



WEST HILLS COMMUNITY COLLEGE DISTRICT

STRATEGIC PLAN 2006 – 2010



Letter from District Chancellor

Dear Community Member,

The noted 21st century American philosopher, Yogi Berra, once said, “If you don’t know where you are going, you will wind up somewhere else.” Organizations, including colleges, are a lot like people. When time isn’t taken to develop a strategic direction of service we tend to lose focus and become satisfied with being “close enough” to our mission.

In prior years, our strategic planning has been laser focused on facilities, access, technology, personnel, diversity, marketing and finances. Those plans were developed for one college, which had fallen on hard times, and two centers that were in need of attention. Our District now serves two thriving colleges, Coalinga and Lemoore, and two successful centers, the North District Center in Firebaugh and Naval Air Station, Lemoore. The District also maintains a robust online program to serve students anywhere in the world. The need to evolve and serve our communities is compelling, and a strategic plan will help provide the direction and focus needed for our employees and students.

To that end, our latest effort in strategic planning for the District took place this past year. It was important to all of us because it was the first plan that was developed as a two-college district. Devoting this time and energy to planning not only assists us with information sharing and communication, but also is consistent with recommendations of the Accrediting Commission for Community and Junior Colleges.

What is presented in the pages of this Strategic Plan is our best effort to provide clear direction for our employees and the citizens of this District. It is a living document that will change as we receive annual input from a variety of individuals and groups in our service area.

Very truly yours,



Frank Gornick, Chancellor
West Hills Community College District



Board of Trustees

Mark McKean
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Jack Minnite
Vice President

Nina Oxborrow
Clerk

Steve Cantu

Bill Henry

Edna Ivans

Jeff Levinson

Acknowledgements

A Strategic Planning Retreat was held at Harris Ranch on September 8 and 9, 2005. Participants representing a broad cross section of employees, students, and members of the Board of Trustees collaborated to begin the process leading to this Strategic Plan. The District is immensely grateful to these individuals who have volunteered to assist with this important plan. Their work will continue as we implement and refine our plan in the coming years. Retreat participants are as follows:

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Stephanie Atkinson-Alston, Associate Dean of Educational Services, West Hills College Lemoore
Pedro Avila, Director of Institutional Effectiveness, Planning and Web Services
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Becky Cantu, Classified Staff, District Office
Kim Castagna, Faculty, West Hills College Lemoore
Jana Cox, Interim Director of Financial Aid
Carlos Diniz, Interim Dean of Student Learning, West Hills College Coalinga
Darlene Georgatos, Director of Enrollment Services
Bob Gibson, Faculty, West Hills College Lemoore
Carole Goldsmith, Director of Regional Strategic Planning for Health Careers
Frank Gornick, Chancellor
Veronica Grijalva, Classified Staff, West Hills College Lemoore
Marlon Hall, Interim Associate Dean of Educational Services, West Hills College Lemoore
Donna Isaac, Executive Assistant, District Office
Edna Ivans, Board of Trustees
Jessica Jimenez, Classified Staff, West Hills College Coalinga
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Anthony Tricoli, President, West Hills College Coalinga
Jeff Vaughn, Faculty, West Hills College Coalinga
Claudia Walthing, Student/SGA Business Manager, West Hills College Lemoore
Don Warkentin, President, West Hills College Lemoore
Tammy Weatherman, Director of Fiscal Services

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History of the District



West Hills Community College District has been serving the educational needs of the San Joaquin Valley's west side for over seven decades. We encompass a 3,464 square mile region that includes portions of five surrounding counties: Fresno, Kings, Madera, Monterey and San Benito.

The District began in 1932 with the establishment of a college for the Coalinga Union High School District. On October 3, 1932, Coalinga Extension Center of Fresno State College officially opened its doors to higher education. In September 1941, Coalinga Junior

College became an independent unit under the direction of the Governing Board of the Coalinga Union High School District. In 1956, the current campus at the north end of Coalinga on Cherry Lane opened to students.

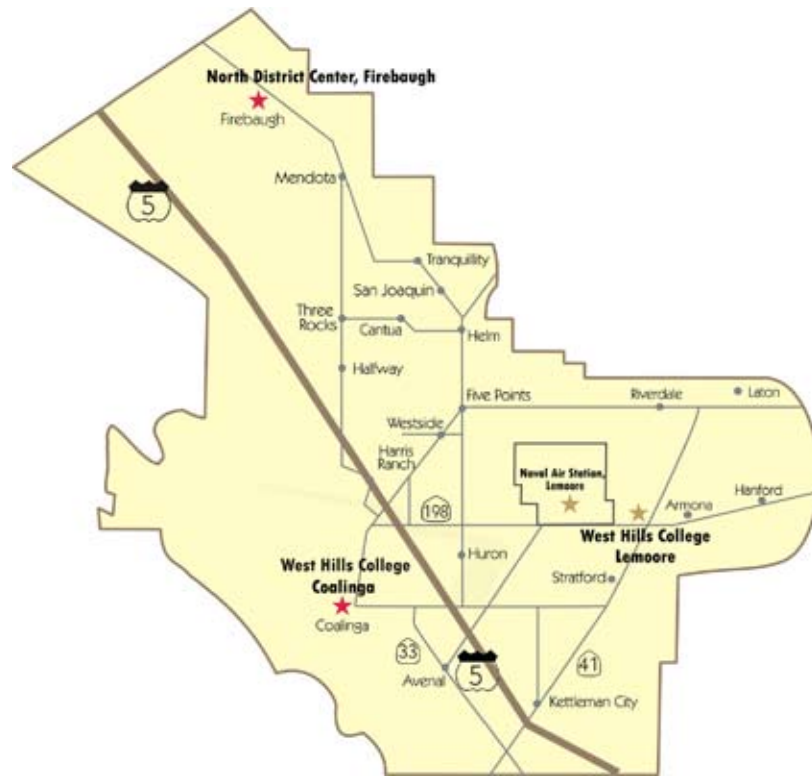
In 1962, residents of the Lemoore, Riverdale and Tranquillity High School Districts voted to become part of West Hills Community College District. To meet the needs of students in these areas, West Hills College built the North District Center in the city of Firebaugh in 1971, and served students in the Lemoore area from 1962 to 1979 primarily at Naval Air Station, Lemoore and Lemoore High School. In 1979, the District purchased land in the city of Lemoore, and a classroom building and office were erected in 1981. In 1991 the California Postsecondary Education Commission established the Kings County Center as the official Higher Education Center for Kings County. The Commission stated that the service area of the center was to include the cities of Laton, Armona and Hanford. This was significant for the District because California was now willing to use state funds to assist WHCCD with the construction of permanent facilities in Kings County.

The Board of Trustees has determined that it will maintain two viable and comprehensive colleges in the cities of Coalinga and Lemoore with current educational centers in Firebaugh and at Naval Air Station, Lemoore.

The Board believes that because of our geographic location and the distribution of our cities, the ability to maintain access to higher education opportunities is essential for our communities to grow and prosper.

West Hills Community College District Service Area

In 2000, West Hills Community College District alumni Robert and Mardell Pedersen, and Mardell's parents, Lola and Lionel Semas, donated 107 acres of land for a new campus just west of Highway 41 at Bush Street. Construction began on what would become California's first new community college built in the 21st century. In 2001, the Board of Governors granted the campus "college" status and West Hills College Lemoore welcomed students for the first time on January 14, 2002. The College still maintains an office and classrooms at Naval Air Station, Lemoore.



National and State Recognition

West Hills Community College District has been nationally recognized for its work. In 2002, the MetLife Foundation named West Hills as the nation's small community college that best serves the needs of a diverse student population and helps move people into "livable wage" jobs. More recently, West Hills was recognized nationally by Campus Compact for serving as a model of student civic engagement.

West Hills has designation as an Hispanic Serving Institution and in 2004 was recognized by the California State Community College Chancellor's Office for having increased the diversity of its administrative staff by the most of any community college during the previous ten years.

The Student Population

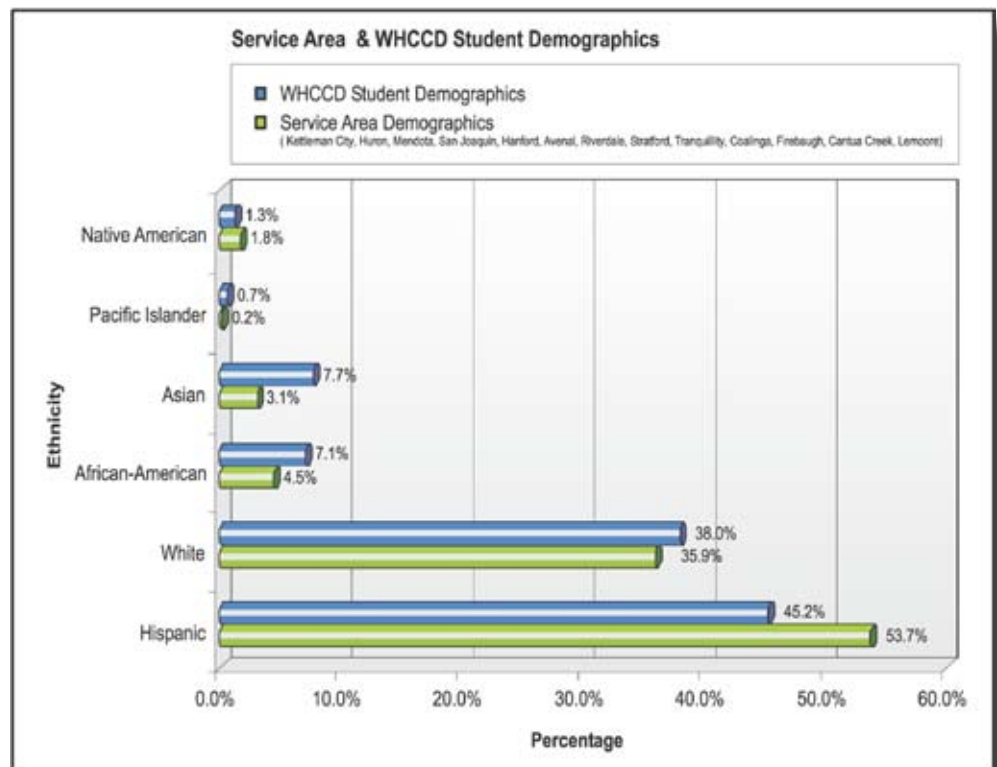
West Hills Community College District is a “minority-majority area,” a service area in which a minority ethnic group is the numerical majority, with Hispanics being the largest group. With over 12,000 students enrolled in the 2004-2005 academic year, WHCCD’s student population is

45.2% Hispanic, 38% White, 7.1% African American, 7.7% Asian, 0.7% Pacific Islander

and 1.3% Native American. The average student age is 27. Seventy percent of WHCCD students are first generation college students. Based on financial need, 44% of all students who attended WHCCD in the 2004-2005 academic year received enrollment fee waivers.



“We are very proud of the story told by these numbers.”



Source: US Census (2000); WHCCD Data Warehouse

Approximately 29% of graduates from our service area high schools enroll at West Hills Community College District; these graduates make up 74% of our freshmen student population. It is also significant that 76 out of 1,000 adult residents in the District attended WHCCD during the 2004-2005 academic year.

Since 2001, the number of degrees and certificates awarded by WHCCD has increased by 37.5%. In 2005, WHCCD awarded 543 degrees and certificates. In addition, the number of transfers to four-year institutions (UC and CSU) has increased by 53.2%. In 2005 WHCCD transferred a total of 170 students to California four-year public institutions.



We are committed to the success of our students.

The District continues to experience significant growth: during the past six academic years (1999-2000 to 2004-2005) the student headcount has grown by 10.7% and the number of full time equivalent students (FTES) has grown by 37%.

Strategic Planning Process

Striving for Excellence

West Hills Community College District will be a District that:

- Aggressively pursues excellence
- Is responsive to its students and the community
- Forges partnerships with its communities
- Functions as a team with pride and ownership
- Strives for cutting-edge excellence while appreciating its history
- Offers high quality education programs and support services
- Is responsive to community educational needs
- Is accessible to students
- Is technologically advanced
- Is committed to student success
- Honors its ethnic diversity
- Pursues creative methods of instruction

History of Strategic Planning

Although West Hills Community College District has conducted several planning efforts to provide a foundation for the success we now enjoy, this document is our first comprehensive Strategic Plan. In addition, both colleges have developed strategic plans. For each of these previous efforts, students, faculty, classified staff, administrative staff and members of the Board of Trustees have enthusiastically contributed to the process.

In 1995 the District developed its first **Facilities Plan** that analyzed possibilities for room utilization in Coalinga and expansion in Lemoore and Firebaugh. It also set the direction for the renovation of the Coalinga campus, and the expansion of the Lemoore location, which ultimately led to our first bond, Measure G, passing in 1998.

Knowing that we wanted to be a leader in technology for our faculty and students, we developed a five-year **Strategic Plan for Technology**, which is the foundation for what we have and what we will achieve in the future. This led to strategic partnerships with Cisco Systems, Hewlett Packard, California State University, Fresno and Datatel; these partnerships have enabled WHCCD to become more creative in teaching and providing services to students.

The District's **Farm of the Future** emerged as a result of a focused planning project. The strategic planning effort resulted in a donation of land for a new location for the college farm from Mrs. Dorothy Allen and her family.

The District followed a **Strategic Plan for Child Development Centers** to place a nationally accredited child care facility in each of the service area communities. This met two long-term goals: providing access to West Hills College for families with young children while improving the college-going culture in area communities, and assisting with economic development in the communities we serve.

The District's **Millennium Report**, the result of planning in 1999 and follow-up in 2000, focused on strategic goals regarding communication, personnel, access for our students, technology and facilities.

During the mid to late 1990s, strategic planning for marketing was undertaken. Action was taken to create positive brand awareness for West Hills College and to build community awareness about the opportunities offered by the college. A complete **Marketing Plan** was developed that incorporated television, radio and print advertising as well as editorial placement of stories in local, state and national publications.

On a continuous basis, the grants office strategizes with college leadership to identify grant opportunities that provide access to higher education for local residents. The grants are usually focused on the teaching/learning process and technology.

As the District approached its 75th year, a new process for planning was developed. The plan established a map for the District that both delineated functions and ensured integration of its colleges and centers. Specifically, the purpose of this planning was to:

- Clarify roles and challenges of the colleges and the District
- Take steps toward satisfying accreditation requirements
- Establish accountability measures
- Ensure that college and District goals are in harmony
- Build trust

With this direction, the District sponsored a Strategic Planning Retreat on September 8 and 9, 2005. The retreat was led by the Eaton Cummings Group. Retreat participants are listed at the beginning of this plan.

The strategic planning process encompasses a wide spectrum of District “key stakeholders.” The process must be viewed as one of continuous analysis and refinement. Goals and objectives that have been developed as a result of this process will be assessed on an annual basis by the District Strategic Planning Committee.

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Analysis of Trends

Before developing goals and objectives, six key factors that will potentially influence the future success of West Hills Community College District were identified.

- **Demographic Changes**

Helping trends include increase in numbers of young students, changes in socioeconomic levels, and skill levels of students.



Planners identified the following trends as those most likely to directly influence the District:

Helping Trends:

- Technology
- Friendly Staff
- Ethnicity and Diversity
- Ability to meet the needs of under prepared students

Hurting Trends:

- How the District is supported by State funds
- Inability to respond quickly to industry training needs

- **Economy**

Helping trends include Naval Air Station, Lemoore students, international students, allied health programs, the housing boom, and the population growth related to the expansion of local prisons and hospitals.

- **Government and Legislative**

Helping trends include the No Child Left Behind legislation, new GI bill and Veteran's benefits, AB 540 (which allows resident immigrant children to pay in-state college tuition), and the ongoing commitment to providing higher education at a low cost per unit.

- **Technology**

Helping trends include wireless access, free open source arrangements, general reduction in costs for technology, and new applications of technology for teaching. At West Hills Community College, we are using technology to make education available anytime, anywhere.

- **Competition**

Helping trends include the District's reputation for its advanced technology, supportive and friendly staff, and the positive influence on programs and services exerted by competition.

- **Customers and Markets**

Helping trends include the lower cost of community college education, the increasing demand for vocational training, and the District's many services and programs for single parents. In addition to serving community members who wish to improve their job skills, WHCCD serves as a low-cost entry point for those wishing to pursue higher education.

Mission and Vision



The WHCCD Mission and Vision are a reflection of an analysis of internal and external trends, the District's history and the needs of its constituents.

Mission

The mission of the West Hills Community College District is enhancing student learning and enriching the lives of the populations we serve by:

- Ensuring the vitality of its institutions;
- Encouraging the vision of strong leaders able to see and interpret the present and future needs of students and communities;
- Supporting the colleges in the provision of world class learning environments;
- Providing for appropriate allocation and management of human, fiscal and capital resources;
- Acting as a catalyst for collaboration with outside organizations and agencies; and
- Sharing the story by marketing a positive image.

Vision

West Hills Community College District, a trusted steward, actively engages, encourages, enriches and empowers students, faculty, staff and the communities it serves to reach their full potential (academically, socially and economically) as evidenced by:

- Its status as the preferred choice of students, and the employer of choice for faculty and staff;
- The highest percentage of students completing courses;
- Its recognized excellence; and
- The generally ascribed accolade, "heartbeat of the community."

Strategic Goals

#1

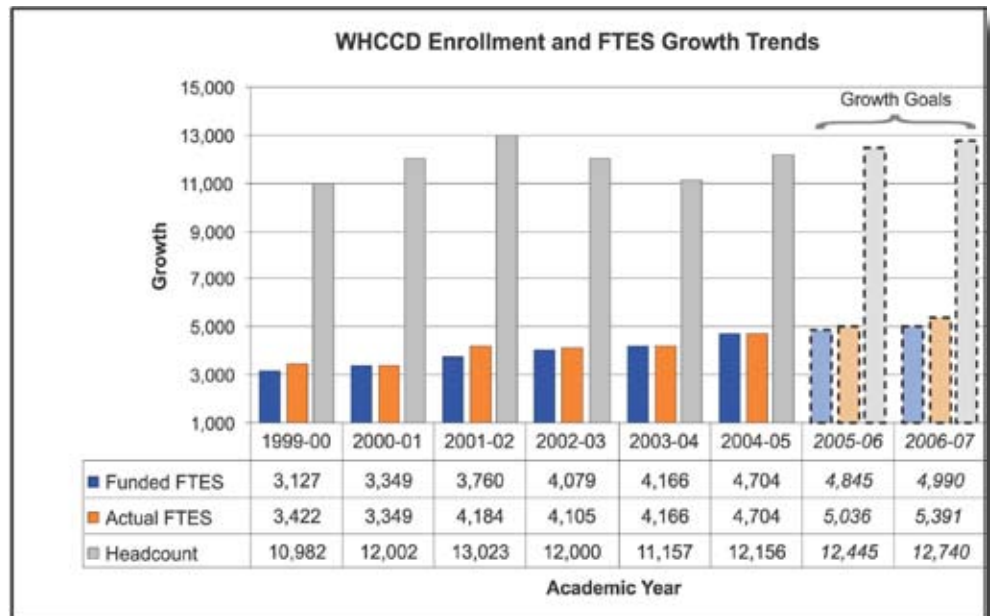
West Hills Community College District will annually achieve or exceed funded growth targets.



Growing from 3,422 full time equivalent students (FTES) in 1999-2000 to 4,704 FTES in the 2004-2005 school year, West Hills Community College District's number of FTES has increased by 37%. The District's number of students enrolled (student headcount) has also increased. Between the 1999-2000 and 2004-2005 school years, WHCCD student enrollment increased by 10.7%. It is projected that with continued support from the State of California, West Hills Community College District will continue to maximize the number of FTES through increased or optimized curriculum offerings, programs and services. An aggressive marketing campaign is planned. We will use multiple media formats such as printed materials in Spanish and English, newspaper, radio, television, direct mail and e-mail.

Objectives

- 1.1. WHCCD will take action to increase student headcount and maximize the number of full time equivalent students (FTES) by increasing and or optimizing curriculum offerings, programs and services.
- 1.2. WHCCD will continue to aggressively market the District through multiple media formats and college-driven outreach activities.



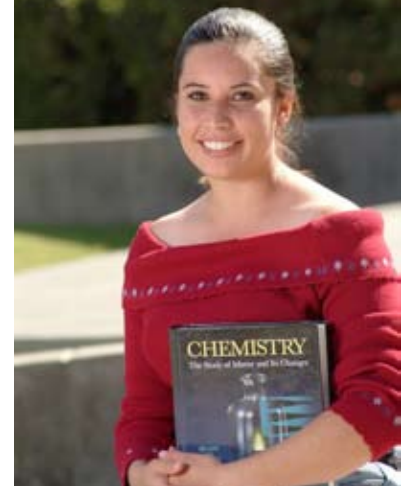
Source: California Community College Chancellor's Office; WHCCD Apportionment Report

Note: Headcount and actual FTES growth goals are based on an average of past years' performance. Funded FTES growth goals are calculated on the state's allowed 3% annual growth. Only FTES enrollments in classes that are eligible for state apportionment payments are included.

West Hills Community College District will focus marketing efforts on district-wide “stories.”

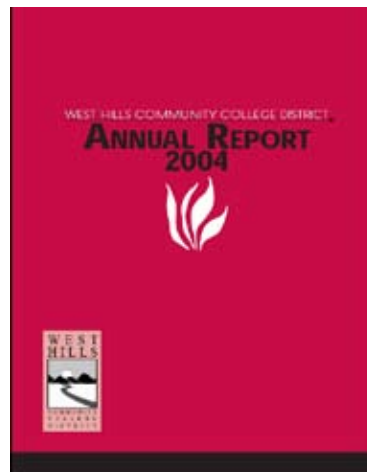
#2

West Hills Community College District is deeply committed to the success of its students and communities. The District recognizes its role within the community and its responsibility to each student. To share its commitment with District students and communities, West Hills Community College District has produced several publications that provide readers with an inside look at the colleges of West Hills through personal accounts of students and staff. Stories focus on student/teacher and student/program relationships, and the personal impact on the lives of our students and their families. Our “stories” have evoked significant interest about WHCCD and its services and programs. The WHCCD marketing department will continue to enhance these and other publications with stories featuring faculty, students, improvements to the colleges, and new services or programs to entice community interest and support.



Objectives

- 2.1 WHCCD will establish a baseline and increase the number of annually published district-wide stories.
- 2.2 WHCCD will establish a monthly online newsletter to be distributed to all District employees highlighting activities for the month in the District.



Current publications include the *Dialogue*, a quarterly published newsletter for the District and the community, the *West Hills Community College District Annual Report*, and numerous press releases and photos that are distributed to media outlets in the region.

#3

West Hills Community College District will annually increase community participation rates.

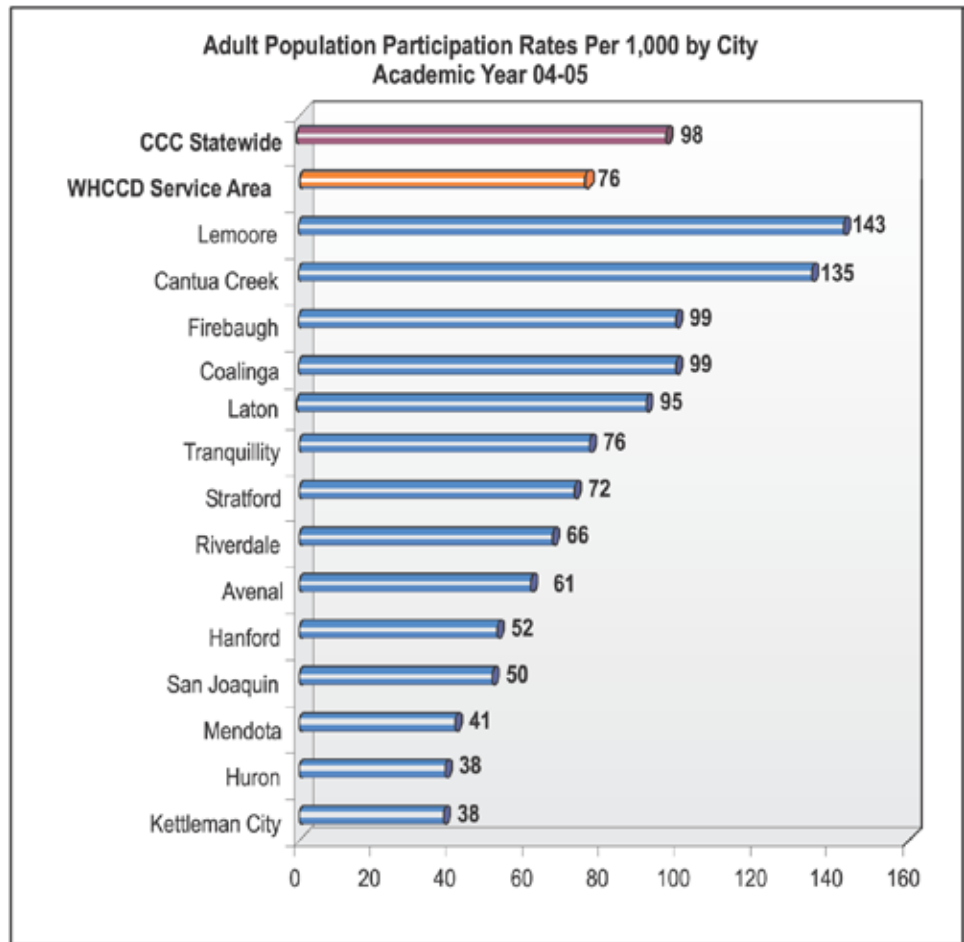


Objectives

- 3.1. WHCCD will maintain service area adult population rates above the California Community College System participation rate.
- 3.2. WHCCD will increase participation rates in all demographic areas including gender, age and ethnicity.
- 3.3. WHCCD will establish a baseline, and monitor and increase college participation in community partnership.

Creating greater access to our colleges is at the core of our mission. Meeting or exceeding this goal allows WHCCD to demonstrate its effectiveness in creating access for service area citizens. During the 2004-2005 school year, West Hills Community College District exceeded the California Community College system participation rates in four of its service area cities. In some cases, WHCCD significantly exceeded the California participation rates. Service area cities of Lemoore and Cantua Creek exceeded the statewide participation rates.

To produce similar participation rates in remaining service area cities, WHCCD will develop a plan that involves course offerings, marketing, outreach, and recruitment activities designed to enhance participation rates in the following area cities: Laton, Tranquillity, Stratford, Riverdale, Avenal, Hanford, San Joaquin, Mendota, Huron and Kettleman City.



Source: US Census (2000); WHCCD Data Warehouse; NCES

Note: Population participation rate is determined by unduplicated and annual student headcount, divided by total adult population (age 18 and older) as per US Census.

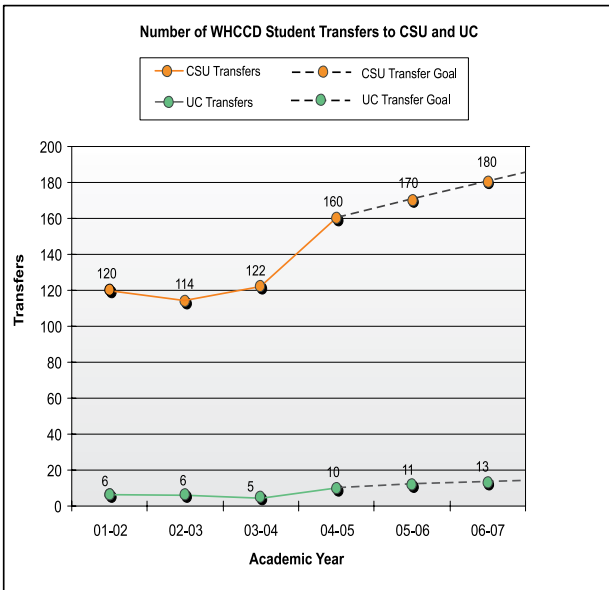
West Hills Community College District will annually improve transfer, completion and graduation rates.

#4

Student transfer rates continue to increase, as have the number of students receiving degrees and certificates. In accordance with District core values and our commitment to individual student success, we will strive to increase the number of students transferring to four-year institutions, the number of students receiving degrees and certificates, and overall student success rates.

Objective 4.1

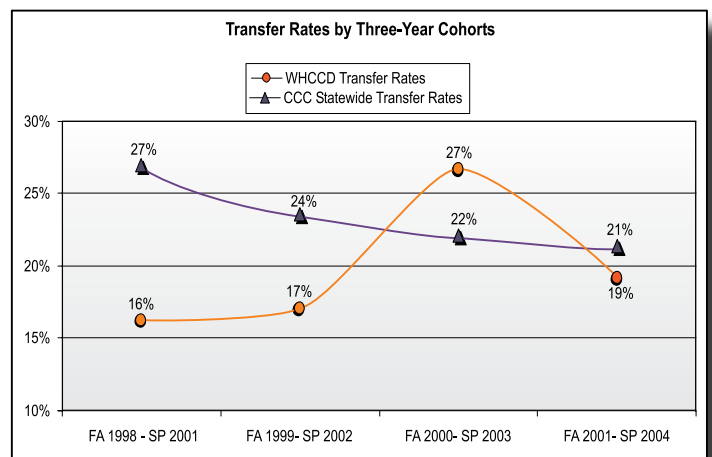
WHCCD will continually increase the number of students transferring to public, private and out of state four-year institutions.



Source: CPEC Transfer Pathways
 Note: Growth targets are based on average of past years' performance.

As shown in the table to the right, West Hills Community College District's transfer rates have increased by 3% since the 1998-2001 cohort. We will continue our efforts to increase and maintain rates above the California Community College system statewide average.

Since the 2001-2002 school year, the number of student transfers from West Hills Community College District to California State Universities (CSU) and Universities of California (UC) have increased by 35%. Student transfers to UC institutions have consistently been low due to the distance between WHCCD and UC campuses. However, the District expects the number of CSU and UC transfers to increase with the implementation of revised outreach efforts and the opening of the new UC Merced campus. Transfer rates do not include students transferring to private colleges and universities.

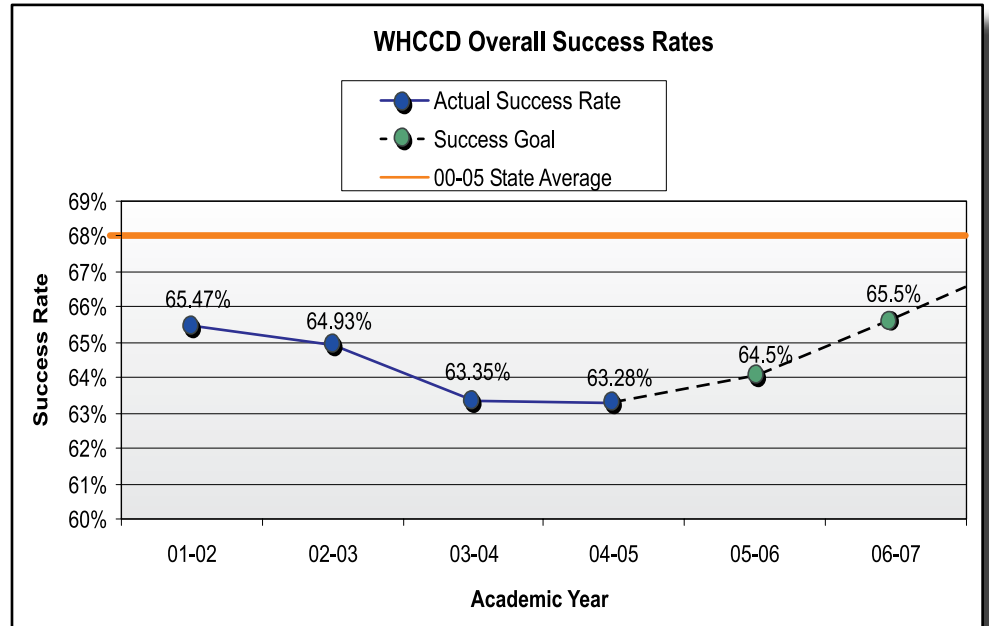


Source: California SRTK
 Note: Cohort based on group of students who are first-time freshmen, who are enrolled full-time in a fall term, and are seeking a degree. The tracking period of cohorts is three years.

Objective 4.2

WHCCD will maintain overall student completion (success) rates above the California Community College statewide average, placing emphasis on vocational, basic skills, ESL, online success and improvement rates.

West Hills Community College District student success rates are below the 68% California Community College statewide average. With increased efforts toward this objective, the District will aim at increasing the overall student success rate by 1.22% in 2005-2006. Success rates indicate the percent of course enrollments with a grade of A, B, C or CR.



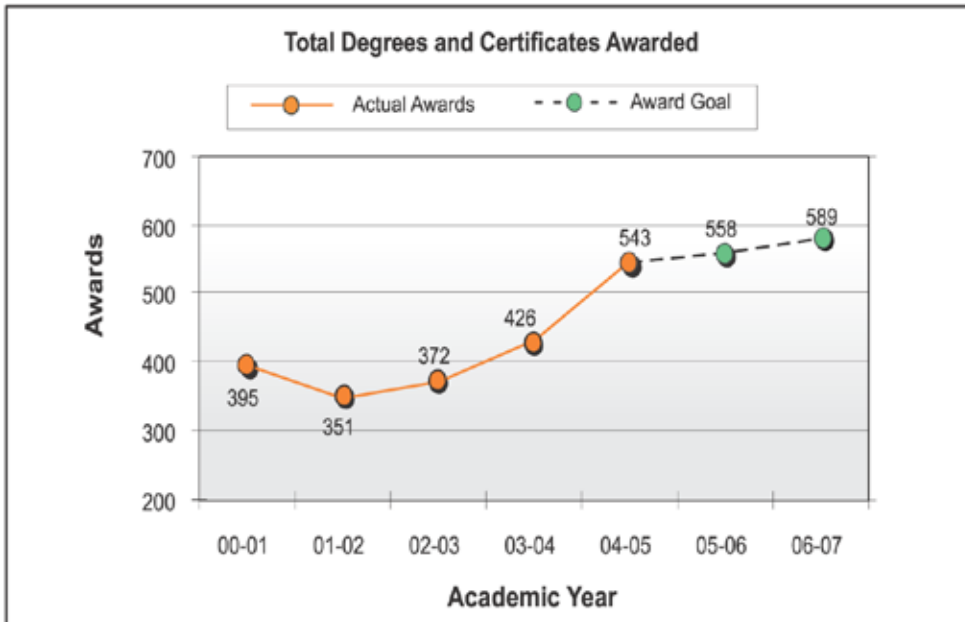
Source: WHCCD Data Warehouse; California Community College Chancellor's Office
Note: Growth forecast based on preliminary 2005-2006 success rates.



WHCCD is committed to our core values and individual student success.

Objective 4.3

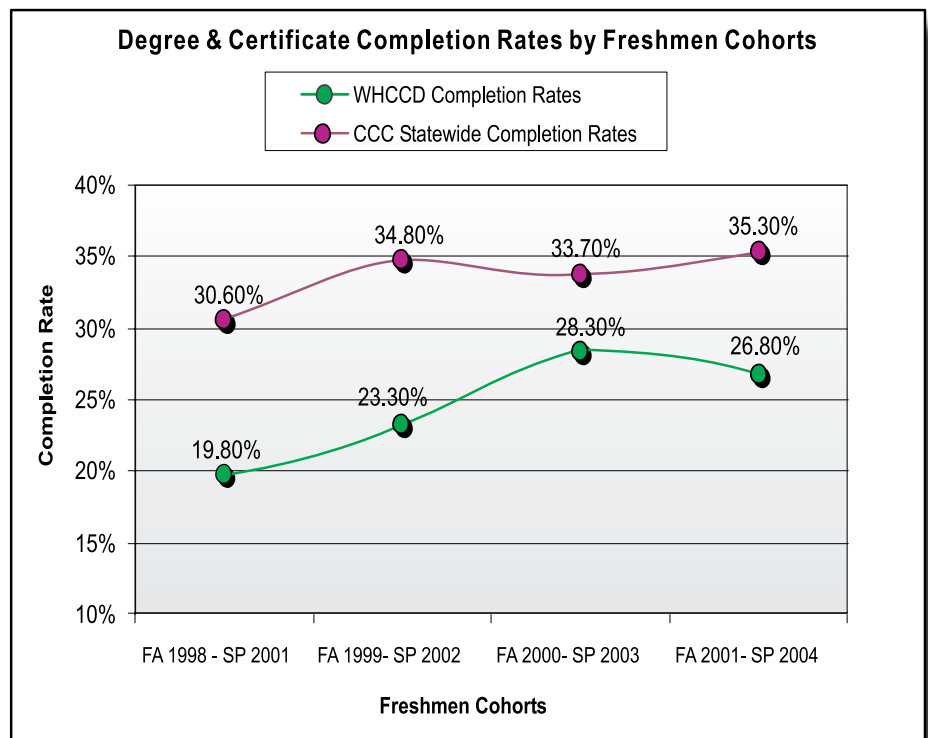
WHCCD will increase the number of awards (degrees and certificates) conferred.



During the 2001-2002 school year, West Hills Community College awarded 351 degrees and certificates. That number rose to 543 during the 2004-2005 school year. Focused efforts by the colleges are projected to increase the number of degrees and certificates awarded to graduating students by an additional 2.8% in 2005-2006.

Source: California Community College Chancellor's Office
 Note: Growth forecast based on past years' performance.

Since the 1998-2001 cohort, West Hills Community College District's completion rates have increased by 7%. Efforts will be made to continue the upward trend of these rates with the goal of maintaining them above the California Community College system statewide average.



Source: California Community College SRTK; WHCCD Data Warehouse
 Note: Cohort based on a group of first time freshmen who are enrolled full-time in a fall term and are seeking transfers. The tracking period of the cohorts is three years.

Strategic Goals

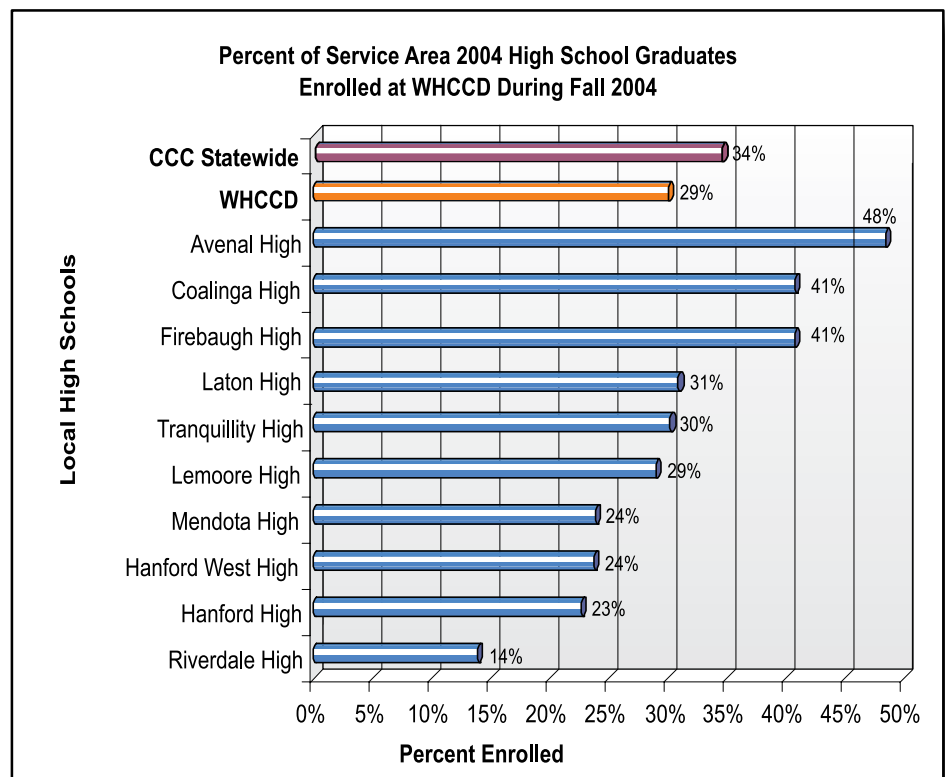
#5

West Hills Community College District will become the preferred choice of students through ongoing and active recruitment.

Objectives

- 5.1 WHCCD will establish a baseline and monitor or increase the number of college recruitment visits to local high schools.
- 5.2 WHCCD will conduct a study of students in local high schools and middle schools to test the students' knowledge of WHCCD.
- 5.3 WHCCD will work toward maintaining service area high school graduate participation rates above the California Community College participation rate.
- 5.4 WHCCD colleges will adjust student services, outreach and recruitment efforts as needed to maintain increased participation from local high school graduates.

The goal of West Hills Community College District is to be first in the minds of students as they consider their college options. We strive to meet or exceed the California Community College statewide percentage (34%) of high school graduates attending community colleges. We currently exceed that percentage in some area high schools. Our goal is to exceed that percentage in all of our area high schools.



Source: WHCCD Data Warehouse; California Community College Chancellor's Office
 Note: High school participation rates reflect the percentage of 2003-2004 high school graduates attending WHCCD in fall 2004.

Above all, the District maintains its commitment to our students, staff, faculty, Board members, community and stakeholders.

This Strategic Plan represents our commitment to continuous improvement as we strive to meet the ever changing needs of our students and communities. Above all, the District maintains its commitment to our students, staff, faculty, Board members, community members and stakeholders. This plan represents evidence of that commitment, and the means for us to hold ourselves accountable.

Our Strategic Plan must be seen as a “living document” to be revisited and modified as we progress toward our goals. To ensure that our plan evolves to meet the goals and mission of the District, the Board of Trustees developed Administrative Procedure 3230. This procedure requires a District Strategic Planning Committee to meet a minimum of three times each academic year, and calls for representation

from our Board of Trustees, District office staff, college and center staff, the Academic Senates, CTA, CSEA, students, and community and business members.

West Hills Community College District is committed to serving our community and providing access to higher education to all residents at a reasonable cost. We are proud of our 75-year history and we look forward to a bright future for all that we serve. This Strategic Plan will help us chart the course toward that success.



WHCCD Strategic Planning Retreat

September 8 and 9, 2005



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