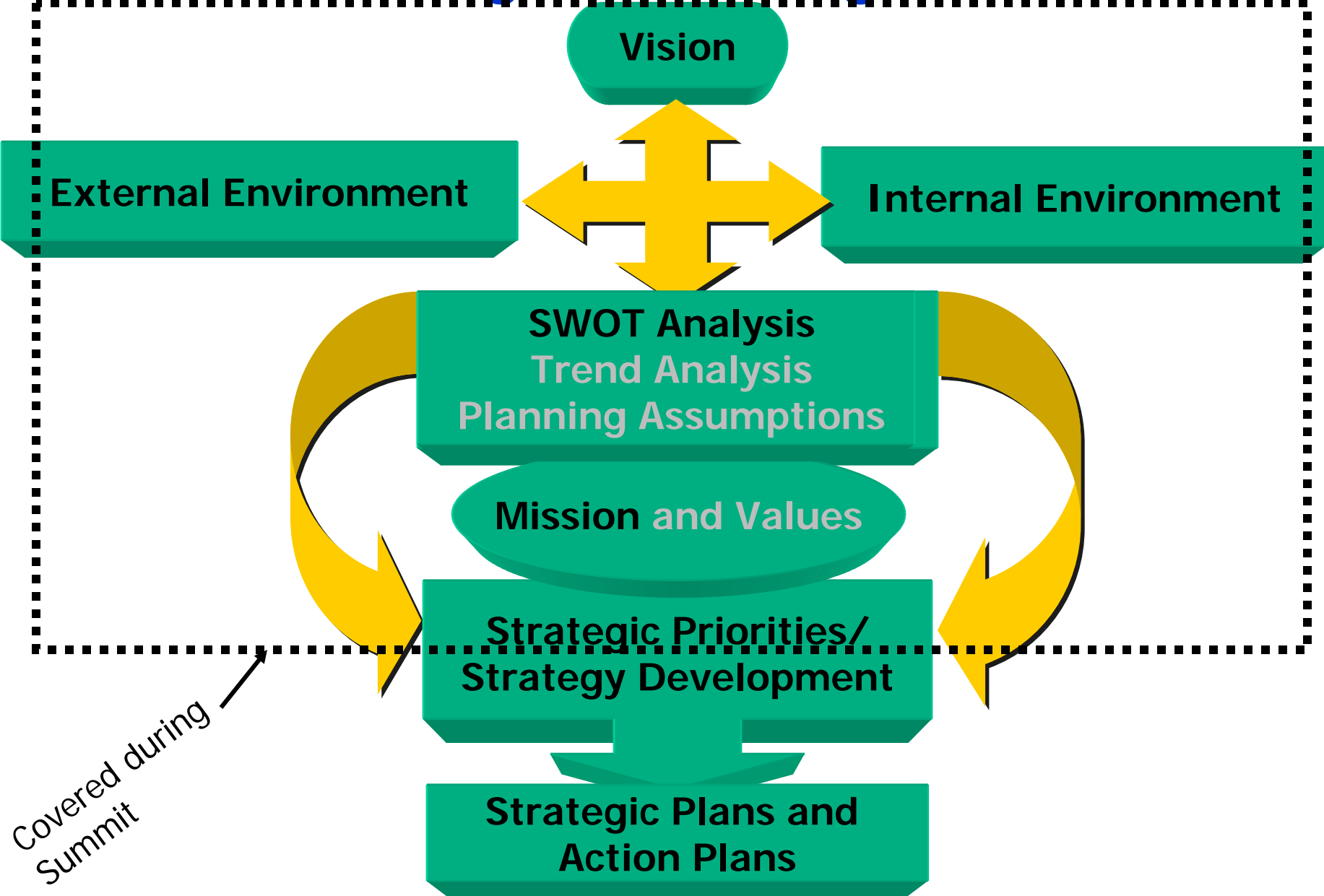
Planning Summit Summary

April 18 and 19, 2007

Summarized by KH CONSULTING GROUP

Note: This document is incomplete without the accompanying oral discussion.

KH Strategic Planning Model



Covered during Summit



Summit Summary

➤ Summit Outcomes

➤ Environmental Scan

- Community and Student Trends
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

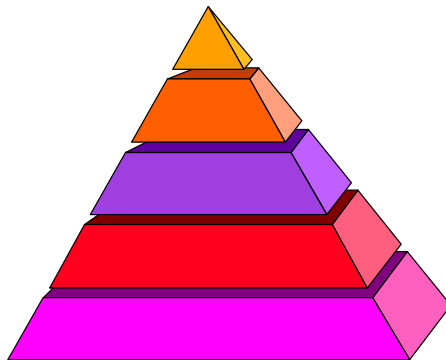
➤ Vision

➤ Mission

➤ Strategic Priorities and Measurements

➤ Values

➤ Appendix



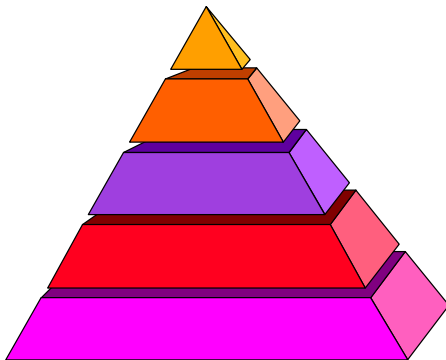


Planning Summit Outcomes

- Outlined Vision and Mission Common Themes**
- Identified 3-4 Strategic Priorities**
- Developed a Framework for Measuring Goals vis-à-vis the Strategic Priorities**

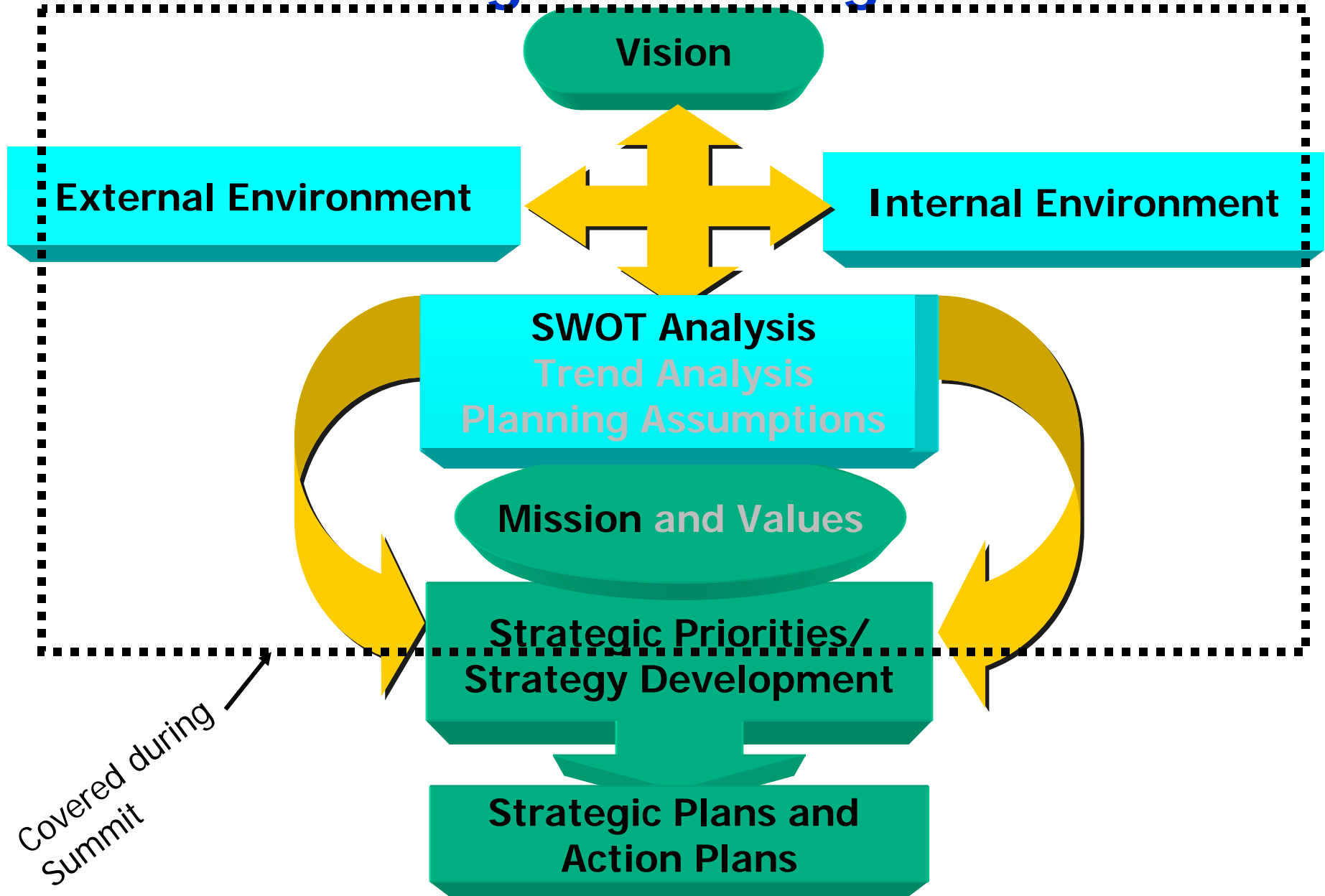


Summit Summary



- **Summit Outcomes**
- **Environmental Scan**
 - **Community and Student Trends**
 - **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Vision**
- **Mission**
- **Strategic Priorities and Measurements**
- **Values**
- **Appendix**

KH Strategic Planning Model





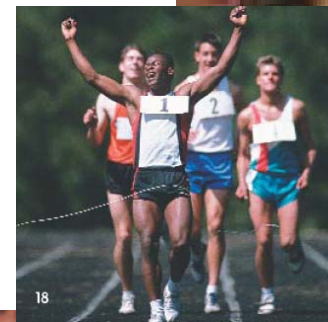
Context

- **Student Populations**
 - Demographics
 - Success indicators
- **Community Demographics**
- **Student Opinion Survey – El Camino**



Student Populations

- ❑ Headcount and FTES dropping at both El Camino College and Compton Center
- ❑ Many differences in age and ethnicity of student populations
- ❑ Majority of Compton Center students come from City of Compton

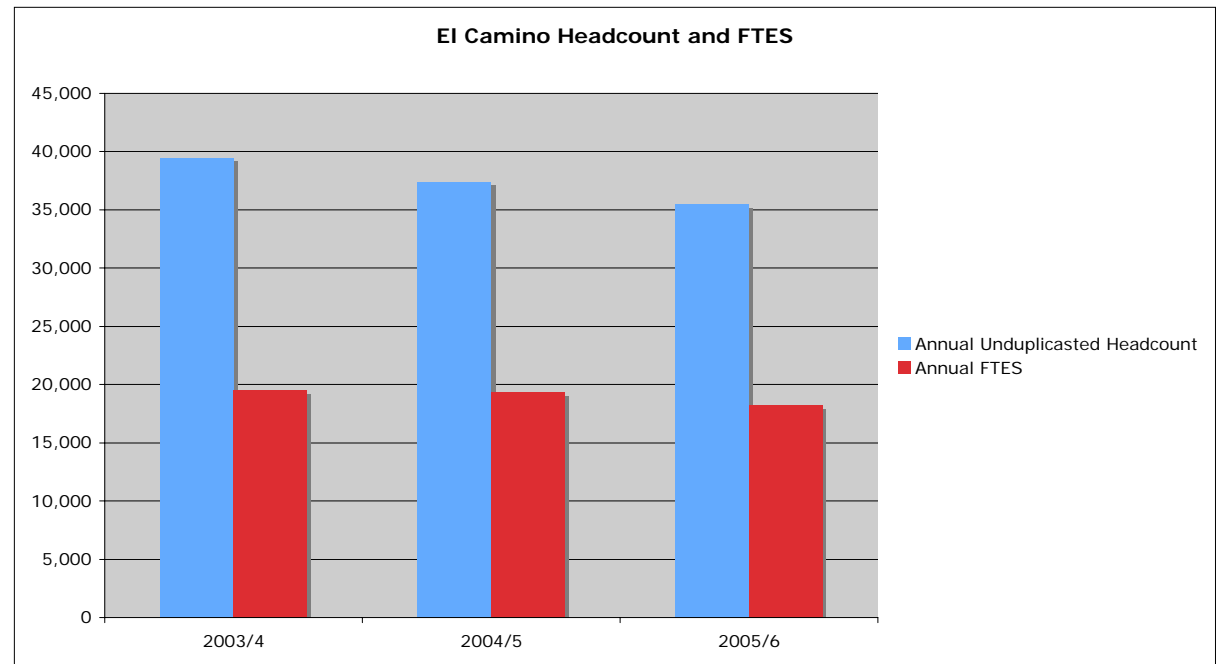




2005-2006 El Camino Location: Student Population

Since 2003-2004:

- FTES reduced by 6.5%
- Headcount reduced by 10%



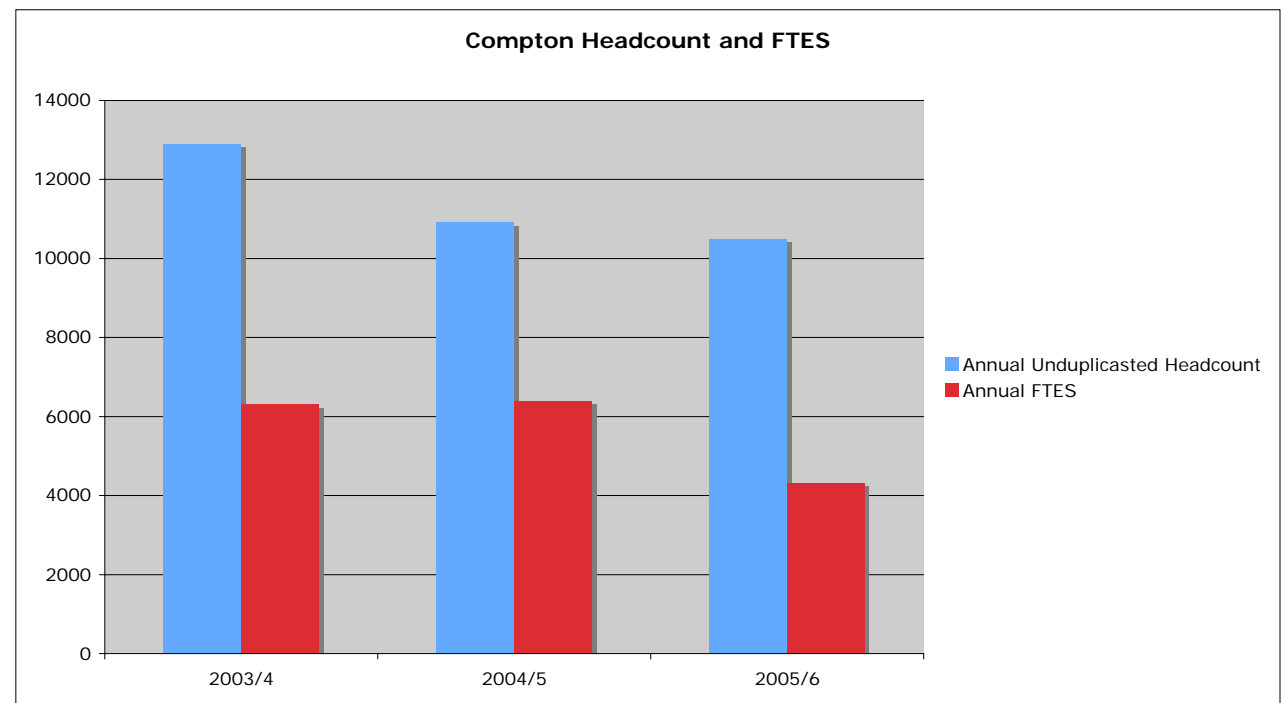
Source: 2006-2007 ARCC - Chancellor's Office, California Community Colleges



2005-2006 Compton Student Population

Since 2003-2004:

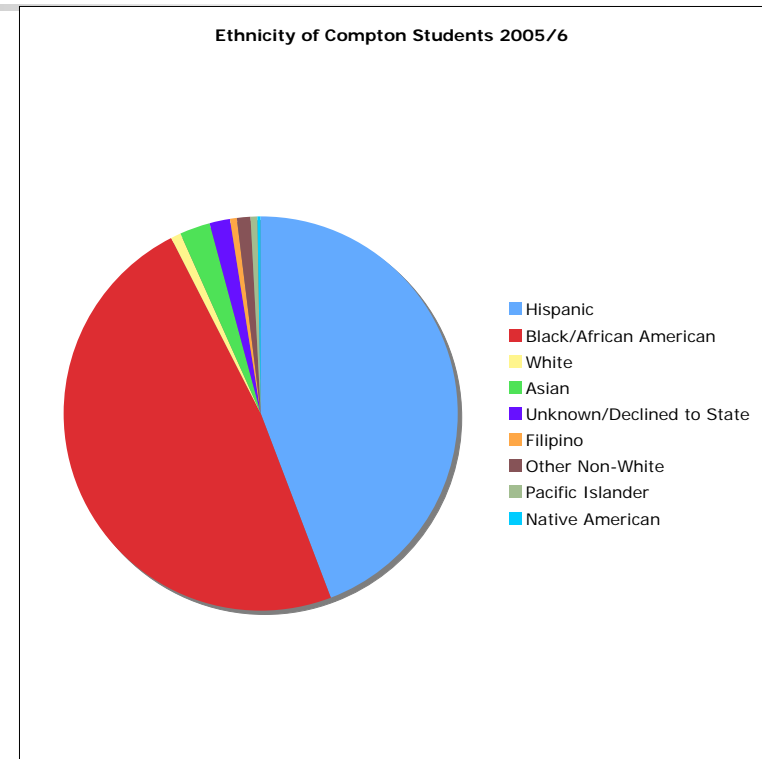
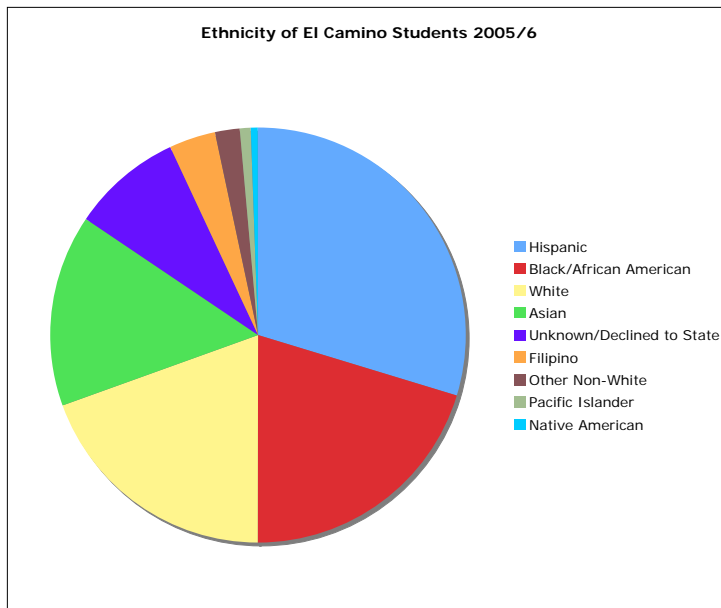
- FTES reduced by 31%
- Headcount reduced by 19%



Source: 2006-2007 ARCC - Chancellor's Office, California Community Colleges



Ethnicity of Compton and El Camino Students – 2005-2006



Source: 2006-2007 ARCC - Chancellor's Office, California Community Colleges

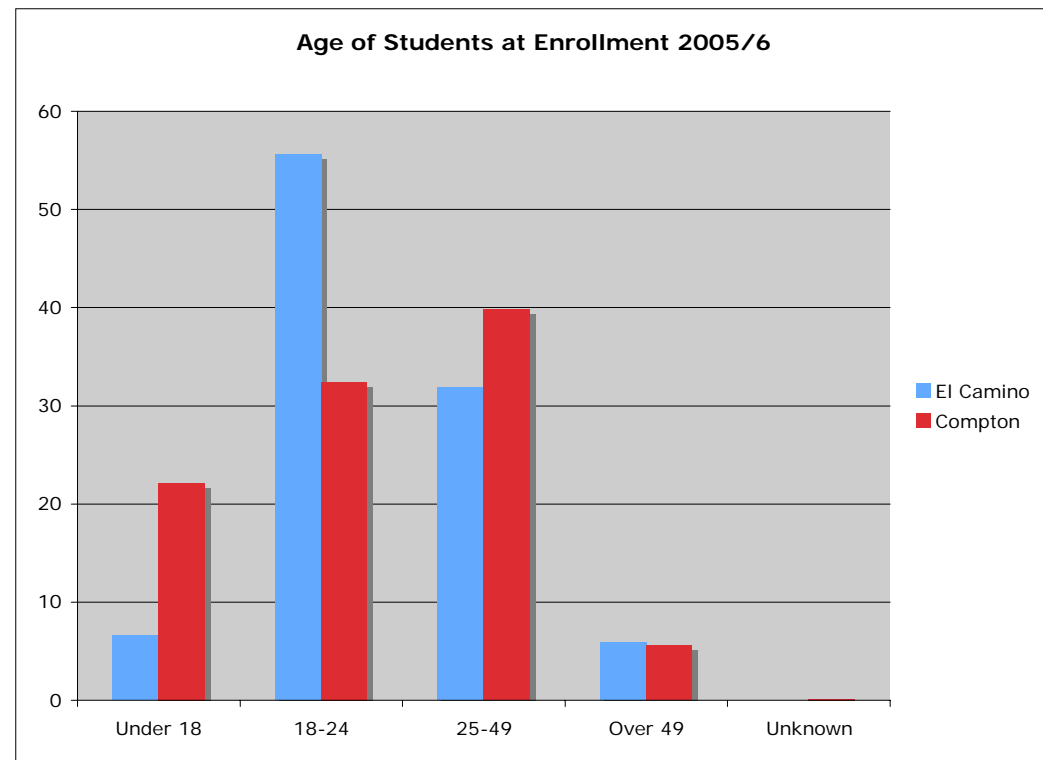
- Compton Hispanic and African American students - 93%
- El Camino Hispanic and African American students - 50%
- El Camino Asian students - 15%; Compton Asian students - 2%
- El Camino White students - 20%; Compton White students - 1%

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Age of Compton and El Camino Students

- About 1/2 of El Camino students are 18-24; contrasted with about 1/3 of Compton students
- About 20% of Compton students are under 18, contrasted with 6% of El Camino students
- Both locations have substantial 25-49 year-old populations



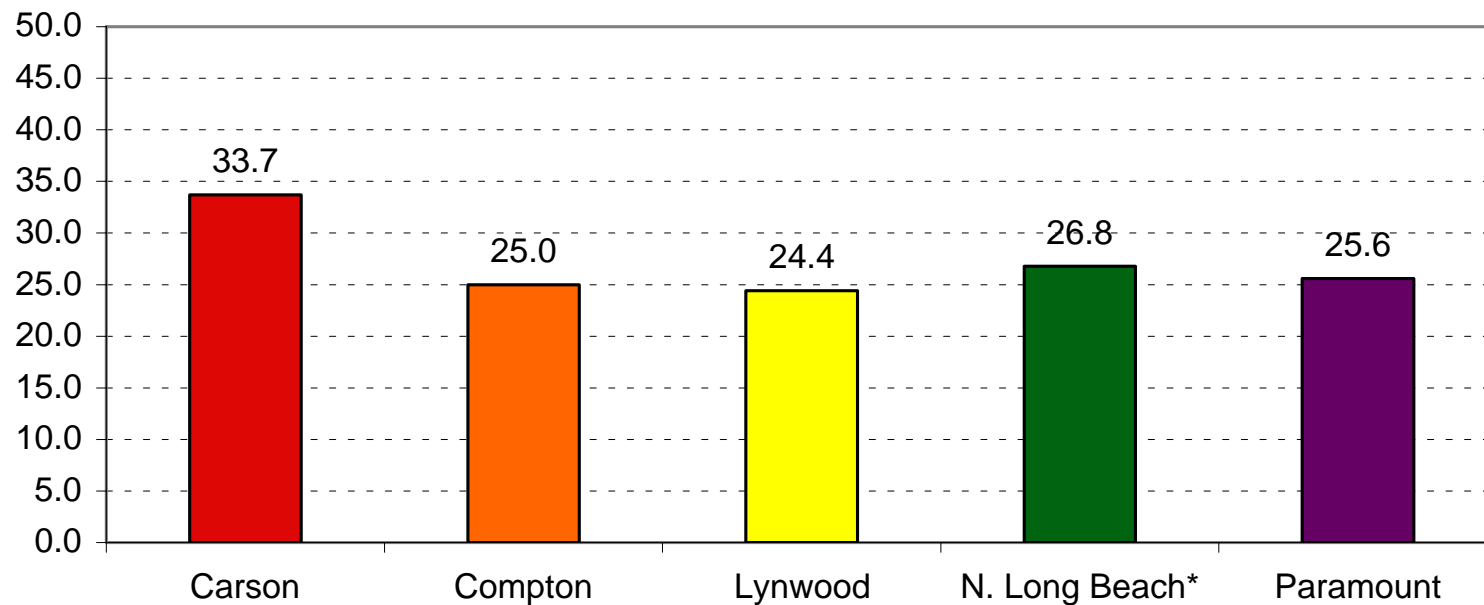
Source: 2006-2007 ARCC - Chancellor's Office, California Community Colleges

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



2001 Compton Center District Profile – Age

MEDIAN AGE BY CITY



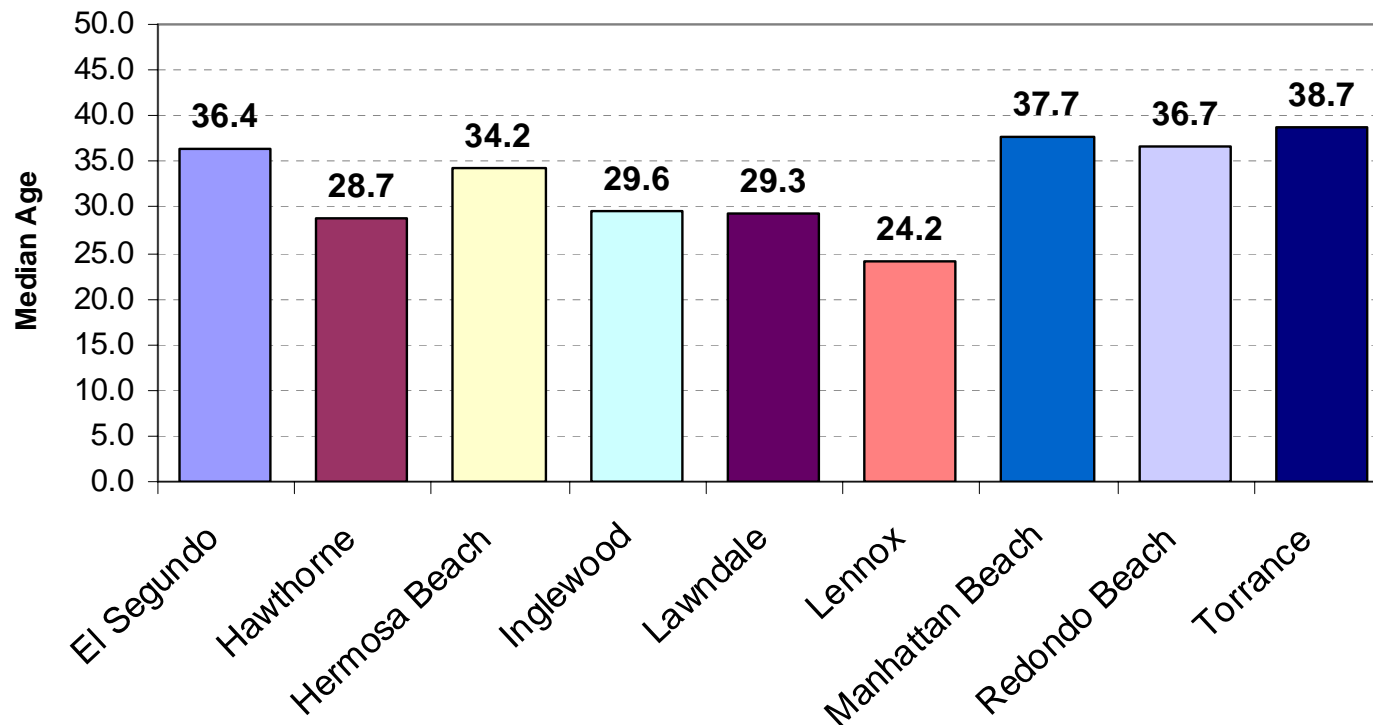
Source: U.S. Bureau of the Census.

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



2005 El Camino Area Profile – Age

Median Age by City



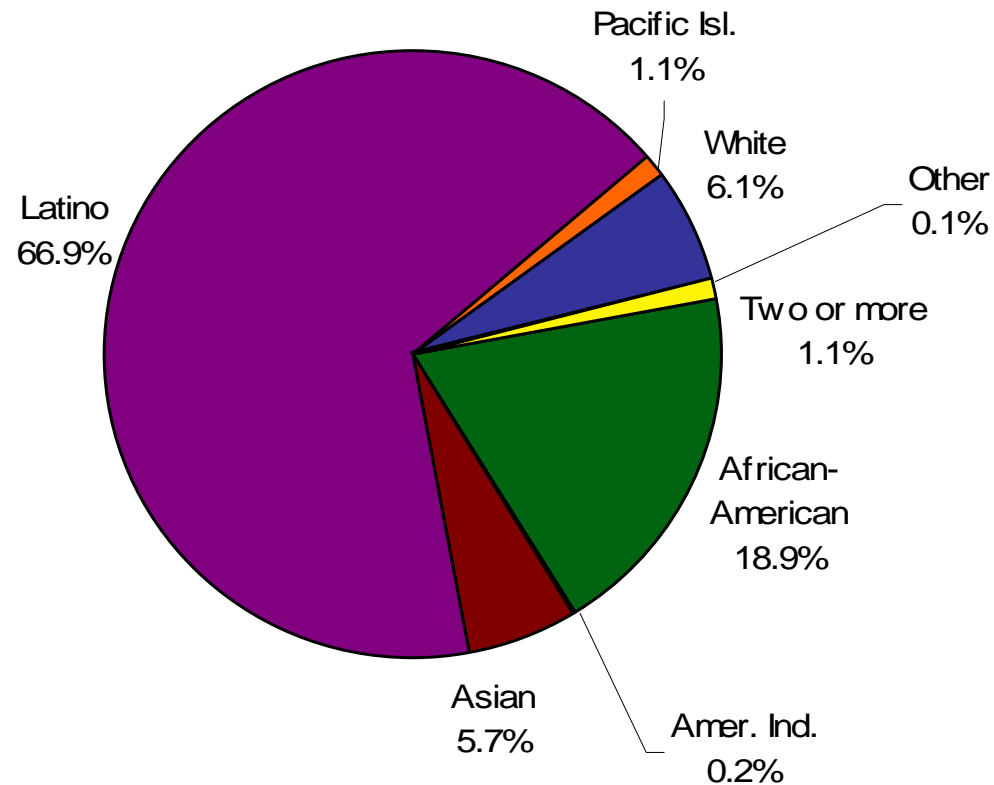
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Compton Center Area Profile – Ethnicity 2000

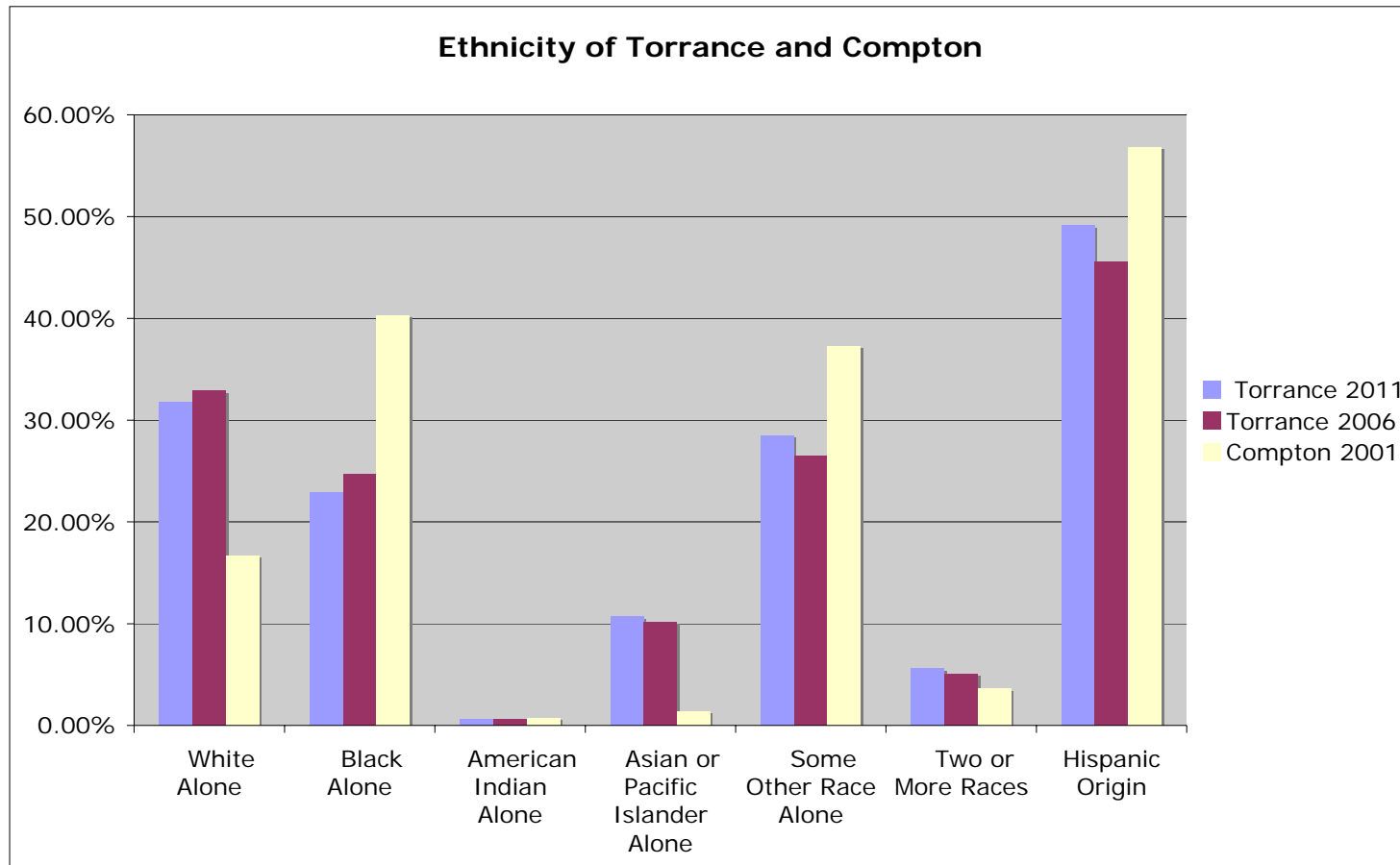
District Population by Ethnicity



Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Community Profiles – Ethnicity



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2006 and 2011.

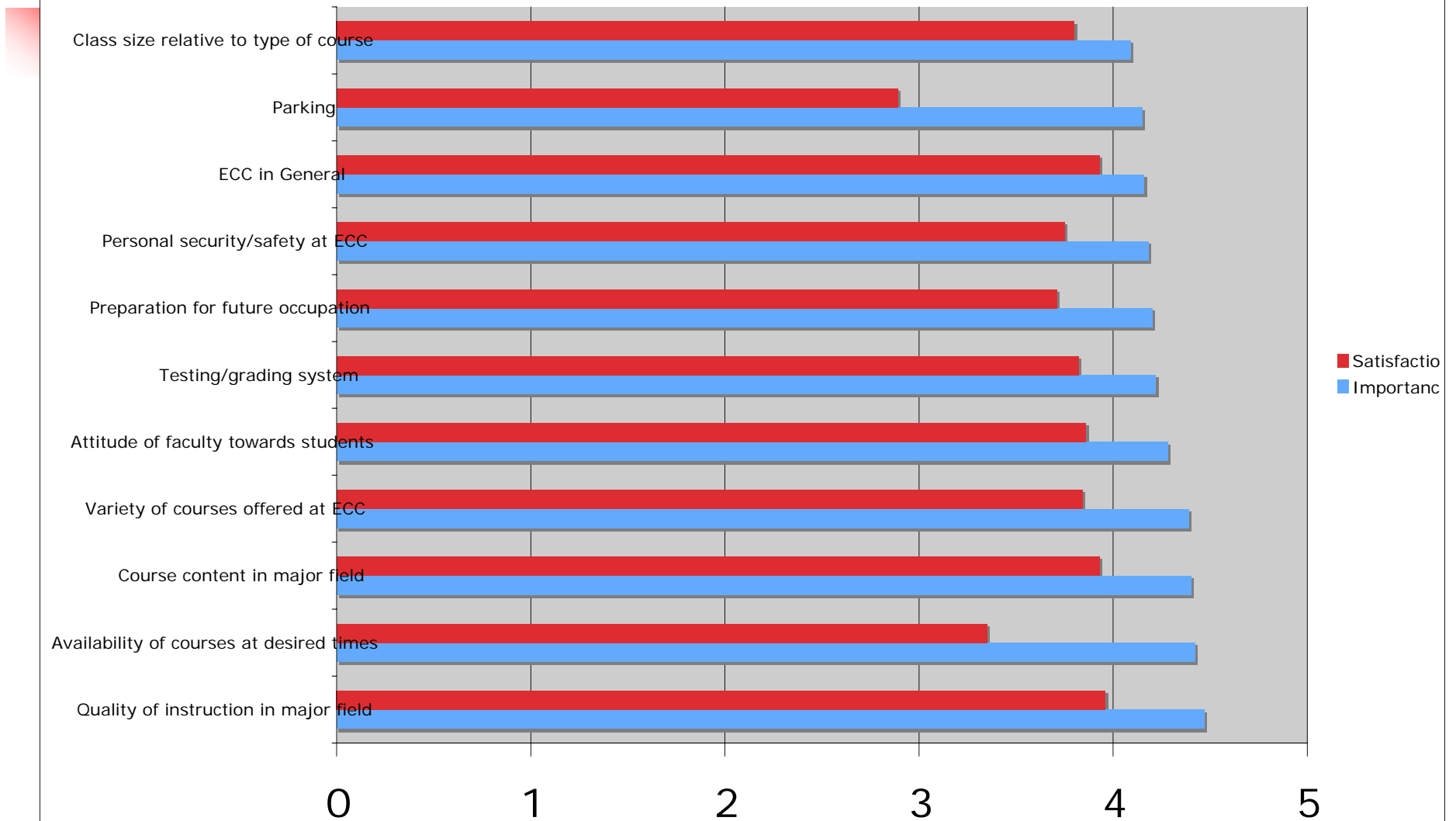
Preliminary Findings – Incomplete without the Accompanying Oral Discussion



El Camino Student Opinion Survey

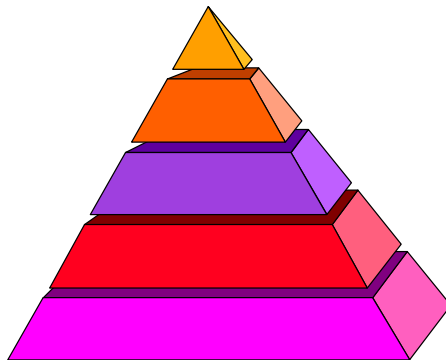
- ❑ **Conducted in Spring 2006**
- ❑ **Generally high opinion of El Camino**

Most Important Aspects According Students





Summit Summary



- **Summit Outcomes**

- **Environmental Scan**

- **Community and Student Trends**

- **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**

- **Vision**

- **Mission**

- **Strategic Priorities and Measurements**

- **Values**

- **Appendix**

EL CAMINO COMMUNITY COLLEGE DISTRICT CONTEXT MAP

TRENDS

- Enrollment is down at Compton and El Camino locations

Communication within and between locations is difficult

- El Camino has declared that next year's Summer enrollments will count against this year's headcount

- Partnership between El Camino and Compton is being defined while being implemented

TECHNOLOGY FACTORS

Most up to date computer equipment is not always available for technology student learning needs

- Some Compton students are not comfortable with on-line enrollment
- El Camino registration system shut down two days before beginning of semester

COMPETITION

- Other Community Colleges
- DeVry University and similar educational institutions
- University of Phoenix

ACCREDITATION

- Re-accreditation process is long-term (8-10 years); cannot start application process for 3 years
- Filling Compton Administrative positions full-time perceived to be important first step for re-accreditation
- Maintaining El Camino's accreditation is vital and of particular concern to El Camino

STUDENT NEEDS

- At El Camino location, no consistent hours for support services
- Spring 2006 El Camino Student Survey gave overall satisfaction rating of 3.93 on a scale of 5
- Same survey listed parking as 2nd highest in importance, and in the lowest 10 in satisfaction
- Overall, EC student Survey results are high

TRENDS

- Many facilities at Compton are in need of repair, with little perceived progress

- El Camino bond proceeds will not stretch as far as originally anticipated

- There is no common understanding of fiscal strength of the El Camino and Compton Districts

- Integration of Compton processes and systems into El Camino processes and systems is incomplete

FISCAL

- El Camino reserve fund currently not in jeopardy; exceeds 5%
- Drop in 1,000 FTES leads to \$5 million drop in revenues
- Previous El Camino freeze in new hiring and backfilling vacancies is perceived as being still in effect
- Compton staff cut last year

EL CAMINO COMMUNITY COLLEGE: ADDITIONAL COMMENTS FROM SUMMIT

● TRENDS

- Need to manage continual self-evaluation

- Fewer undocumented students are applying

- Increasing valuing and appreciation of each other; can now build Compton center that better reflects community needs

- Increased workload due to hiring freeze, partnership, other sources; staffing levels are a concern

● TECHNOLOGY FACTORS

- Different technology in different classrooms
- Compton has major technology issues
- Compton students are becoming more comfortable with on-line processes; staff uncomfortable
- Need a technology plan
- Infrastructure support for instruction - labs, phones, computers

● COMPETITION

- Work opportunities
- Outside influences
- ROCs Military

● OPPORTUNITIES

- Offer 4-year programs at community colleges
- Not marketing our strengths - partnerships with 4-year colleges
- Need to address student learning outcomes
- New \$\$ for vocational education available
- R & D fund, innovation

- Industry-driven vocational support
- Collegial consultation not working well
- Customer service-answers for students and parents
- Build on disciplines that are successful - nursing, debating
- Branding of Compton

● ISSUES

- What is the role of institutional research?

- Communication is poor on campus, between sites, vertically and horizontally; faculty-to-faculty is good model

- Compton bond proceeds will not stretch as far as originally anticipated

- 6 metrics from Controllers office can provide guidance

● STUDENT NEEDS

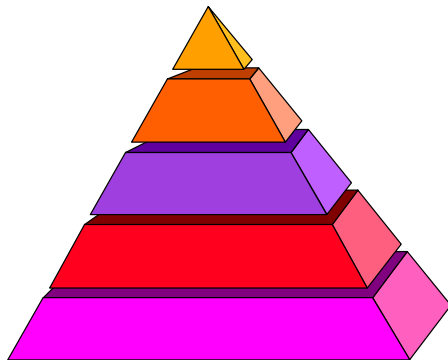
- Increased cost of living
- Rising costs for commuter students
- Increased need for financial aid
- Increased need for remedial skills training, instructional support
- Increasing economic/job training focus by students
- Access - online, hours, locations, working adults
- Retention/persistence still important

● FISCAL

- Compton staff cut this year
- Inflation factor affects us
- Process is not open (i.e., who sets fiscal priorities?)
- ECC Contract issues

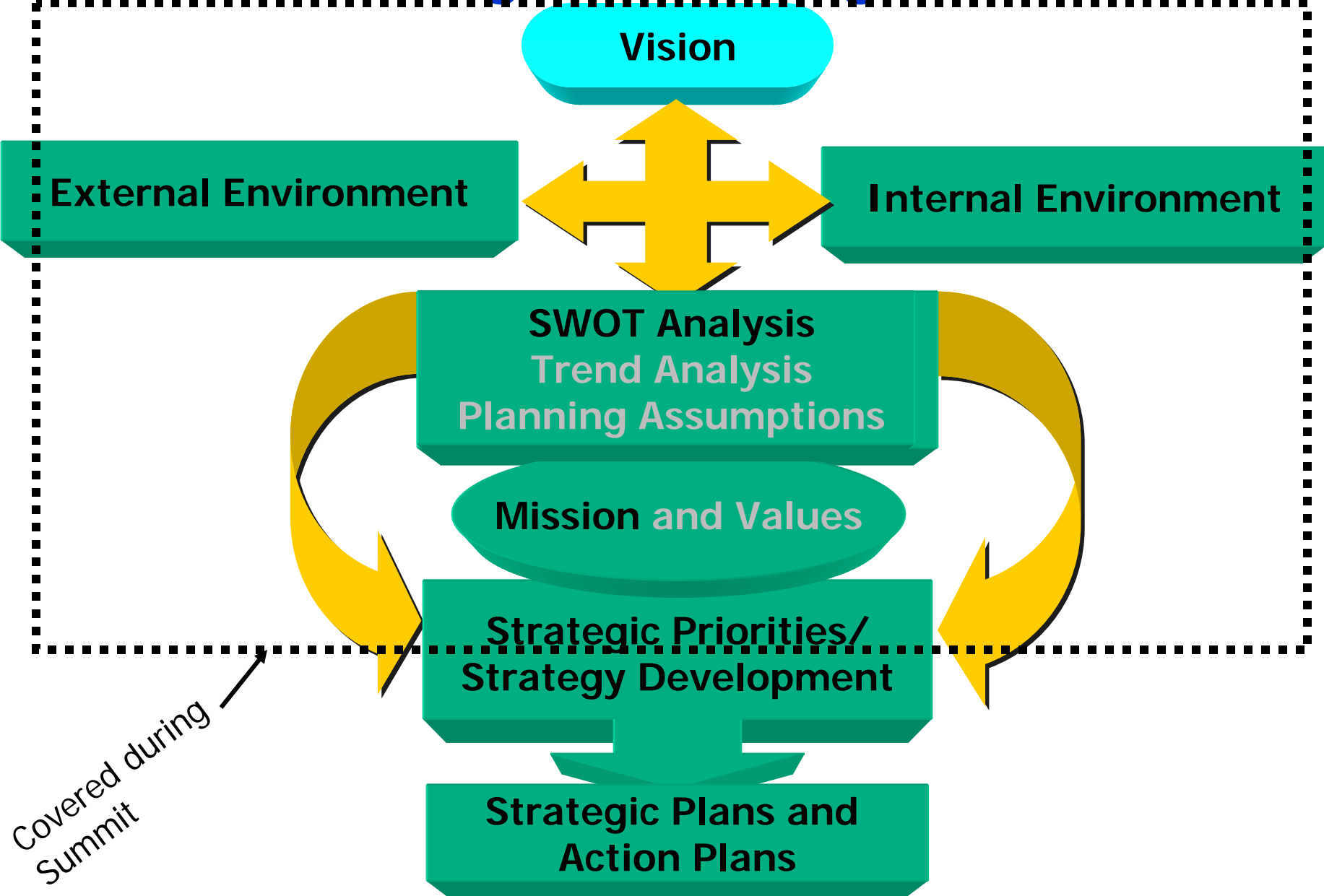


Summit Summary



- **Summit Outcomes**
- **Environmental Scan**
 - **Community and Student Trends**
 - **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Vision**
- **Mission**
- **Strategic Priorities and Measurements**
- **Values**
- **Appendix**

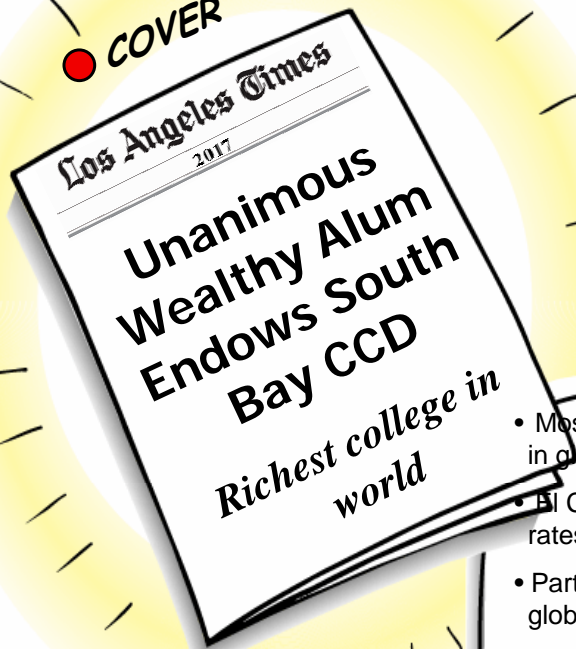
KH Strategic Planning Model





2017

● COVER



● STUDENT QUOTES

- South Bay CCD gives me the coolest and best tech tools in the world
- Harbor longs for partnership relationship
- Best welcome package - tells me I'm important.

● MAJOR POINTS

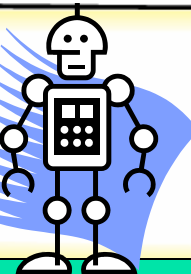
- Most efficient CDD in global survey
- El Camino transfer rates make SMC cry
- Partnership is a global model
- Emphasis on citizenship in developing global governmental and educational leaders
- 2+2+2+2 program
- Compton/EC sites share success
- Spurs new higher education movement
- Sports trophies
- 24/7 course schedule
- On-line courses popular to sister colleges in Asia

● CONTRIBUTIONS

- Curriculum raises students to above national norm
- UC hires South Bay CCD to consult on freshmen/ sophomore programs
- Commencement speech in 5 foreign languages and sign language
- AA/AS abroad program
- "Whole person" approach is world model
- Faculty/staff morale highest in nation
- Highest salaries in state
- Record # of student internships

● IMAGES

El Camino student built Robot elected to Senate





2017

● COVER



- Recognized for distinguished faculty and staff
- Continue to set high standards of service to students and the community
- ECC recommends full accreditation for Compton Center

● MAJOR POINTS

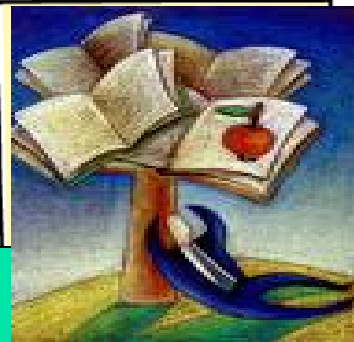
The ECC and CC partnership allowed both colleges to become models of best practices recognized throughout the world for quality of education, student services, and administrative processes

- ECC and CC have built a community of Scholars and Leaders
- ECC & CC are No. 1 in California in transfer rates
- ECC & CC are leaders in on-line student services

● CONTRIBUTIONS

- Colleges expand horizons of student interaction
- ECC & CC open another joint center to meet growing needs
- Improved quality of life in communities by increasing economic development and job training

● IMAGES



2017

● COVER



PRESIDENT PRESENTS PARTNERSHIP AWARD

MAYOR ATTRIBUTES DEVELOPMENT OF 20,000 NEW JOBS TO EL CAMINO AND COMPTON

● QUOTES

• Thank you for inspiring our youth – City Council

• El Camino/Compton grads are my best employees

• Our best students come from you! Harvard, USC, UCLA

• This worked well! Chancellor



EL CAMINO COLLEGE

● MAJOR POINTS

- High student numbers lead to new off-campus centers
- Highest university transfer rate
- Leading CCDs in state for student retention
- Largest graduating classes in history of both institutions
- 70% of students place in good jobs
- Local businesses benefit from employee pool
- Hispanic graduating rate consistently increases over last 8 years
- Innovative teaching styles

● CONTRIBUTIONS

- El Camino and Compton students no longer worry about financial support - student costs covered
- Partnership with K-12 reduces need for remedial programs
- Student support services acknowledged for creative and innovative retention processes
- Taxpayer support builds smart classes
- Student union built

● IMAGES

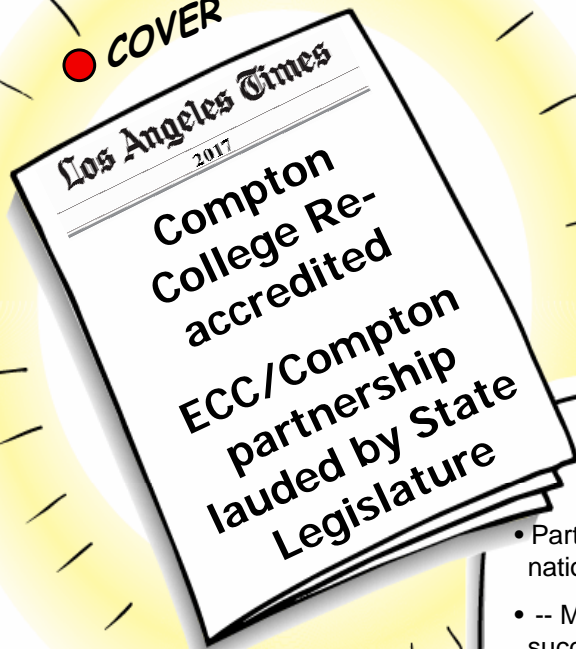


**El Camino College / Compton Center
COVER STORY VISION**



2017

● COVER



● QUOTES

- Both colleges have, in last 11 years, become models of collaborative partnership -- Governor of California

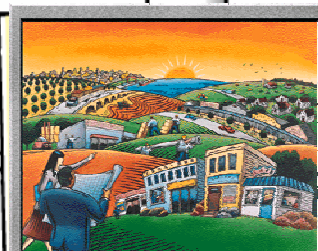
● MAJOR POINTS

- Partnership first in nation
- -- Model for successful collaboration
- -- Model of educational leadership
- Innovative strategies produce record enrollment
- Lead State in student success rates
- Successful bond measures produce state-of-the-art facilities

● CONTRIBUTIONS

- Colleges lead State in transfer of under-represented students to UC
- Both colleges become centers of economic development in their communities
- Students give back to community
- Services strengthen ties to respective communities

● IMAGES



VISION THEMES

Student Success

★ Students returning to community to give back

★ Thinking Globally, "without borders," acting locally

★ Best Practices

★ Partnerships Supportive with Business

★ Continual Self-evaluation and Improvement

★ Leadership in all aspects

★ High Success Rates

★ Highly technology driven

★ Economic Development

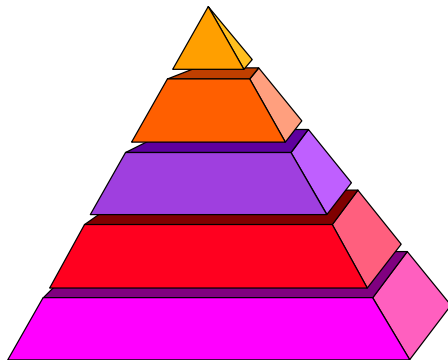
★ Meeting Community needs

★ Excellence

★ Managing diversity & diverse interests

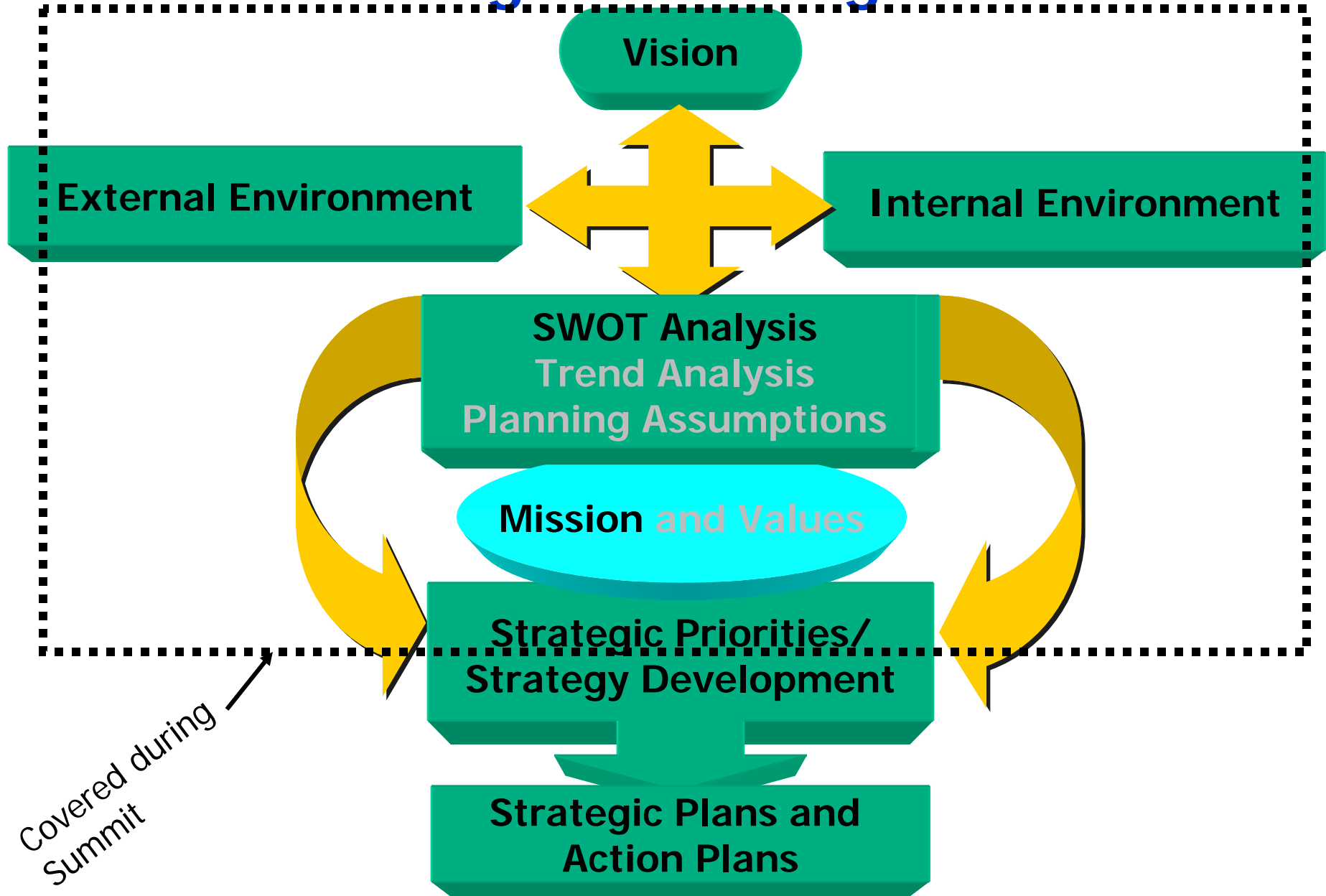


Summit Summary



- **Summit Outcomes**
- **Environmental Scan**
 - **Community and Student Trends**
 - **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Vision**
- **Mission**
- **Strategic Priorities and Measurements**
- **Values**
- **Appendix**

KH Strategic Planning Model

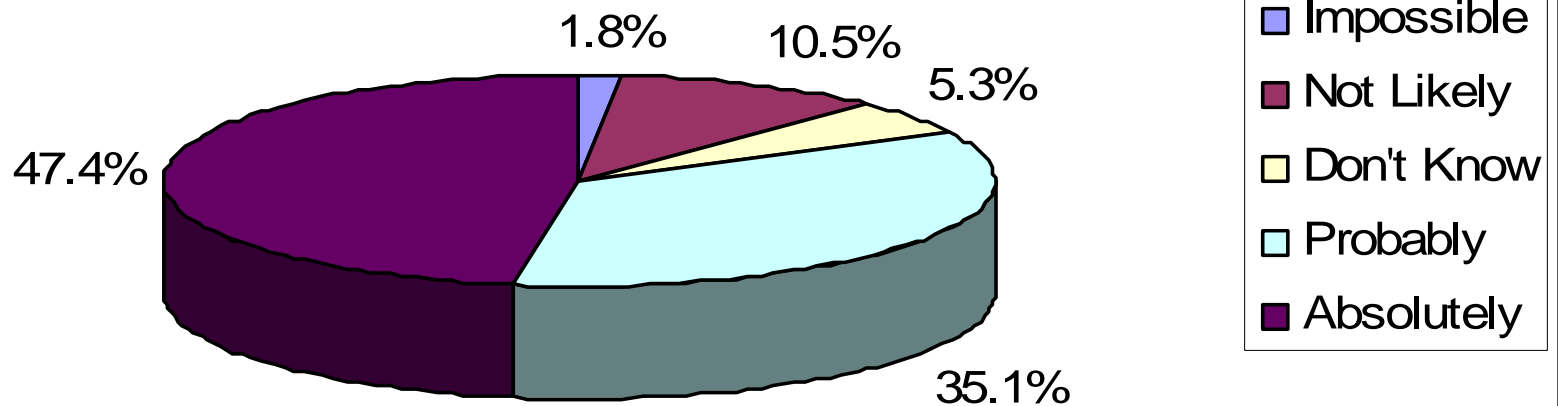




Summit Survey on:

Belief that a single, meaningful mission statement for El Camino College can be generated that will reflect the interests of the Compton Center.

A Single, Meaningful Mission Statement



Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Current Mission

The mission of El Camino College is to meet the educational needs of our diverse community, and ensure student success by offering quality, comprehensive educational opportunities.



Mission Themes and Phrases

From Compton College Institutional Self Study Report and 2005-2007 Catalog

- ❑ Providing residents of its service region
- ❑ Diverse educational, career and cultural opportunities
- ❑ Comprehensive curriculum
- ❑ Safe, friendly and accessible environment
- ❑ Prepares students to achieve their personal and professional goals
- ❑ Optimize human potential in a richly diverse, multicultural urban population
- ❑ Situated to serve those who have historically not been well served
- ❑ Communal, learning centered curriculum
- ❑ Meet the spectrum of student need
- ❑ Develop the whole person
- ❑ Scholar, professional trainee, parent, citizen lifelong learner
- ❑ Measure success by success of student
- ❑ Partnership with communities

From El Camino Mission

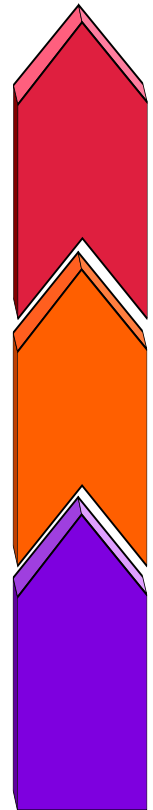
- ❑ Meet the educational needs of our diverse community
- ❑ Ensure student success
- ❑ Offering quality, comprehensive educational opportunities.

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Themes and Topics from Written Exercise

- Serve a culturally diverse community
- Strong reputation
- Strong academic programs
- Commitment to quality education
- Vocational programs
- Develop skills to get a job
- Effective citizens
- Economically self sufficient
- Job entry skill development
- Transfer university partnerships
- Shared vision and communication
- Partnership
- Life-long learning
- Strong fiscally
- Exceeds student expectations
- Knowledgeable faculty and staff
- Seamlessly integrated
- Dynamic process of personal, career, and group self-discovery
- Achieve the unachievable
- Immediate and easy access to education
- Global success
- Safe environment
- Technology driven
- Create world citizens
- Innovative
- Student centered
- Professional integrity
- Foster an atmosphere of intellectual inquiry
- Challenge

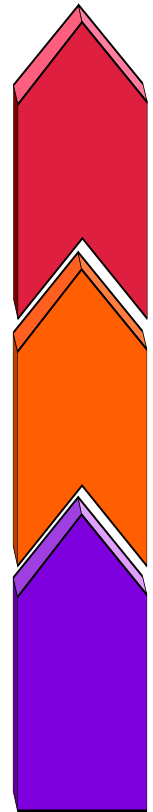


Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Draft Mission Statements

- ❑ WE PLEDGE to provide a supportive, accessible learning-centered environment that fosters opportunities for life-long learning, economic development, and global engagement for our diverse community.
- ❑ Promote student success by providing quality educational opportunities to a global community to further their educational and career goals.
- ❑ El Camino College and Compton Center are committed to providing quality education through life-long learning to a culturally diverse community of scholars and leaders, and fostering an atmosphere of intellectual inquiry.
- ❑ Promote the success of students from our diverse community by providing quality, comprehensive educational opportunities.

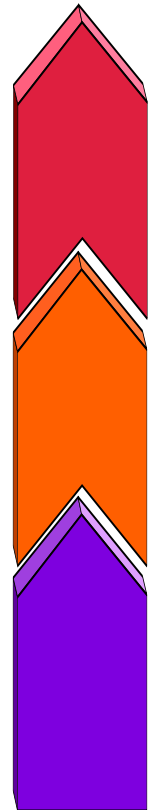




Draft Mission Statements

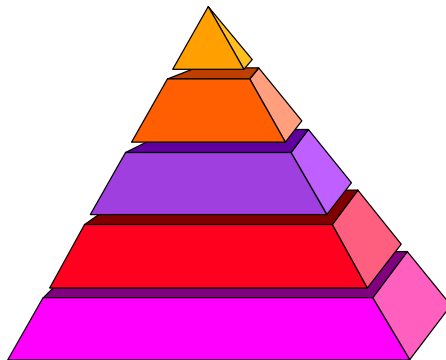
- We are the communities' college. We inspire academic and vocational learning within our diverse communities by providing an innovative and effective educational environment, and by operating as a center for economic development.

- Deliver the most comprehensive, strongest, and innovative academic and job-focused offerings, building on our diverse region in partnership with:
 - Communities
 - Industry/business
 - Other higher educational institutions
 - K-12.



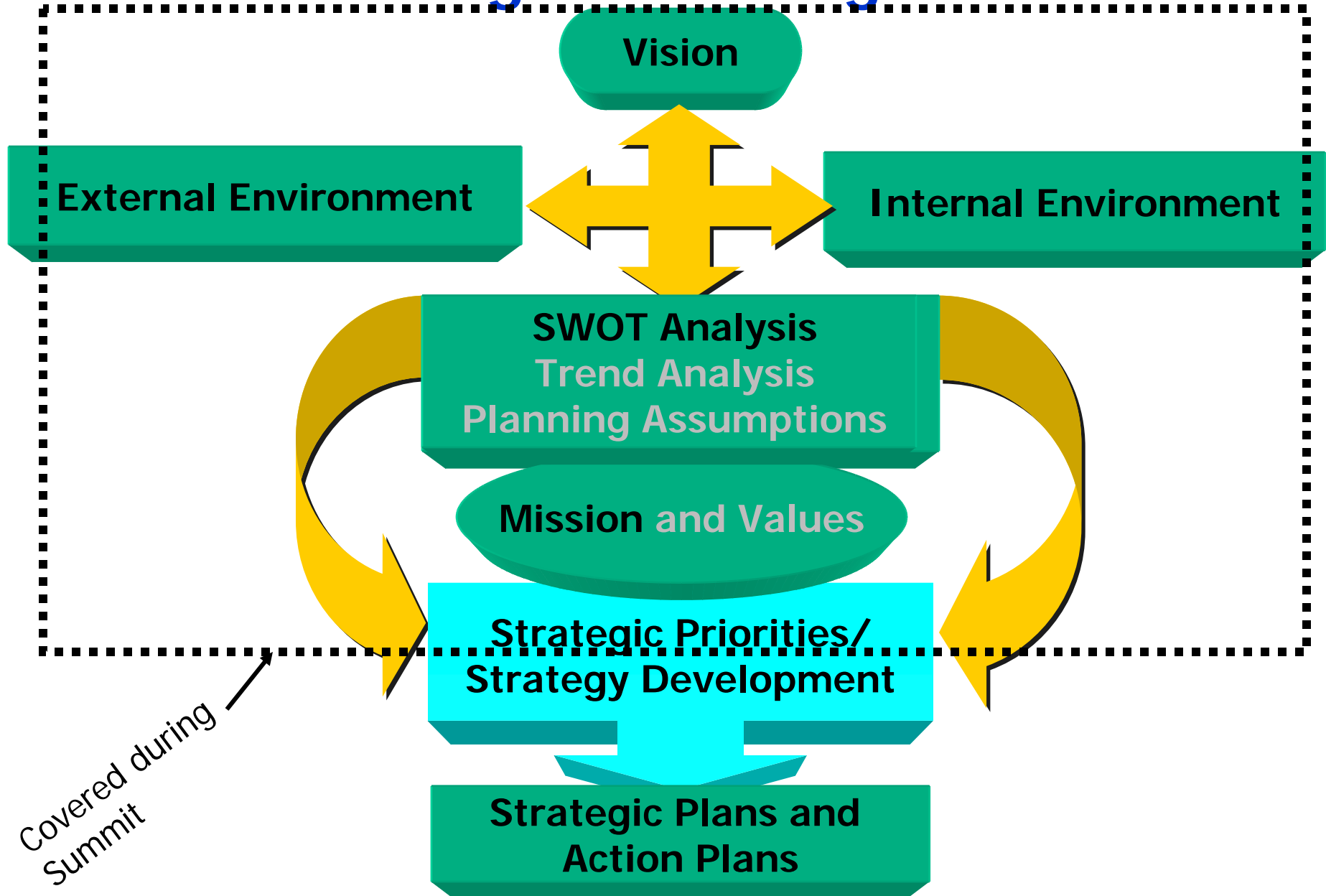


Summit Summary



- **Summit Outcomes**
- **Environmental Scan**
 - **Community and Student Trends**
 - **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Vision**
- **Mission**
- **Strategic Priorities and Measurements**
- **Values**
- **Appendix**

KH Strategic Planning Model





Issues to be addressed

Issues from SWOT, Vision

- ❑ Recruitment
- ❑ Retention
- ❑ Persistence
- ❑ Student-friendly processes
- ❑ Calendar and scheduling of classes
- ❑ Integration of processes at Compton and El Camino
- ❑ Adopting new pedagogical approaches and technologies
- ❑ Improved partnership with El Camino and Compton
- ❑ Fiscal responsibility
- ❑ Compton re-accreditation

Environmental changes since last plan

- ❑ Compton Center partnership with El Camino
- ❑ Reduction in Headcount and FTES
- ❑ Changes to curriculum
- ❑ Changing demographics of communities
- ❑ New technologies

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Issues to be addressed

- Compton needs a major technology plan for classrooms, offices, computer labs
- Need to understand El Camino fiscal process
- Morale on both campuses needs attention – be included and supported
- Actions we need to take to get Compton re-accredited
- Continual self-evaluation and planning
- Increase FTES by concentrating on remedial skills in non-traditional places
- Develop marketing and recruitment plans and strategies for Compton
- Need a legislative strategy around undocumented students
- Continue to improve or update an emergency plan to make this institution a safe and learning environment

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Strategic Priorities and Measurement

□ At the Summit:

- Shared the Balanced Scorecard Model used at Southwest Airlines and elsewhere in corporate America in government
- Developed two operational maps that began to link cause-effect relationships
 - These models are displayed in the Appendix

□ After the Summit:

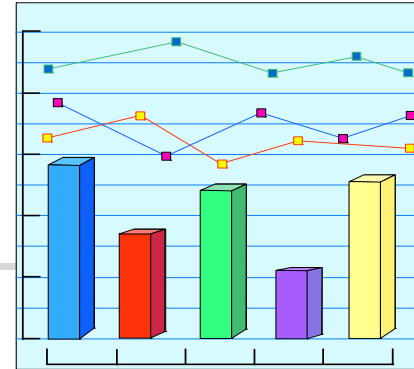
- Developed a Draft Balanced Scorecard Model, based on the models presented at the Summit – shown next – for further discussion and refinement

El Camino College - Draft Balanced Scorecard

Strategic Theme: Build a community of scholars and leaders from our community		Objectives	Measures	Targets	Potential Initiatives
Education 	<ul style="list-style-type: none"> • Increase FTES • Improve student persistence • Improve student retention • Improve Student Success • SLO achievement 	<ul style="list-style-type: none"> • # of FTES • Retention • Failure rates • Student Satisfaction • Persistence • Degrees, Transfer, Voc 	<ul style="list-style-type: none"> • TBD. 	<ul style="list-style-type: none"> • Simplify registration • Tutoring mentoring • Pedagogical improvements • Technology and Smart Classrooms 	
Students/Community 	<ul style="list-style-type: none"> • Increase # of new students • Increase entry-level skills • Improve ability to implement new programs/flexibility 	<ul style="list-style-type: none"> • # of new students • % of students needing basic skills training • # new programs • # programs eliminated 	<ul style="list-style-type: none"> • TBD. 	<ul style="list-style-type: none"> • Simplify enrollment • New course type offerings (hybrid) • Identify key populations to address. • Design new outreach program 	
Learning 	<ul style="list-style-type: none"> • Increase attendance of targeted populations 	<ul style="list-style-type: none"> • % increase in # of students from identified groups 	<ul style="list-style-type: none"> • TBD. 	<ul style="list-style-type: none"> • Survey Community needs • Design segmented marketing plan 	
Financial 	<ul style="list-style-type: none"> • Income from unrestricted sources • Size of reserve fund 	<ul style="list-style-type: none"> • % of budget from new sources • % of budget unrestricted 	<ul style="list-style-type: none"> • TBD. 	<ul style="list-style-type: none"> • Plan for developing new revenue sources 	



Strategic Priorities



Student, institutional, and community growth

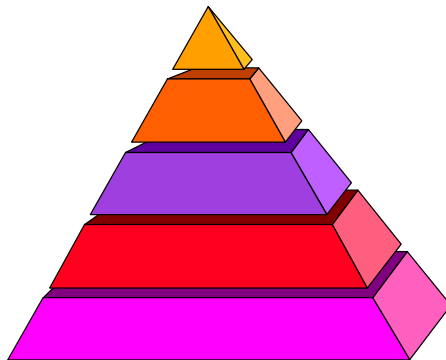
Recruitment/
Marketing

Retention/
Persistence

Community



Summit Summary



- **Summit Outcomes**
- **Environmental Scan**
 - **Community and Student Trends**
 - **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Vision**
- **Mission**
- **Strategic Priorities and Measurements**
- **Values**
- **Appendix**



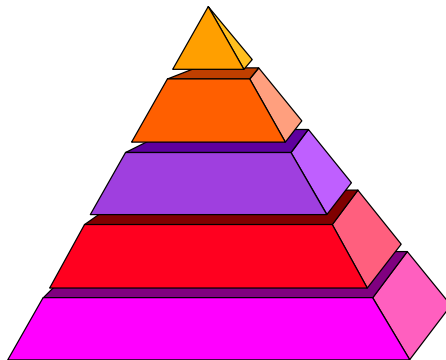
El Camino Values – Not discussed at Summit

Given themes discussed at the Summit, could expand to:
People Working in **P**artnership

- **P**eople - We strive to balance the needs of our students, employees and community
- **R**espect - We work in a spirit of cooperation and collaboration
- **I**ntegrity - We act ethically and honestly toward our students, colleagues and community
- **D**iversity - We recognize and appreciate our similarities and differences
- **E**xcellence - We aspire to deliver quality and excellence in all we do



Summit Summary

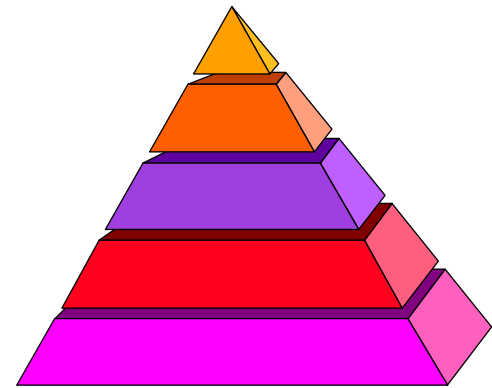


- **Summit Outcomes**
- **Environmental Scan**
 - **Community and Student Trends**
 - **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Vision**
- **Mission**
- **Strategic Priorities and Measurements**
- **Values**
- **Appendix**



Appendices: Ideas Discussed During Development of Strategic Priorities

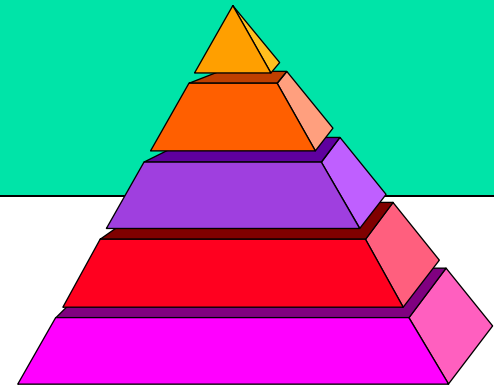
- Appendix A: Operational Maps showing Cause-Effect Relationships
- Appendix B: Initial Priorities and Rankings
- Appendix C: Strategic How's and Why's with measurement ideas





Appendices: Ideas Discussed During Development of Strategic Priorities

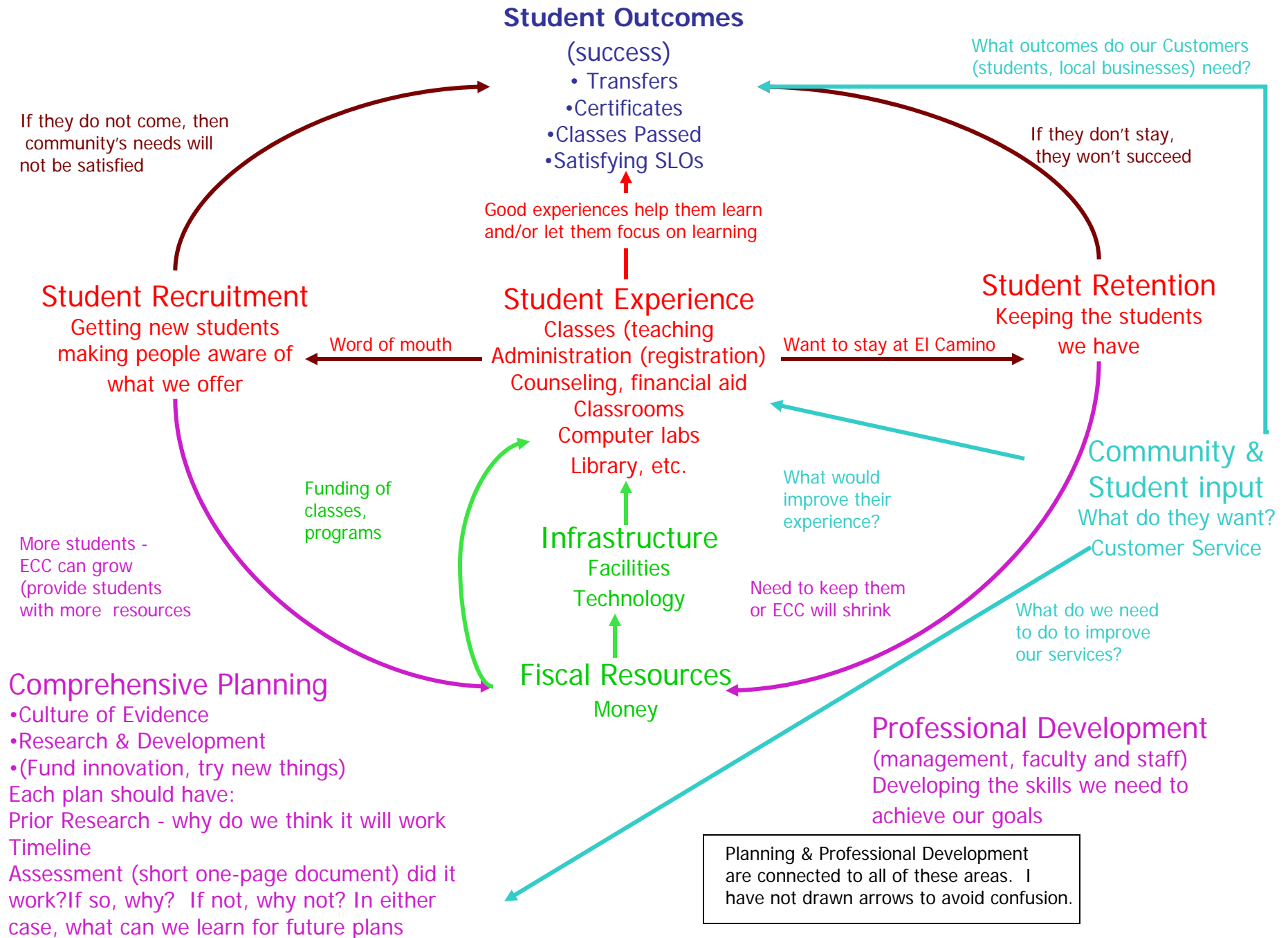
- Appendix A: Operational Maps showing Cause-Effect Relationships
- Appendix B: Initial Priorities and Rankings
- Appendix C: Strategic How's and Why's with measurement ideas



Example: Southwest Airlines Completed Balanced Scorecard

Strategic Theme: Operations Excellence		Objectives	Measures	Targets	Initiatives
Financial	<p>Profits and RONA</p> <p>Grow Revenues</p> <p>Fewer planes</p>	<ul style="list-style-type: none"> • Profitability • Grow Revenues • Fewer planes 	<ul style="list-style-type: none"> • Compound Annual Growth Rate 		
Customer	<p>Attract & Retain More Customers</p> <p>On-time Service</p> <p>Lowest prices</p>	<ul style="list-style-type: none"> • More Customers • Flight is on -time • Lowest prices 	<ul style="list-style-type: none"> • # Customers • DOT On Time Arrival Rating • Market Survey 	<ul style="list-style-type: none"> • 12% growth • Ranked #1 • Ranked #1 	<ul style="list-style-type: none"> • Customer loyalty program • Quality management
Internal	<p>Fast ground turnaround</p>	<ul style="list-style-type: none"> • Fast ground turnaround 	<ul style="list-style-type: none"> • On Ground Time • On-Time Departure 	<ul style="list-style-type: none"> • 30 Minutes • 90% 	<ul style="list-style-type: none"> • Cycle time optimization
Learning	<p>Ground crew alignment</p>	<ul style="list-style-type: none"> • Ground crew alignment 	<ul style="list-style-type: none"> • % Ground crew trained • % Ground crew stockholders 	<ul style="list-style-type: none"> • yr. 1 70% • yr. 3 90% • yr. 5 100% 	<ul style="list-style-type: none"> • Ground crew training • ESOP

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



The 3 areas at the bottom (fiscal resources, planning and professional development) are the "base" upon which everything else rests, allowing us to achieve our overall goal of student success. The input of our "customers" is important at all levels.

Matriculate
Transfer
Economic Development
Career Paths
Adult

Student Success
Whole Person, Satisfied

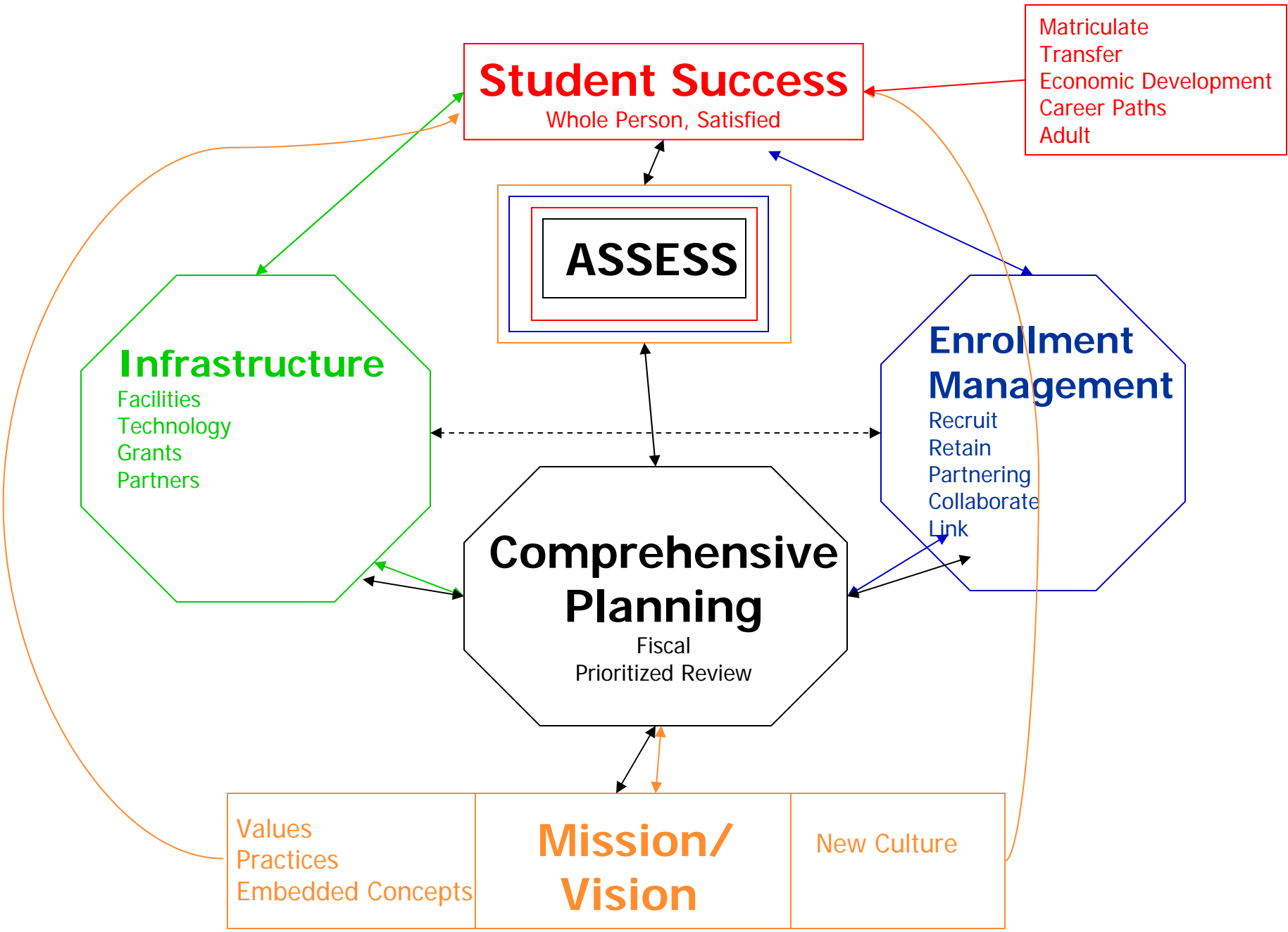
ASSESS

Enrollment Management
Recruit
Retain
Partnering
Collaborate
Link

Infrastructure
Facilities
Technology
Grants
Partners

Comprehensive Planning
Fiscal
Prioritized Review

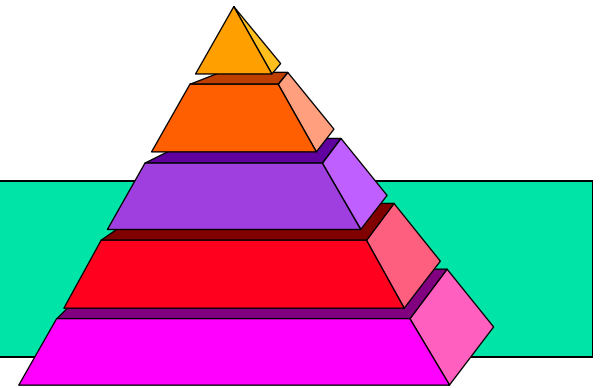
Values Practices Embedded Concepts	Mission/ Vision	New Culture
--	----------------------------	-------------





Appendices: Ideas Discussed During Development of Strategic Priorities

- Appendix A: Operational Maps showing Cause-Effect Relationships
- Appendix B: Initial Priorities and Rankings
- Appendix C: Strategic How's and Why's with measurement ideas





Initial Strategic Themes

- Develop Planning process**
 - Integration of partnership
- Enrollment Management**
 - Recruitment
 - Retention
 - Student Success
 - Underserved community
- Fiscal Stability**
 - FTES
 - \$\$
 - Resources
- Growth/Expansion**
 - New Programs
 - Student Success
 - Cool Stuff
 - Satellite Centers
 - Alternate delivery of learning
- Quality Learning Environment**
 - Sense of community
 - Respect/customer service
 - Diversity
 - Global perspectives
 - Student Success

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Initial Strategic Themes

- Student Retention**
 - Student Services
 - Outreach/Marketing/PR
 - Under-prepared
 - Academic Excellence
- Infrastructure Modernization**
 - Technology
 - Construction
- Self-Evaluation**
 - Student Learning Outcomes (SLOs)
 - Program Review
 - Accreditation
 - Institutional Research
- Collaboration in all areas**
 - Communication
 - Cross-training for employees
 - Mentoring
 - Responsive to changing needs
 - Policy/Procedures, K-12
 - Crisis Preparation
- Financial**
 - Bond issues
 - FTES
 - Planning/Budgeting
 - Staffing
 - Contracts

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Initial Strategic Themes

The Student Experience

- Access**
 - Develop and fund new and existing academic programs
 - Responsive curriculum and schedule
 - Hybrid
 - On-line
 - Vocational programs to support industry
 - Upgrade Skills
- Retention/Persistence**
- Maximize Income**
 - New Funding Streams
 - Contain Expenditures
 - Cost benefit of opportunities
 - Financial viability of more International Students?
- Partnership**
 - Administrative Processes
 - Organization
 - Technology



Initial Working Strategic Themes

PRIORITY ITEMS

- Develop curriculum to address needs of non-traditional students
- Develop a culture of evidence
- Eliminate "silos" → uniform class schedule
- Develop and implement a student-centered culture
 - Just-in-time Student Services (customer focused)
 - Coordinate office and service hours
- Retention – slow down drop rates
- Implement a Management & Leadership Development Program

OTHER IDEAS

- Institutional support- Economic Development
- Maintain and improve infrastructure
- Improve facility appearance
- Streamline hiring
- Expand distance education
- Validate the relevancy of the curriculum
- New funding sources
- Stabilize partnership - ECC and CC; plan for accreditation
- Strengthen advisory committee
- Strengthen partnerships
- Develop and implement a marketing plan
- Communicate about Student Support Services
- Prepare students for global community
- Set innovative teaching as a standard
- Strengthen institutional research capacity

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Strategic Priority Rankings

INITIAL RANKINGS

1. Enrollment Management – 222
2. Student Success/Student Experience – 160
3. Technology – 107
4. Growth/Expansion/Access – 99
5. Fiscal – 92
6. Evidence-Based/Research – 88
7. Facilities – 75
8. Leadership Development – 68
9. Economic Development – 50
10. Planning Process – 49
11. Collaboration – 30
12. Integration of Partnership – 28

COMPLIMENTARY RANKINGS

1. Enrollment Management – 222
2. Student Success/Student Experience – 160
3. Technology – 107
4. Growth/Expansion/Access – 99
5. Economic Development – 50
6. Evidence-Based/Research – 88
7. Planning Process – 49
8. Fiscal – 92
9. Facilities – 75
10. Leadership Development – 68
11. Collaboration – 30
12. Integration of Partnership – 28

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Strategic Priority Rankings

CONSOLIDATED RANKINGS

WHAT TO DO:

1. Enrollment Management – 222
2. Student Success/Student Experience – 160
3. **Growth/Expansion/Access/Economic Development – 149**

HOW TO DO IT:

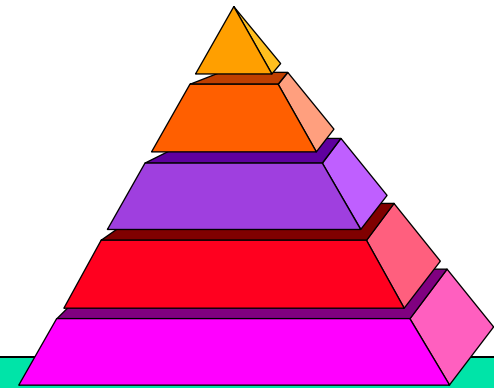
1. Evidence-Based/Research/Planning Process – 137
2. Technology – 107
3. Fiscal – 92
4. Facilities – 75
5. Leadership Development – 68
6. Collaboration and Partnership – 58

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Appendices: Ideas Discussed During Development of Strategic Priorities

- ❑ Appendix A: Operational Maps showing Cause-Effect Relationships
- ❑ Appendix B: Initial Priorities and Rankings
- ❑ Appendix C: Strategic How's and Why's with measurement ideas





Other Ideas Discussed – Growth/Expansion

□ Grow # of Students

□ How

- Market to new populations - older, Hispanic, etc.
- Retain students after they've learned basic skills
- Assess reasons and design solutions for failure/drop out
- Offer new/different access points
 - Virtual or Hybrid
 - Weekend
 - Need to develop funding options - can be expensive
 - Speedy/quick options
- Establish network of support for online or alternate programs so students persist
- Pre-assessment of students other than English and Math

□ Why

- Continue to have new offerings to serve populations

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Other Ideas Discussed – Growth/Expansion

❑ Create a Culture of Innovation

❑ How

- Streamline procedures and decision-making processes
- Allow for new opportunities in planning cycle
- Provide incentives and support for faculty who want to capture new markets

❑ Why

- To be able to respond to identified needs

❑ Measures

- # of successful pilots
- # of programs that don't work abolished
- Rate of success of new ideas through planning and curriculum committees



Other Ideas Discussed – Growth/Expansion

- ❑ **Expand/Community Service**
- ❑ **Expand/Grow Economic Development Impact**
 - ❑ **Why**
 - To build a strong workforce and community
 - ❑ **Measures**
 - # of employers and employees served
 - Increased jobs in district
 - Student income, compared to those who did not attend College



Other Ideas Discussed – Enrollment Management

❑ Recruitment Plan

- ❑ Kids College - early outreach, Science Day, Space Day, Sports (needs dedicated person)
- ❑ ESL – classes for non-native speakers; workplace ESL; need multi-lingual staff to recruit
- ❑ Outreach (verify that we get all necessary data to do well)
 - Let one person do data entry, one person do outreach
 - Go to high schools and have students fill application on the spot
 - Use technology better
 - Research how we affect enrollment - online questionnaire during registration
- ❑ Measures for Recruitment and Marketing
 - # of applicants vs. # of enrollees and units
 - # of adult returners

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Other Ideas Discussed – Enrollment Management

□ Marketing Plan

- Need data/evidence!
- Demographics - Where to recruit, analyze
 - Targeted marketing by segments: older, international, industries
- Infuse with student involvement – student-to-student
- Market what we now offer, and services we now have
- Awareness campaign
- Branding the College
- Media/Advertising - Radio
- Measures for recruitment and marketing
 - 5% FTES growth per year
 - 3% growth in persistence of the # of returning students

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Other Ideas Discussed – Enrollment Management

□ Retention/Persistence Plan

- Make sure financial aid is available
- Early Intervention Program
 - Need follow through when students drop classes to determine causes
- Have online projection
 - Instructor informs student but little follow through
 - Check out Santa Ana model
- Currently have communications management tool; need to track students
- Need to initiate more mandatory interventions
- Students may need 8-week academic strategy course to stay in school
- Download registration into IPOD



Other Ideas Discussed – Enrollment Management

□ Retention/Persistence Plan

□ Measures

- ARCC compares with other CCDs – goal should be to get better:
 - # of transfer students
 - # of AA/AS degrees
 - # of Vocational Certificates
- Uninformed vs. Informed Goal at time of graduation
- Duration of time to complete courses
- Increase numbers applying for and receiving financial aid



Other Ideas Discussed – Enrollment Management

❑ Enrollment Management

- ❑ Scheduling of classes
 - Have more student focus groups to solicit student input
- ❑ Don't close registration 2 days before classes
- ❑ Alternate models for scheduling
 - Weekends
 - Blocks
- ❑ Centralized Scheduler
- ❑ Contingency for when technology is not working
- ❑ Working Portal, Datatel – Simplify and make user-friendly
- ❑ Measurements
 - Number of seats not filled
 - Class Load



Other Ideas Discussed – Enrollment Management

❑ **Communicate with Students**

- ❑ Use Datatel - get letters out
- ❑ Need people to answer phone
- ❑ Website - lots of restrictions; ASO has its own website
 - Student organization cannot update El Camino Web information
- ❑ Communicate with students using their means - Ipod, MySpace, Utube
- ❑ Relevant to students and parents
- ❑ Small information cards with phone numbers
- ❑ Design information for students - if you want to do this..., do this...; add to student handbook
- ❑ Now have a WebBlog for faculty and staff; need WebBlog for students
- ❑ Update campus with electronic boards, signs, kiosks, stands with maps, phone numbers around campus

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Other Ideas Discussed – Enrollment Management

- Assessment Student Placement; Matriculation**
 - 1st year experience
 - Welcome Day
 - Better Retention
 - Orientation Counseling



Other Ideas Discussed – Student Success

- Smaller classes
- Mentoring
- Communicate expectations
- Attach Counselor/Faculty to incoming students
- Build global schedule
- Provide easy access to registration and enrollment
- More internship opportunities
- Adequate state-of-the-art technology access
- Peer group programs - TA, tutoring, extra-curricular activities
- Mandatory orientation
- Learning communities
- Increase opportunities in industry and community
- Customer service - training in best practices
- Excellent Student Services with accessible office hours
- Working adult schedule/PACE
- Catalogs and schedules and websites should have “sizzle”
- Fewer stops for students

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Other Ideas Discussed – Student Success/Measurement

A Student's Journey

Entering Students

Gather baseline data on

- Expectations
- Competency
- Barriers

While Attending

- Passing classes
- ECC updates
- Satisfaction surveys
- Career/Educational Goals
- Transfer
- GPA
- Certificates

After Leaving

- Satisfaction
- Post ECC/CC success
- Degree Certificates



Planning Themes

- ❑ The results of the planning process need to drive in budgeting, so that the plans are implemented and measured and the planning cycle is on-going.
- ❑ Our strategic priorities need to be funded by the discretionary funding we have available and supplemented with alternative funding
- ❑ Establish committees that serve both El Camino and Compton Center except in cases where legislation and regulations preclude this arrangement.
- ❑ All plans needs to include a communication component so that students, faculty, and staff have current knowledge of the plans and planning process.
- ❑ Assess our planning and budgeting processes to identify areas of strength and areas to improve for this cycle and future cycles. Establish a strong feedback loop in these processes.
- ❑ Planning should be bottom up; assessment should be top down.
- ❑ Faculty and staff leadership should have a planning and assessment component in performance evaluations so they are accountable for implementation.

Preliminary Findings – Incomplete without the Accompanying Oral Discussion



Potential Proposed Planning Actions

- Enhance communication between El Camino and Compton Center by establishing similar organization structures and job titles.
- Develop an orientation for Compton Center faculty and staff focused on where to find resources and information within El Camino.
- Use ACC standards to generate measurement indicators.
- Take recommendations from PBC as our next steps.
- FCMAT has 337 criteria that are linked to accreditation standards. Use these as the basis for our planning.
- Establish an institutional effectiveness committee (or expand the Compton Center committee) to serve both sites.
- Strengthen our research capacity.
- Test and pilot approaches before implementing them throughout the institution.
- Include deferred maintenance in our planning and budgeting.
- Develop a strategic approach to find alternative funding sources.
- Coordinate current process improvement efforts at El Camino and Compton Center to continue the progress toward a single system with multiple sites.

Preliminary Findings – Incomplete without the Accompanying Oral Discussion