

# WHCCD District Strategic Plan, 2021-26

*DRAFT July 2021*

## About the District Strategic Plan

The West Hills Community College District (WHCCD) Strategic Plan envelops broad strategies and goals for WHCCD over the next five years. As part of broader alignment with the California Community Colleges Chancellor's Office, WHCCD and both WHC Coalinga (including its North District Center) and West Hills College Lemoore have established goals that align with the Chancellor's Office's *Vision for Success* (see below). The strategies and core commitments presented here are intended to guide WHCCD in achieving the goals of the *Vision for Success*.

## WHCCD Mission

The West Hills Community College District, a trusted steward, actively engages, encourages, enriches and empowers students, faculty, staff, and communities to reach their full potential academically, socially, and economically.

## WHCCD Vision

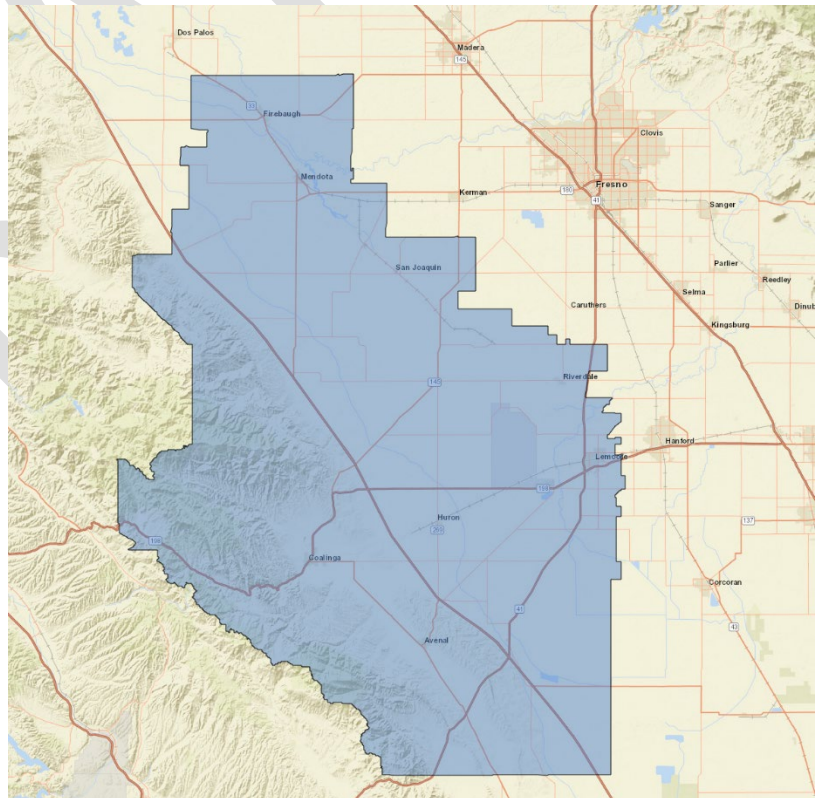
The relentless pursuit of student success.

## About West Hills Community College District

West Hills Community College District has provided access and educational attainment to communities in Fresno, Kings, San Benito, Madera, and Monterey counties since 1932.

The two-year, multi-college district serves nearly 3,500 square miles with colleges in Lemoore and Coalinga, the North District Center in Firebaugh, a District Office in Coalinga, three child development centers throughout neighboring rural communities, and the Farm of the Future facility at the north end of Coalinga.

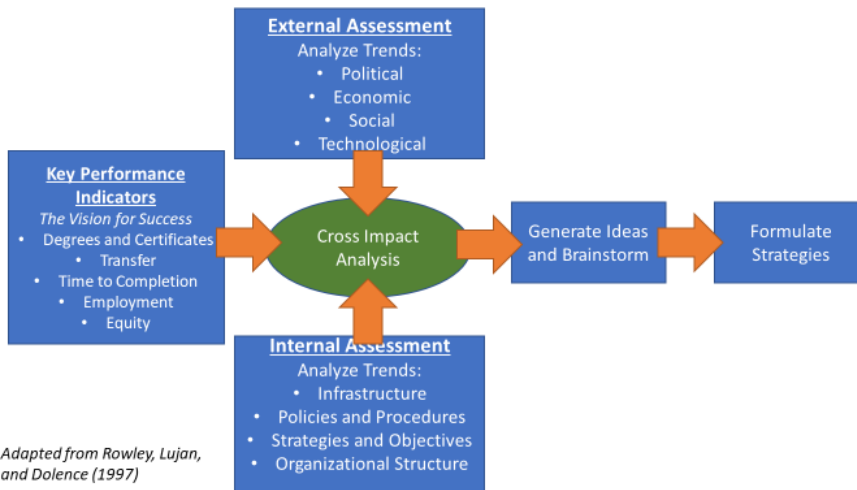
WHCCD has also continued its commitment to innovation. The District has earned three California Innovation Awards for Higher Education, a distinguished award created by the State Department of Finance as an incentive to increase completion rates and make college more affordable. They recognize California districts and colleges that help reduce the time it takes students to complete degrees and credentials, reduce the total cost of attendance for students, or do both.



## Strategic Planning Process

Work on the West Hills Community College District Strategic Plan for 2021-2025 has spanned two years, beginning with the formation of the District’s Strategic Planning Taskforce in 2018, with members representing administration, faculty, classified staff, and students from West Hills College Coalinga, West Hills College Lemoore, and the District Office. A complete list of current and past taskforce members is included in Appendix B.

Figure 1. Diagram of the Strategic Planning Engine planning process



The development of the District Strategic Plan followed a process known as the Strategic Planning Engine (Rowley, Lujan, and Dolence, 1997). Under this process, planning begins with identification and analysis of key performance indicators (KPIs) – in this case the goals of the *Vision for Success* – and proceeds through an examination of both internal and

external factors impacting the district’s ability to meet the goals of the Vision for Success.

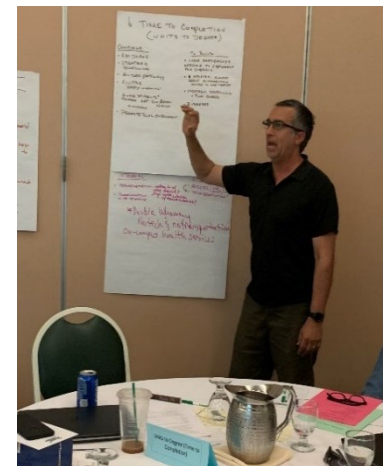
Simultaneously, both West Hills College Coalinga and West Hills College Lemoore engaged their college communities in setting goals for the Vision for Success, with these receiving approval from the Board of Trustee in spring 2019.

Development of the District Strategic Plan proceeded with activities to evaluate Internal and external inputs affecting the district, with analysis conducted by groups of administration, faculty, and staff during a series of District Leadership Retreats. These leadership retreat activities conducted in spring 2019 formed the initial basis for the District Strategic Plan.

In the time since this planning began, much has changed at West Hills

Community College District and in our world. Since planning began in spring 2019 West Hills, like much of the nation, has been

presented with immense challenges, notably budget crises, the Covid-19 pandemic, and a national reckoning on racial justice. These new developments have been taken into account throughout the planning process with the aim of developing strategies that are flexible and responsive to both the immediate and long-term needs of the district.



In fall 2020, administration, faculty, and staff districtwide were surveyed on these draft strategies and core commitments. Responses were overwhelmingly positive, with 80% or more agreeing or strongly agreeing that each of the four draft strategies should be included as part of the District Strategic Plan. The highlighted areas listed with each strategy below were collected and synthesized based on the input received in this survey.

Throughout the strategic planning process, college and district constituencies were engaged, including visits to student government meetings and participation by student leaders, college Academic Senates, and key governance committees at each college.

Figure 2. Word Cloud generated from May 2019 Leadership Retreat Activity



## Relationship of District and College Strategic Plans

This plan focuses on the district’s dual roles of leadership and support in relation to the colleges, with the district and college strategic plans all aligned to support the goals of the California Community Colleges Vision for Success.

In the 2020-21 year, each college set to formulating its own College Strategic Plan in alignment with the goals of the Vision for Success and the Strategies and Core Commitments presented here. College plans will be responsive to the local needs of each college’s students, employees, and communities, while ensuring alignment to the Vision for Success and the WHCCD’s own vision of “the relentless pursuit of student success.”

As the District Strategic Plan is implemented, individual district departments will identify linkages to the goals, strategies, and core commitments of this plan through the district program review process.

## 5+4+3: Goals, Strategies, and Core Commitments

**Where do we want to go?** 5 Goals: The *Vision for Success*

**What are we doing to do to reach these goals?** 4 Strategies

**What do we need to consider as we carry out these strategies?** 3 Core Commitments

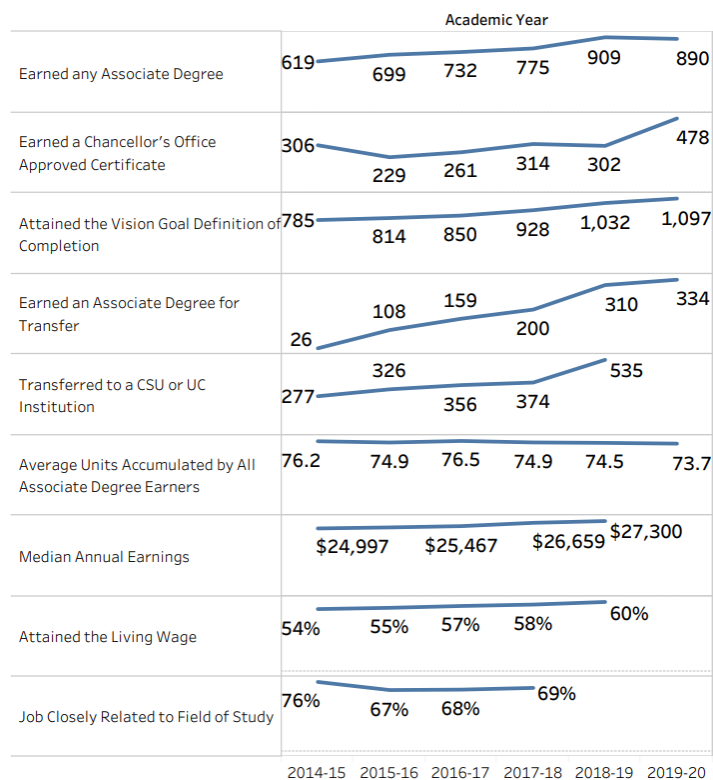
### 5 Goals: The Vision for Success

The District's goals have been set at the college-level and are aligned to the goals of the California Community Colleges *Vision for Success*, focusing on increasing student achievement in the following five areas:

1. Completion of degrees and certificates
2. Transfer to four-year institutions
3. Lowering cost and time to completion
4. Preparing students for employment
5. Reducing equity gaps among underrepresented student groups

College level metrics and goals are presented in Appendix A.

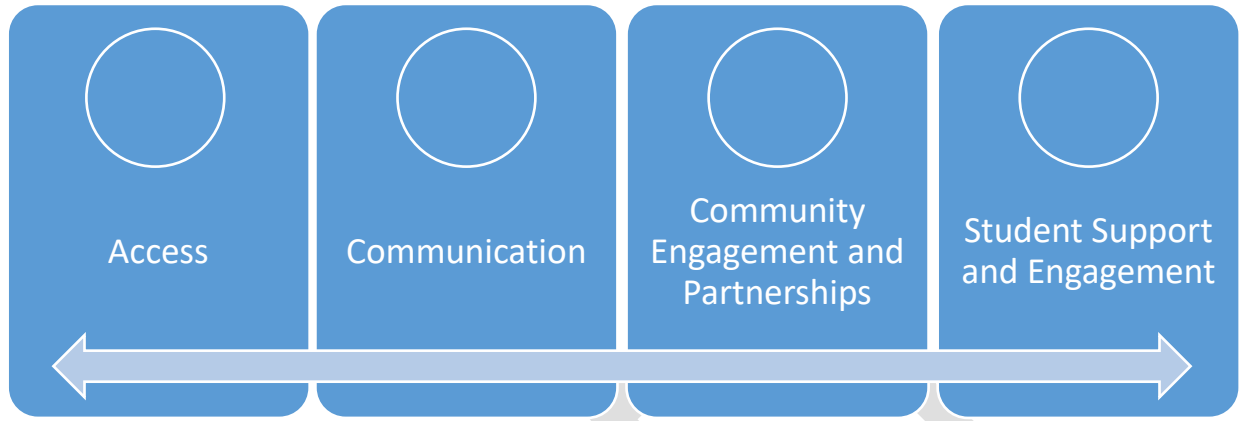
Figure 3. District progress in the Vision for Success metrics, 2014-15 to 2019-20





## 4 Strategies

These strategic priorities define the focus of West Hills Community College District for the next five years and highlight the need for the district to grow, adapt, and change in order to remain responsive to needs of students, employers, and our community.



### 1. Access

- Students' access to higher education should not be dictated by finances, location, or circumstance. WHCCD will ensure that the opportunity to pursue and complete higher education is open to all.

### 2. Communication

- Our success as a district depends on how well we can communicate with our students, our community, and among ourselves. WHCCD will strengthen and establish these lines of communication, focusing especially on reaching and listening to our employees and to our diverse student population.

### 3. Community Engagement and Partnerships

- Engagement with our communities and our partners is critical to the success of West Hills Community College District. Through partnerships and community engagement, WHCCD will extend its reach and its resources to advocate for and expand the opportunities available to our students.

### 4. Student Support and Engagement

- Student success is core to WHCCD's Mission and Vision and to the Chancellor's Office Vision for Success. WHCCD will support and engage students inside the classroom through quality instruction and outside of the classroom by ensuring that students have the support and resources, both academic and non-academic, that they need in order to succeed.

### 3 Core Commitments

**These core commitments are expected to be integrated into the work of the district and colleges in addressing the strategies listed above.**

#### **A. Fiscal Sustainability**

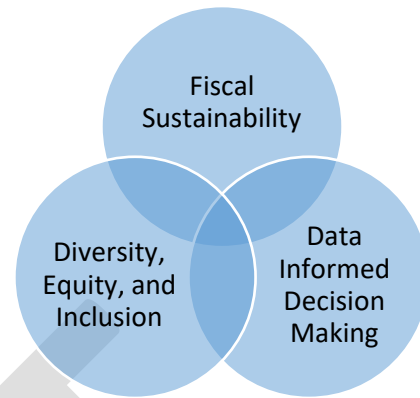
- In order to meet our goals for the Vision for Success, our district and colleges must have access to the necessary fiscal resources and support. Prudent fiscal planning, advocacy, and transparency are critical to the success of the district and its students.

#### **B. Diversity, Equity, and Inclusion**

- WHCCD must work toward the elimination of equity gaps in student learning and achievement, particularly among traditionally underrepresented and minoritized students, recognizing that diversity, equity, and inclusion can only be achieved through sustained, deliberate, and systematic effort.

#### **C. Data Informed Decision Making**

- In order to drive genuine and substantive change, decision making at West Hills must be grounded in evidence and data. WHCCD must continue to emphasize data use, literacy, and capacity as it strives to meet its goals.



## References

Rowley, D. J. (1997). *Strategic Change in Colleges and Universities: Planning to Survive and Prosper*. Jossey-Bass Higher and Adult Education Series. Jossey-Bass Inc., 350 Sansome St., San Francisco, CA 94104.

Foundation for California Community Colleges (2019). *Vision for Success: Strengthening the California Community Colleges to Meet California's Needs*.

[https://foundationccc.org/Portals/0/Documents/Vision/VisionForSuccess\\_web\\_2019.pdf](https://foundationccc.org/Portals/0/Documents/Vision/VisionForSuccess_web_2019.pdf)

West Hills Community College District (2016). Strategic Plan: 2016-2020.

<https://westhillscollge.com/district/about/documents/2016-2020-strategic-plan.pdf>

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## Appendix A

College Goals and Data for the Vision for Success Goals (data current as of March 2021)

Locale Name	Metric Heading	College Goal 2021-2022	Metric Description	Academic Year					
				2015	2016	2017	2018	2019	2020
West Hills College Coalinga	1A	360	Earned any Associate Degree	230	235	276	277	347	304
	1B	260	Earned a Chancellor's Office Approved Certificate	279	193	200	240	262	129
	1C	450	Attained the Vision Goal Definition of Completion	387	326	351	378	444	372
	2A	72	Earned an Associate Degree for Transfer		32	45	43	101	104
	2B	264	Transferred to a CSU or UC Institution	144	190	208	196	326	
	3A	75	Average Number of Units Accumulated by All Asso..	80	77	79	78	74	75
	4A	\$24,420	Median Annual Earnings	23,937	24,371	24,827	28,090	28,228	
	4B	57%	Attained the Living Wage	53%	53%	54%	59%	61%	
	4C	98%	Job Closely Related to Field of Study	90%	77%	68%	76%		
West Hills College Lemoore	1A	771	Earned any Associate Degree	393	466	458	499	563	589
	1B	131	Earned a Chancellor's Office Approved Certificate	27	36	62	75	40	350
	1C	853	Attained the Vision Goal Definition of Completion	408	497	504	553	590	729
	2A	385	Earned an Associate Degree for Transfer	22	76	114	157	209	230
	2B	322	Transferred to a CSU or UC Institution	218	257	274	311	365	
	3A	73	Average Number of Units Accumulated by All Asso..	76	74	76	73	75	74
	4A	\$24,813	Median Annual Earnings	25,137	25,556	25,652	25,830	26,760	
	4B	58%	Attained the Living Wage	55%	57%	58%	57%	60%	
	4C	80%	Job Closely Related to Field of Study	64%	63%	67%	67%		

\*Goal #5 Reduce Equity Gaps is not tracked with a single metric; instead it is tied to a call for equitable outcomes for all student groups across metrics. Additional details on equity goals and activities can be found in each college's Student Equity and Achievement (SEA) Plan.

- [West Hills College Coalinga SEA Plan](#)
- [West Hills College Lemoore SEA Plan](#)



## Appendix B

### District Strategic Planning Taskforce Members

- Callie Branan, Coordinator of Special Grants - Veterans Upward Bound (WHC Lemoore)
- Norma Carpenter, Program Assistant (WHC Coalinga)
- Kyle Crider, Director of Accreditation, Research, Institutional Effectiveness, and Planning (WHCCD)
- Leslie Flaming, Research Analyst, (WHCCD)
- Tiffani Gonzales, Counselor, West Hills College Lemoore
- Tiffany Hernandez, Financial Aid Advisor, (WHC Lemoore)
- Austin Hoffman, Student (WHC Lemoore)
- Shawn Jackson, Math Faculty (WHC Lemoore)
- Amber Myrick, Director of Marketing (WHCCD)
- Alex Perez, Executive Director of WHCCD Foundation (WHCCD)
- Dara Ramos, Research Assistant (WHCCD)
- Gracelda Scott, Student (WHC Coalinga)
- Jeff Seed, Director of IT Infrastructure and Security (WHCCD)
- Ken Sowden, Math Faculty (WHC Coalinga)

### Past Members

- Brianna Alvarado, Student (WHC Coalinga)
- Ricardo Barajas, Student (WHC Lemoore)
- April Betterson, Director of Title IV Projects (WHC Coalinga)
- Adrian Brewster, Student (WHC Coalinga)
- Mali Flood, Director of Financial Aid (WHC Coalinga)\*\*
- Emmanuel Lopez Mendoza, Student (WHC Lemoore)
- Austin Minter, Student (WHC Lemoore)
- Jose Olvera, Student (WHC Coalinga)
- Wyatt Pina, Student (WHC Coalinga)
- Alma Rangel, Student (WHC Coalinga)
- Sarah Shepard, Business Faculty (WHC Coalinga)
- Linda Thomas (WHCCD)\*\*
- Sue Warner (WHCL)\*\*

\*\* Former WHCCD Employee