Strategic Planning
Strategy Sessions, First Round

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Strategic Planning, Why?

- How many of us believe that community colleges will look exactly the same 20 years from now?
- Existing operating models, value propositions, funding sources, and competitive positions can no longer be taken for granted.
- See the opportunity to create a collective vision of the future
- Organizations develop or deteriorate.

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And, Still Why?

- Identify and deal with the internal barriers to planning.
- Potential for resolving conflicts between competing interests.
- Identify strategic or critical issues through assessment activity.
- Develop a base of useful information—a quantitative and qualitative legacy—for future
- Develop priorities for funding projects on the basis of plans.
- Utilize plans to make decisions about staffing, equipment, and projects.

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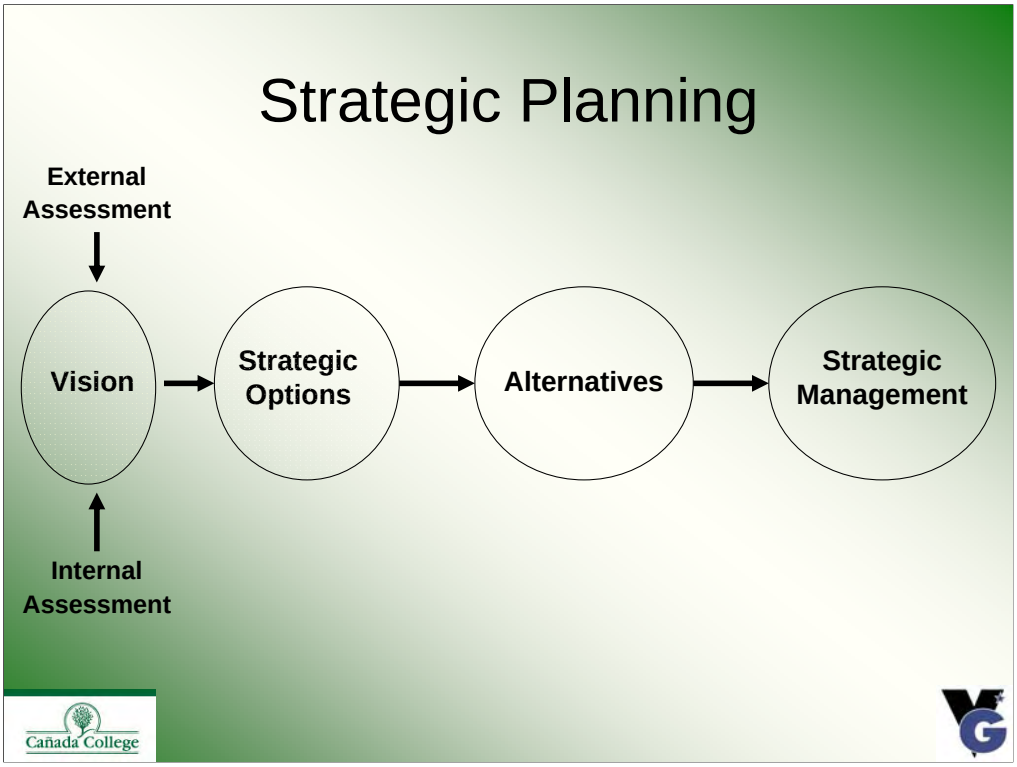
Strategic Planning
External Assessment
Vision
Strategic Options
Alternatives
Strategic Management
Internal Assessment
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Planning Elements

- Mission, Values, Review
- Environmental Scan
- Planning Assumptions
- Enrollment Projections
- Labor Market Projections
- Competitor Analysis
- Program Vitality
- Facilities Needs and Projections
- Recommendations for Strategies and Success factors

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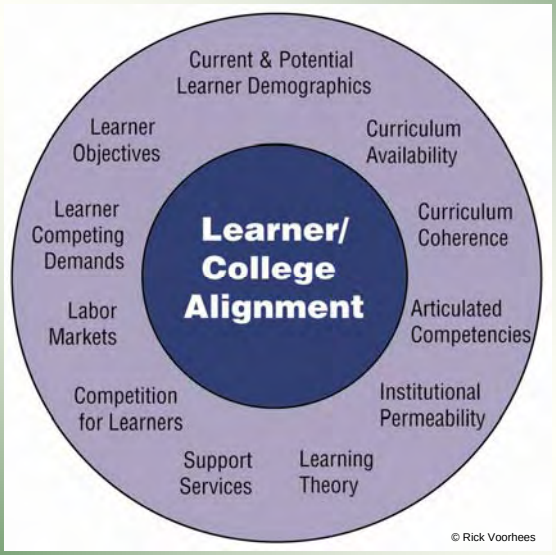
Framework for Strategy



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Goals for the Process

- Respect and build on work that has gone on in the past
- Deep listening for all stakeholders
- Maximum participation
- Contributions from all
- Have fun with the future!

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My Role

- To facilitate, not to create
- To encourage, not to complete
- To guide, not prescribe
- To share my experiences in planning

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External Scan

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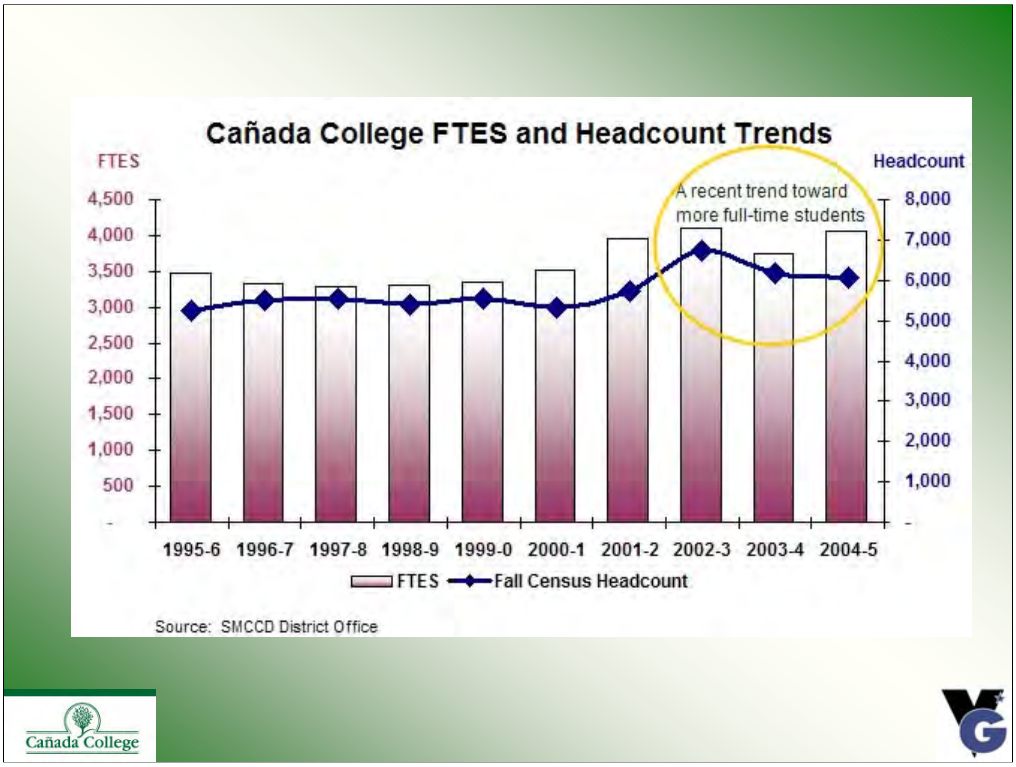
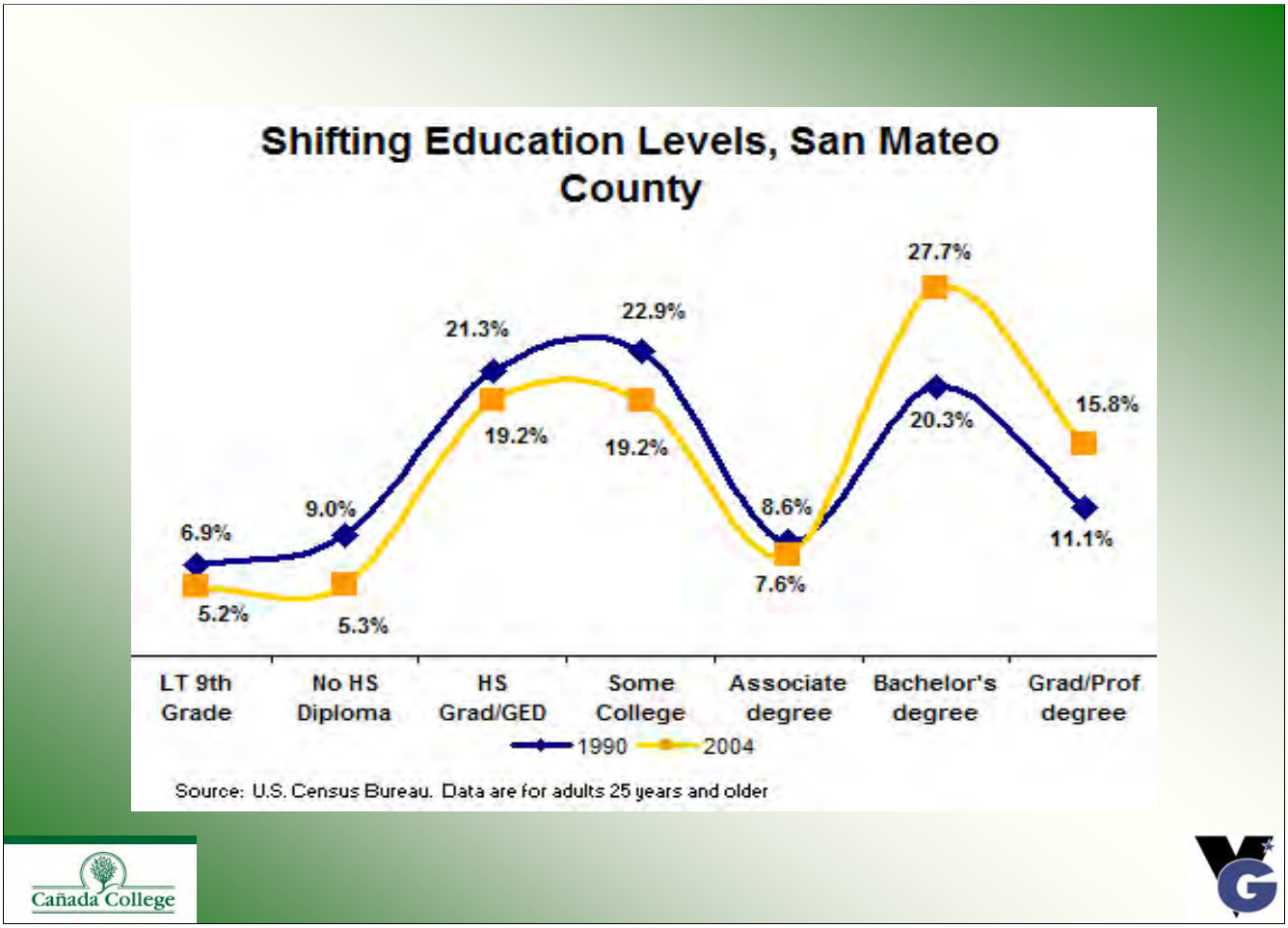
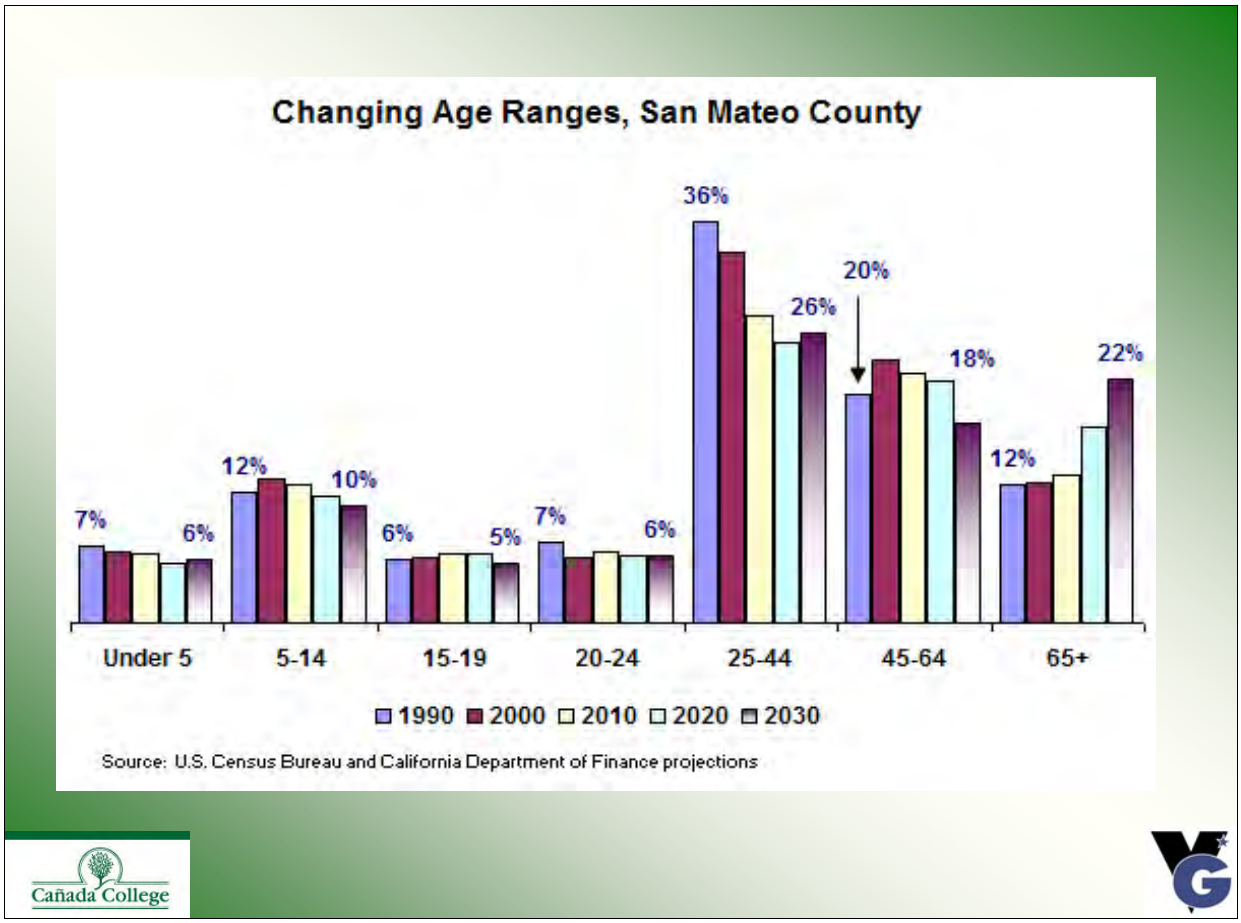


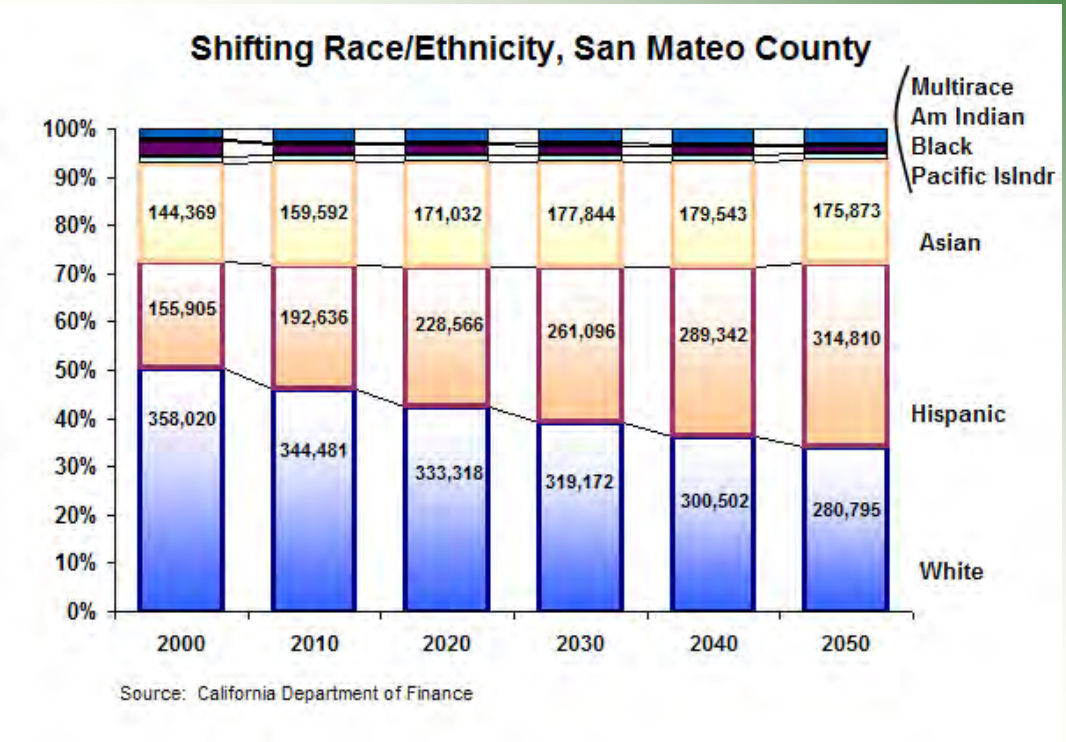
Trends in FTES and Headcount show that a recent trend toward fewer headcount students generating more FTES. This indicates a higher student credit load per headcount. 2005-2006 data were not available to determine whether this trend continues.



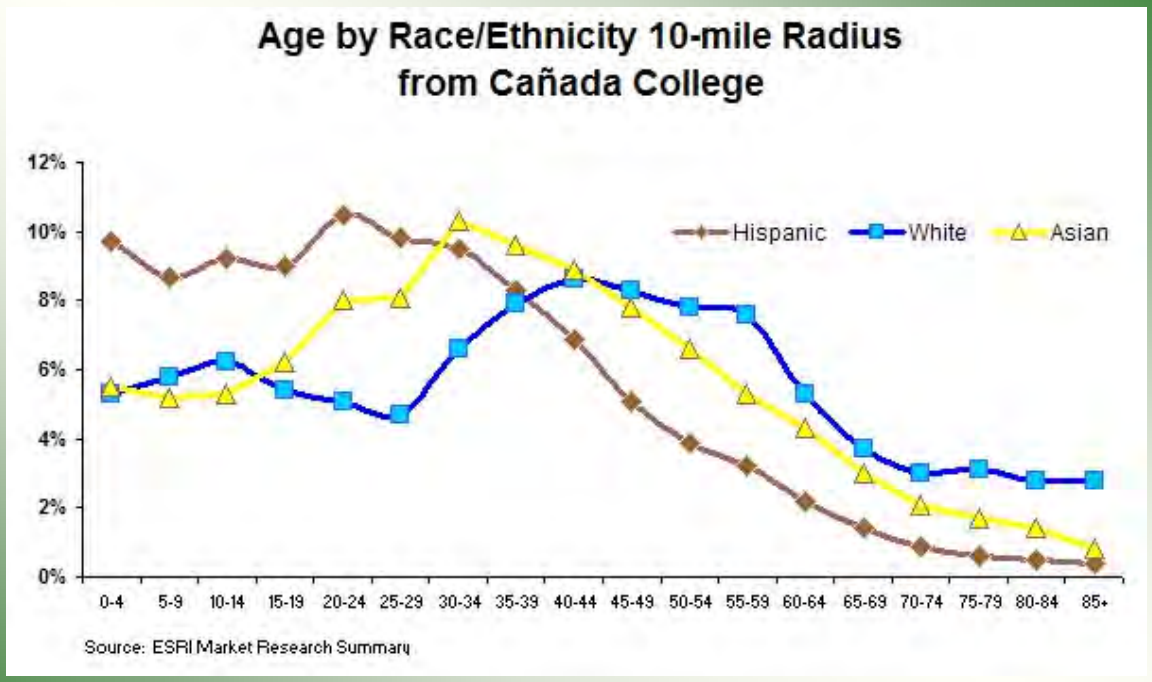
San Mateo County has become more educated over the past decade and a half. The proportion of adults with bachelor and graduate degrees has increased significantly while the proportions with associate degrees has decreased slightly. At the same time, almost half of the adult population (aged 25 and above) have stopped their educations short of an associate's degree.



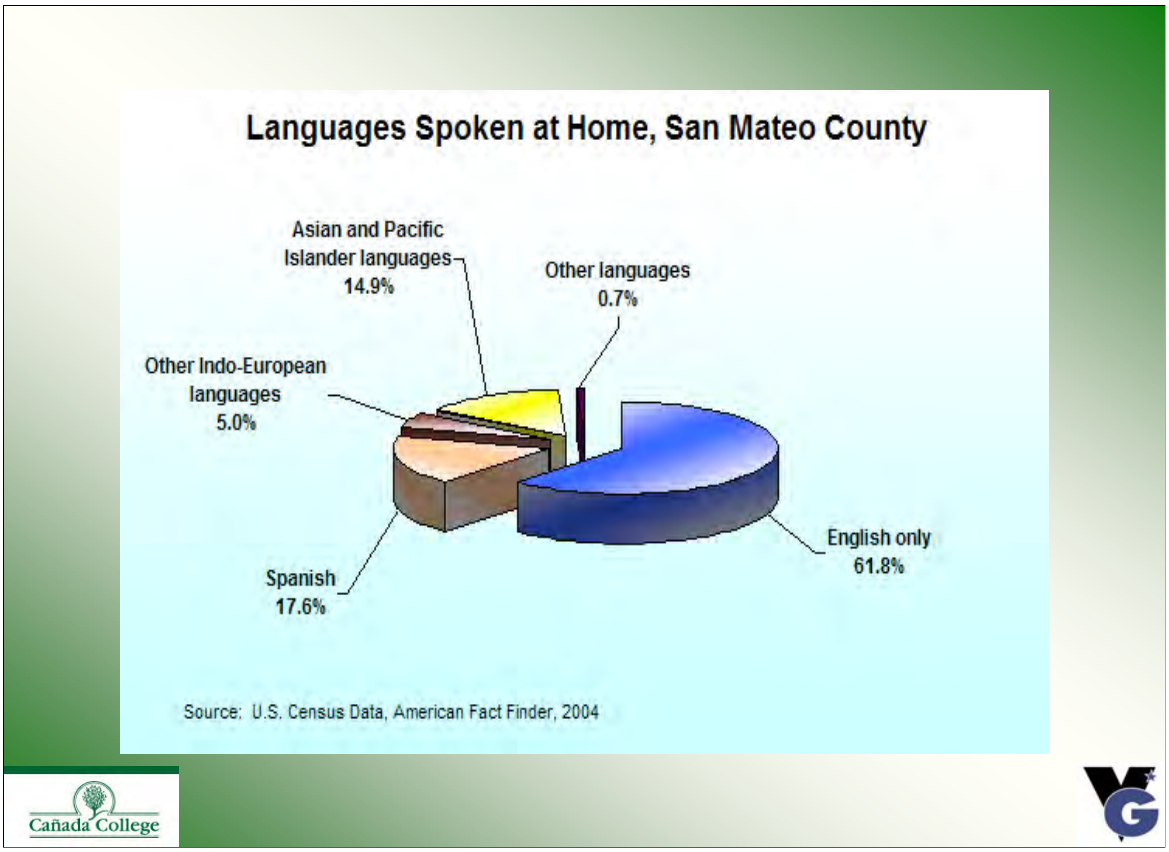
These data show the predicted aging of San Mateo County through the year 2030, the effect of an aging Baby Boom generation, a phenomenon that is being felt throughout the United States. These data also suggest that there will be proportionately fewer adults in their prime working years (25 to 44). This group is typically early in their careers and represent a short-term training market for Cañada College.



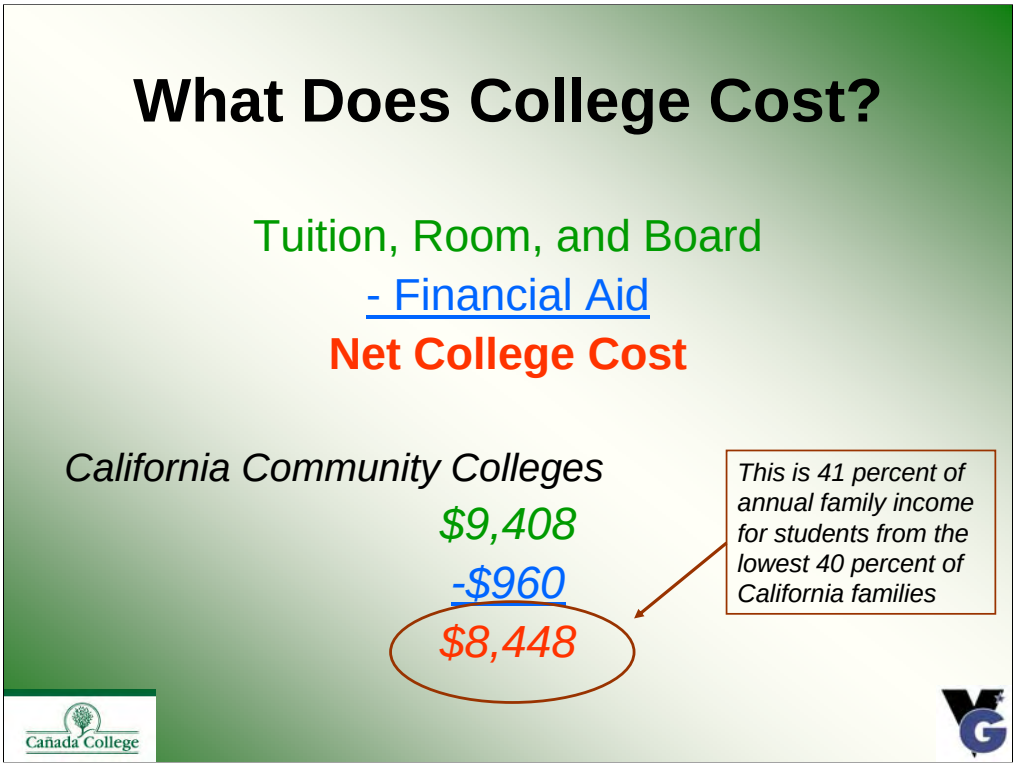
San Mateo County is becoming more ethnically diverse. By 2010, Whites will account for less than 50 percent of the population. By the year 2040 Hispanics will be the largest race/ethnic category in the County. The proportions of Asian, Pacific Islander, Black, American Indian, and those who identify themselves as Multi-race are expected to remain relatively constant.



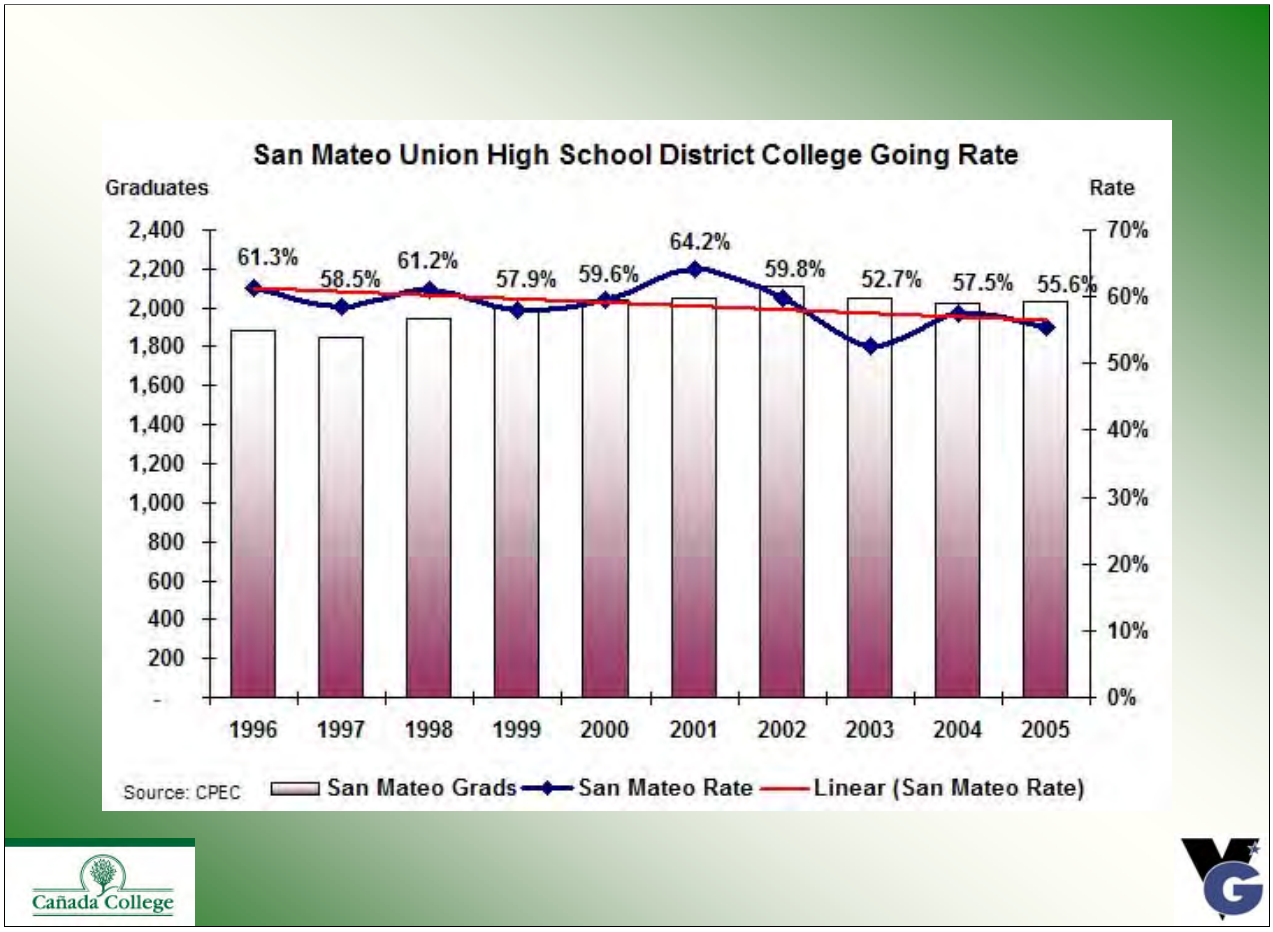
These data were drawn from ESRI and represent age ranges *within* the three largest race/ethnic categories in a 10-mile radius of a 10-mile radius of Cañada College. More than half of the Hispanic population is younger than 25 to 29. In contrast, more than half of the White population is between 30 to34 and 60 to 64. Asians are proportionately older and have higher proportions in the traditional college-age category (20 to 24) than



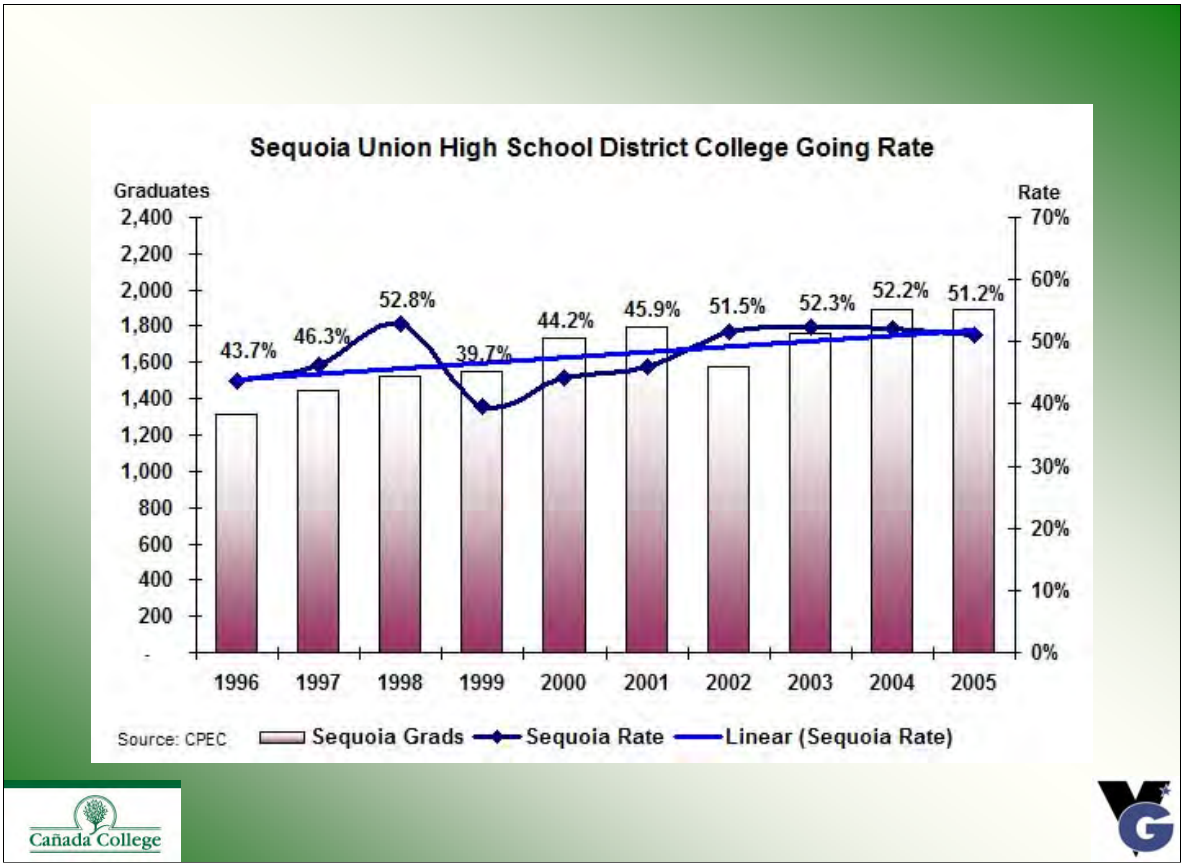
More than one-third of homes in San Mateo County speak a language other than English.



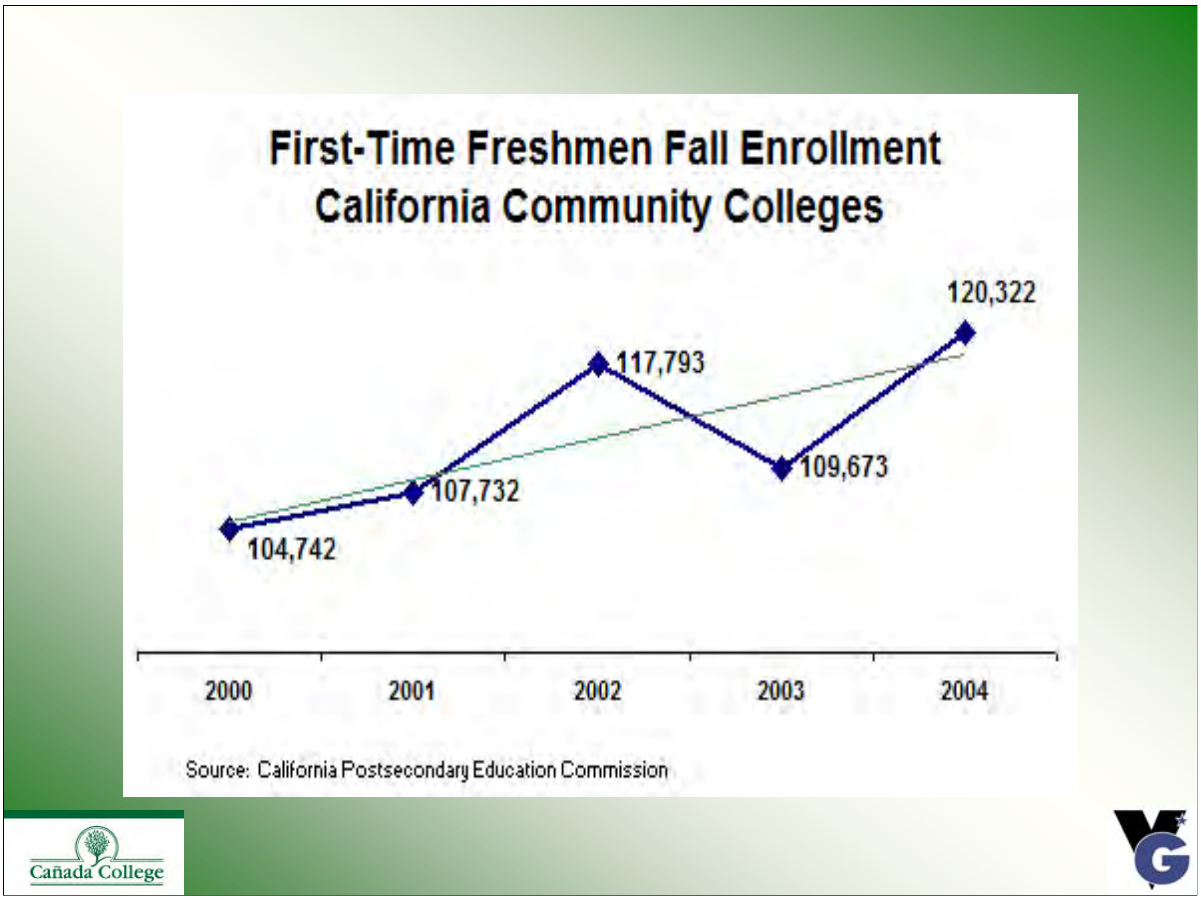
Contrary to conventional wisdom, attending community colleges in California is not a free or almost-free proposition for students. For low-income students (from families making less than $28,000 per year) the gap between attendance costs and financial aid is especially painful.



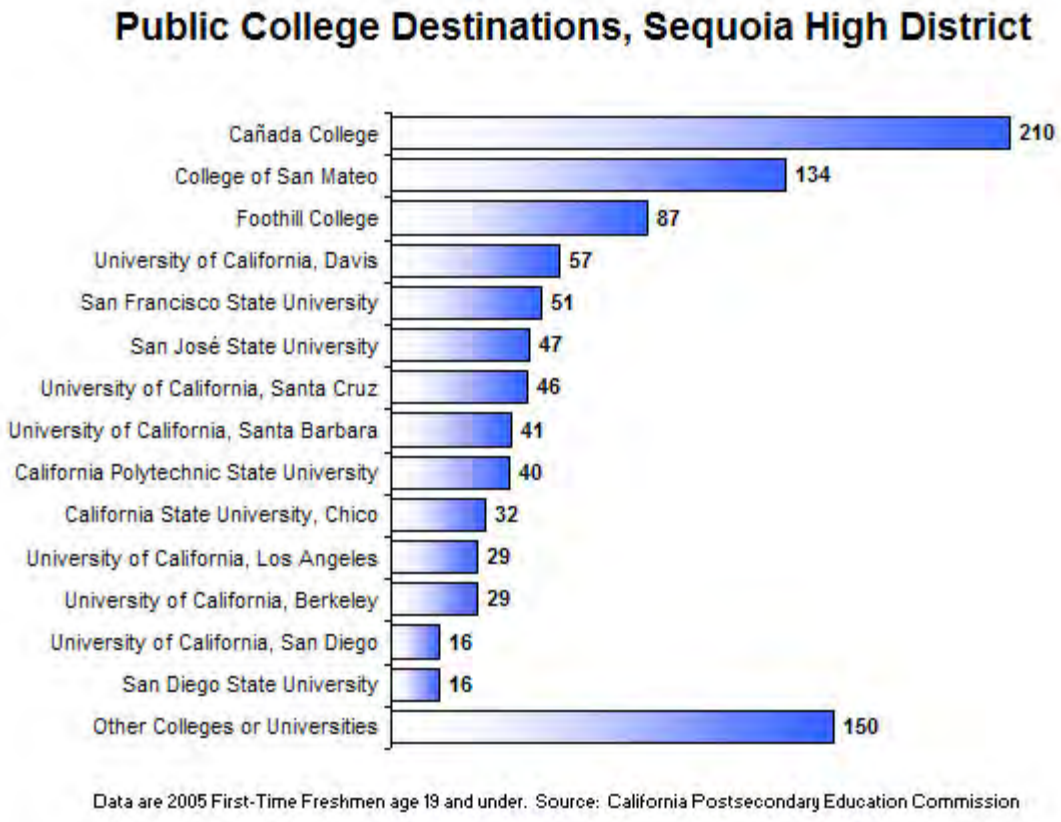
According to the California Postsecondary Education Commission, the college-going rate (defined as the number of students aged 19 and younger who enroll in public postsecondary education in the same year they graduate from high school) has decreased over the past decade.



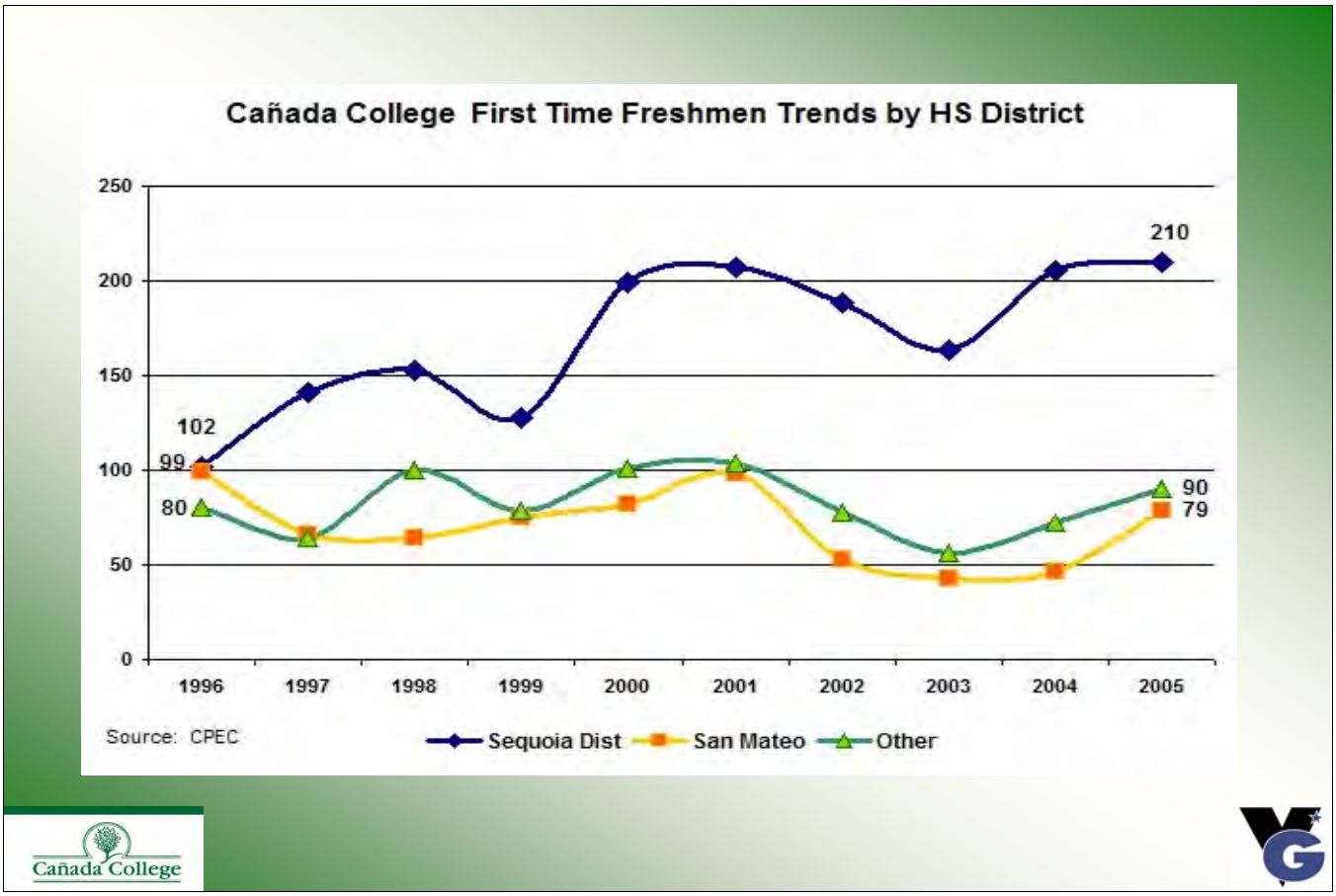
In contrast the college-going rate (see previous slide) in the Sequoia Union High School District has increased over the past decade, a hopeful sign for Cañada College since this district is closest to the College. The number of graduates depicted is the sum of both public and private high school graduates. The college-going rate within the district is increasing but has not yet reached the San Mateo Union High School district rate. In the most recent year for which data is available, 2004-2005, the number of high school graduates in the district was 1,895 of which 1,481 were public graduates and 414 were private. Of these, 985 went directly to college for a college-going rate of 51.2%, approximately the statewide college-going rate.



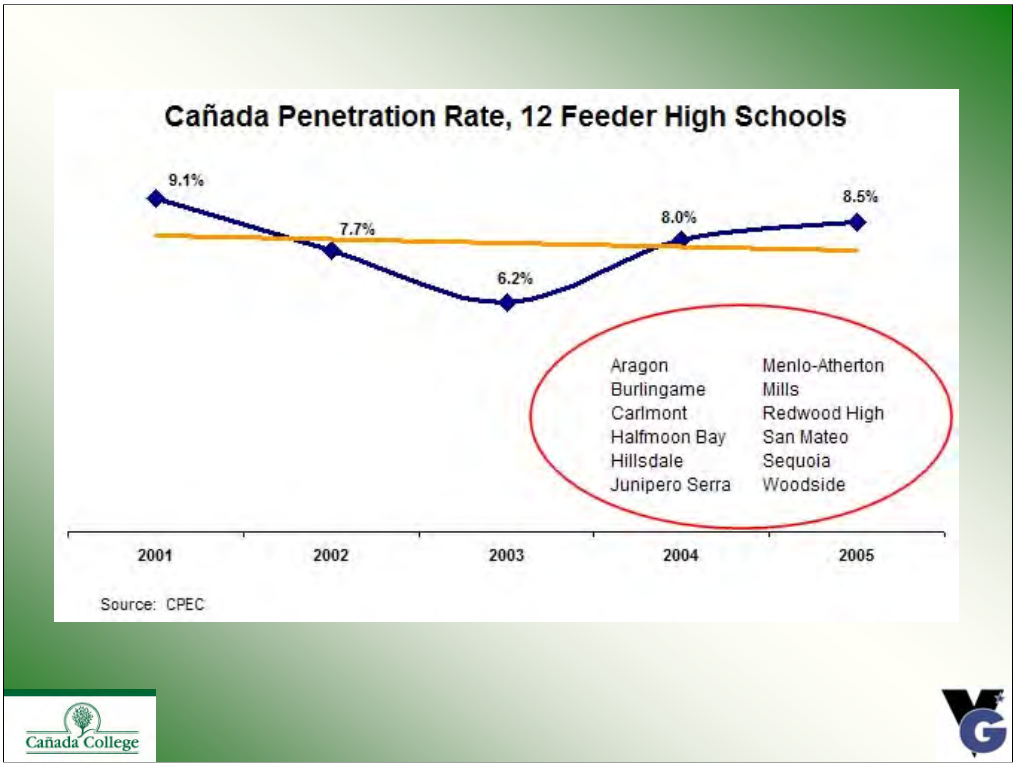
These data show that enrollment of first-time freshmen at community colleges is increasing throughout California



The top three public higher education destinations for former Sequoia High School District students age 19 and under were community colleges. Cañada College ranks highest among these destinations (n=210); the College of San Mateo ranked second while Foothill College in Santa Clara County was third. About 21 percent of Sequoia High District graduates chose Cañada in fall 2005.



Cañada College appears to benefit from the upward trend in college-going in the Sequoia High School District. This chart shows that Cañada also attracts students from the San Mateo High School District and other districts. These data are for first-time freshmen age 19 and under.



The penetration rate for Cañada's top ten feeder schools are depicted in this chart. The market share (the number of 19 year old and under first-time freshmen/the number of graduates from each school) is increasing since 2003 although the overall trend since 2001 is declining somewhat.

Planning Assumptions

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How Can You Help

- Suggestions for the Environmental Scan and Planning Assumptions
- Create awareness among your colleagues
- Attend the next two strategy sessions and the open forum
- Advance your ideas about Cañada College's future directly and frequently throughout the process

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Sample of GIS Maps

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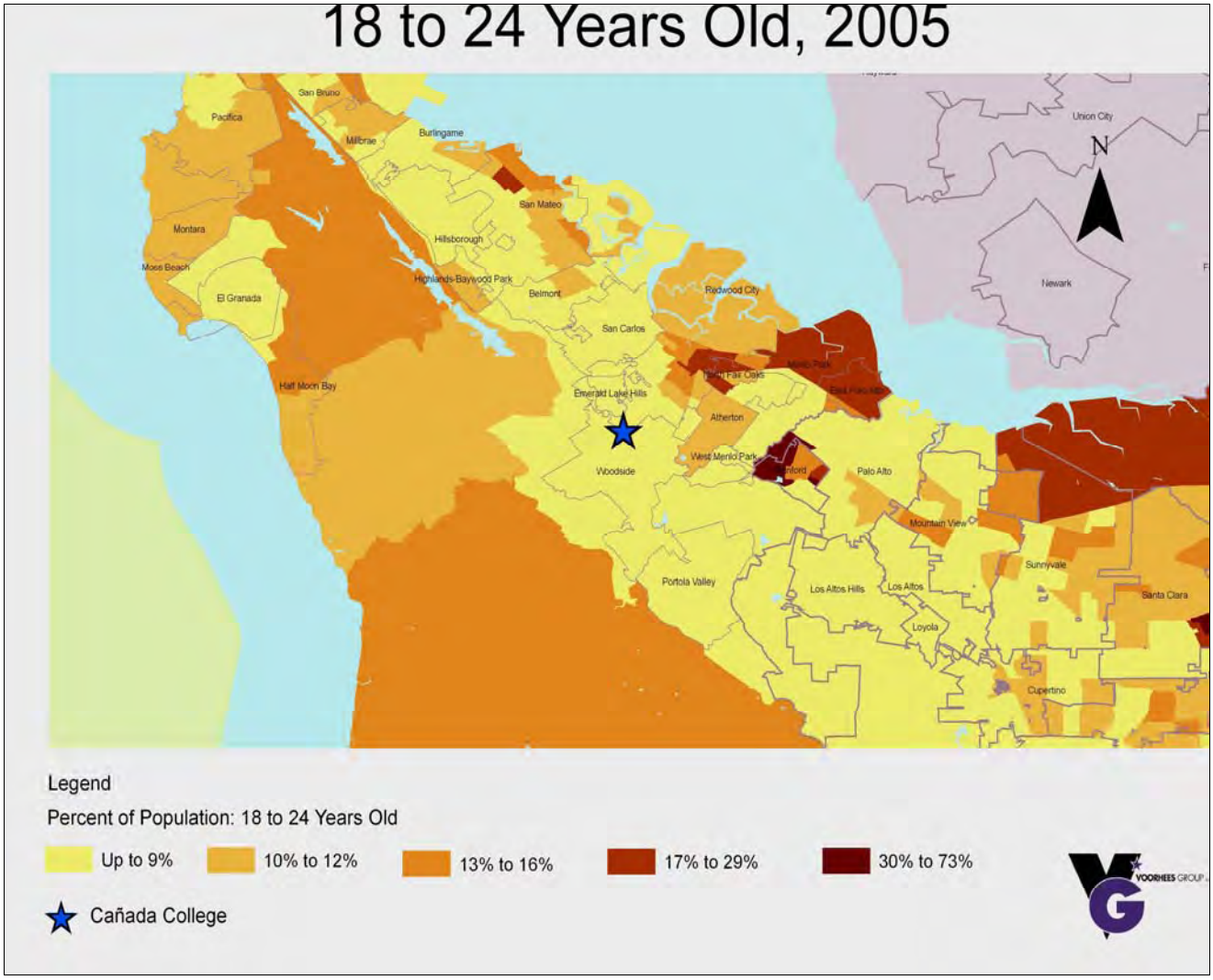

Geographic Information System maps provide a way for Cañada College to visually mark what demographic trends are present near and surrounding the College. A complete set of maps is included on Cañada's strategic web page: http://www.canadacollege.edu/inside/strategicplanning/