



Research Brief

Summary of the Suggestions Received as a Result of the 2013 Environmental Scan Presentation

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Purpose of Brief

The purpose of this brief is to summarize the feedback received on the results from the environmental scan, to develop an implementation plan, and to track the progress of implementing the suggested ideas.

Summary of Suggestions

- Five themes were identified: outreach and marketing, curriculum changes, diversity of section offerings, new programs, and research
- Outreach and Marketing
 - K-12
 - Returning students
 - Hispanic students
- Curriculum
 - ESL
 - Alternative teaching methods
 - Career and teaching pathways
- Section Offerings
 - Night, weekend, and DE
 - Offering sections/programs so students can work
- New Programs
 - High dollar
 - High likelihood of employment
- Research
 - Why are community college students more likely to choose to attend other community colleges?

Overview

The [2013 Environmental Scan](#) was completed in October of 2013. A [summary of the results from the Scan](#) have been presented to numerous constituencies on campus including the SSEEM Committee, the Chairs Council, the All Student Services Meeting, the Managers, and the Academic Senate. At each of the meetings, feedback was collected and is summarized here. The purpose of this brief is to summarize the feedback received on the results from the environmental scan, to develop an implementation plan, and to track the progress of implementing the suggested ideas. The Crafton Council will develop an implementation plan and continuously review each suggestion. Future reports will track the progress made on each suggestion.

Methodology

The feedback received was divided into the areas of the presentation: demographics, psychographics, employment, and market share information. Tables 1.1 – 1.5 include the suggestions received after Crafton discussed the demographic characteristics (i.e.: population size, ethnicity, age, income, and education level) of Crafton's service area. Tables 2.1 – 2.2 include the suggestions received after Crafton discussed the two most common group profiles in Crafton's service area: Espaniola and Urban Cliff Climbers. Crafton's service area consists primarily of Hispanic neighborhoods where the population has some high school to little-to-no college education. The second group consists of Urban Cliff Climbers who are primarily characterized by the following truism: "...you don't have to be rich or have a college education to live a relatively good life." Tables 3.1 – 3.5 include the suggestions received after Crafton discussed the following service area employment characteristics: employment, employers, occupations, commute time, and unemployment. Table 4.1 includes the suggestions received after Crafton discussed its market share or the number of community college students that attend Crafton in its primary service area. For a more detailed description of the psychographics and the information share with the Crafton community, please click on the following link: [Reading the Tea Leaves, Analyzing the 2013 Environmental Scan Data](#).

Findings

In reviewing the suggestions received as a result of the presentations on the 2013 environmental scan results, five themes were identified: outreach and marketing, curriculum changes, diversity of section offerings, new programs, and the need to gather more information to further inform decision making. The outreach and marketing suggestions involved outreach to K-12 students, returning and older students, and Hispanic students. The marketing for each of these groups would be tailored specifically to what was identified in the environmental scan. The suggestions around curriculum involved developing an ESL program, examining how we teach and alternatives for teaching, and career and transfer pathways. In addition, the career pathway suggestion also included developing partnerships with employers and creating internships. The diversity of section offerings included suggestions that involved increasing night, weekend, and distance education section offerings as well as offering more sections and programs so that students could work at the same time that they are enrolled in courses. The fourth theme included suggestions to create and develop new programs that would be of interest to the population in Crafton’s service area, be high dollar occupations, and provide a higher likelihood of employment. The final theme involved conducting additional research to learn more about why community college students in Crafton’s core service area are not choosing to attend Crafton at the same rate as other community colleges.

Table 1.1: Suggestions for Addressing the Population Size Characteristics Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Look exclusively at data for CHC’s top feeder high schools and partner with K-12 to increase college-going rate employing target marketing strategies	Currently the President and President’s Cabinet is working on applying for Title V Coop grant and on creating a middle college high school. Also addressed through EAP, Common Core, SOAR, Left Lane, and increase in marketing budget and activities.	Ongoing
Focus more on returning students. Older student becomes highly important. Need to focus on non-traditional (age, working).	The Resource Development Assistant Director is reaching out to students who are almost finished. In addition, implement target marketing approach to Urban Cliff Climbers. Explore having specific office for returning students. The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	Ongoing
Focus more on adult education. Pipeline for GED and apply for aid. Market to H.S. dropouts-Adult Ed.	The President’s Cabinet is currently working on a plan for implementing AB 86. The purpose of which is to provide grant funds to regional consortium to create and implement a plan to better provide adults in the region with the following: elementary and secondary basic skills including classes for HS diploma or equivalency, ESL, educational programs for adults with disabilities, and short-term career technical education programs with high employment potential, and programs for apprentices. Crafton is also exploring how we can provide basic skills to students that align with English and math curriculum.	Ongoing
Swirling online. Mobile population.		

Table 1.2: Suggestions for Addressing Ethnicity that was summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Outreach needed to Hispanic populations. Support for women: My family doesn't want me here.	Currently being implemented by Title V Transfer Prep grant and Title V STEM grant. In addition, also a component of the Title V Coop grant. VPSS will explore the development of bi-lingual materials. The President will continue to explore and implement activities like Family Fest. Use results from Title V Transfer Prep grant to inform program development.	Ongoing
ESL-Target parents. ESL may serve others than Hispanics.	The President's Cabinet is currently working on a plan for implementing AB 86. The purpose of which is to provide grant funds to regional consortium to create and implement a plan to better provide adults in the region with the following: elementary and secondary basic skills including classes for HS diploma or equivalency, ESL, educational programs for adults with disabilities, and short-term career technical education programs with high employment potential, and programs for apprentices. Crafton is also exploring how we can provide basic skills to students that align with English and math curriculum.	Ongoing
How do we teach our classes? Keep Hispanic students: talking to families. Traditional ethnic groups are at risk: less college in family and 7% first generation. Don't get support at home and need here. EOPS and ESL.	SSEEMM Committee is exploring. VPSS and Student Life developing Spanish Language Parent orientation. Also includes Family Fest and Title V Coop grant application described above.	Ongoing
Ethnic make-up of faculty and staff	SBCCD Chancellor HSI Advisory Committee examining recruitment efforts.	Ongoing
Resource planning-student services		
Get message across how important education is and outreach.	The Marketing Director will develop approach for communicating how important education is in marketing materials. The Title V Coop Grant will specifically focus on outreach.	Ongoing

Table 1.3: Suggestions for Addressing the Age Levels Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Marketing to individuals over age. Type of programs for older.	The Resource Development Assistant Director is reaching out to students who are almost finished. In addition, implement target marketing approach to Urban Cliff Climbers. Explore having specific office for returning students.	Ongoing
Develop curriculum		
Add ESL	The President's Cabinet is currently working on a plan for implementing AB 86. The purpose of which is to provide grant funds to regional consortium to create and implement a plan to better provide adults in the region with the following: elementary and secondary basic skills including classes for HS diploma or equivalency, ESL, educational programs for adults with disabilities, and short-term career technical education programs with high employment potential, and programs for apprentices. Crafton is also exploring how we can provide basic skills to students that align with English and math curriculum.	Ongoing
Need to increase previously scaled back evening programs. Alternative calendar and accelerated programs. Look 30 years old or older population, night, Saturdays, and online.	The VPI is currently working on expanding night offerings. The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings. The math Faculty are currently expanding accelerated programs.	Ongoing
Market outreach with feeder high schools	Currently the President and President's Cabinet is working on applying for Title V Coop grant and on creating a middle college high school. Also addressed through EAP, Common Core, SOAR, Left Lane, and increase in marketing budget and activities.	Ongoing
Veterans	A Veterans Center will be created LADM in 2016.	Ongoing
Older pop needs to refresh basic skills. Come in fearful and needs ways to help transition.	The Resource Development Assistant Director is reaching out to students who are almost finished. In addition, implement target marketing approach that older students can refresh basic skills. Explore having specific office for returning students. The President's Cabinet is currently working on implementing AB 86 (see more detailed description in Table 1.1)	Ongoing

Table 1.4: Suggestions for Addressing the Income Levels Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Notably, CHC service area has lower median household income than SBVC service area. Crafton needs to have an emphasis on financial aid.	The Director of Financial Aid will implement strategies to make more students aware of financial aid. For instance, financial aid blog and free lunch for students who apply.	Ongoing
Marketing to improve skills	The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students. In addition, implement target marketing approach that students can refresh basic skills.	Ongoing
Creative options for reducing cost of texts-instructors use older edition. Tablet with less expensive book options.	VPI is currently implementing Tablet initiative. In addition, English Faculty currently have mini-grant for e-books.	Ongoing

Table 1.5: Suggestions for Addressing the Education Levels Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Marketing to adult population for starting college or completion. Target the students 25 years old and older. Need to explain why come back to college. Market specifically to the 22% of adults 25 years old or older (Come get your degree or courses needed to transfer).	The Resource Development Assistant Director is reaching out to students who are almost finished. In addition, implement target marketing approach to Urban Cliff Climbers. Explore having specific office for returning students. The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	Ongoing
GED program and/or completion program. Look at non-credit classes. Need adult education for pathway to college.	The President's Cabinet is currently working on a plan for implementing AB 86. The purpose of which is to provide grant funds to regional consortium to create and implement a plan to better provide adults in the region with the following: elementary and secondary basic skills including classes for HS diploma or equivalency, ESL, educational programs for adults with disabilities, and short-term career technical education programs with high employment potential, and programs for apprentices.	Ongoing
Accelerated adult learning programs	The VPI is currently working on expanding night offerings. The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings. The math Faculty are currently expanding accelerated programs.	Ongoing
Adult pop and k-12 may be more prepared		

Table 2.1: Suggestions for Addressing the Psychographics of the Espaniola Population Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Customized marketing. Advance in career or market change. How do we target for instruction?	The Director of Marketing currently in progress of implementing and developing target and/or customized marketing.	Ongoing
Financial assistance and child care	The Director of Financial Aid will implement strategies to make more students aware of financial aid. For instance, financial aid blog and free lunch for students who apply. The Director of Marketing will market the Child Care Center.	Ongoing
CTE programs need to build ladders	The President is currently working on the following programs. Doing what matters for Jobs and the Economy? - Is a four pronged framework to respond to the call of our nation, state, and regions, to close the skills gap. The four prongs are 1.) Give priority for jobs and the economy, 2.) make room for jobs and the economy, 3.) promote student success, and 4.) innovate for jobs and the economy. WIBs-Employment Zones-Main role of WIB (Workforce Investment Board) is to direct funding to workforce develop programs. We have been asked to look at 6 focus areas to see if we have pathways: Health Care, Advance Manufacturing, It/Digital Media, Small Business, Logistics/Advanced Transportation, and Solar/Renewable Energy. We are involved with RCCD and MT. SJC to explore CTE pathways and SB 1070 which is designed to improve CTE pathways between high schools and community colleges. And hope to be partners with both.	Ongoing
Alternative ways of teaching	The VPI will align growth strategies with curricula strategies like Directed Learning Activities and accelerated curriculum.	Ongoing
Make it easy for them to go to school (e.g.: distance education, weekend courses, evening, University of Redlands 8 week model, accelerated curriculum, high immersion programs etc.).	The VPI is currently working on expanding night offerings. The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings. The math Faculty are currently expanding accelerated programs. The VPSS and VPI is currently working on developing online support services for tutoring and counseling.	Ongoing
More personalized Degree and/or Certificate programs.		
How do we motivate in class. More interesting classes.		
If you have college degree, better chance kids will want college. Target children.	Is a component of the Title V Coop grant. The President will continue to explore and implement activities like Family Fest.	Ongoing
ESL	Refer to AB86 reference in Table 1.1	Ongoing
EOPS successful. Have to prepare for college.	The VPSS and VPI are currently working on expanding the Left Lane Program.	Ongoing
Work six days a week, evenings, and Saturdays. Need to go to them.	The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings.	Ongoing
Need mentoring- More than just faculty. Will connect with others.	The Supplemental Instruction, tutoring, and master students all provide peer mentoring.	Ongoing

Table 2.2: Suggestions for Addressing Psychographics of the Urban Cliff Climbers Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Market skill development. More difficult group to market to. Enhance quality of life. What motivates them is money. Some in this group in math and hard Science (e.g.: chemistry). 90% of Geology majors fall into this. Evening and online programs need to make interesting. Offer what is interesting to them.	The Director of Marketing currently in progress of implementing and developing target and/or customized marketing. The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	Ongoing
Offer courses at businesses	The President's Cabinet is currently exploring Contract Education.	Ongoing
More online and evening courses	The VPI is currently working on expanding night offerings. The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings.	

Table 3.1: Suggestions for Addressing the Employment Information Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Program alignment with industries		
Develop new or expanded programs where lacking. Skill-based, career advancement programs (logistics, hotel management, etc.). We need to offer A.A. in Logistics.	The Academic Senate is currently working on i a process for implementing new programs. The President's Cabinet is currently exploring Contract Education. Refer to regional pathways in Table 2.1.	Ongoing
Need degrees to rise in these organizations		
More Allied Health programs		
Partnerships w/Cal Poly in Agriculture		
Strong internships	VPSS is currently working on implementing in the Career Counseling Center.	Ongoing

Table 3.2: Suggestions for Addressing the Employer Information Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Develop strategic partnerships with employers to provide contract education or industry-specific programs (customer service, healthcare, logistics, GIS, etc.). Contract Ed program with transition component-alignment.	The President's Cabinet is currently exploring Contract Education.	Ongoing
Resource development and alternative funding sources	Office of Resource Development an Grants	Ongoing
Customer service academy-How do we contextualize with other programs		
Online soft skills training-simple way to enhance employability of students		
Scaffold programs	The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	Ongoing
What are high dollar occupations that we can help them fill?	Identifying high dollar occupations will be a part of the process for developing new programs.	Ongoing
Need to focus on transfer to get high number of paying jobs	Transfer Center and Career Counseling	Ongoing
Every program we have should have option of work and transfer		
Partner with employers to do seminars. See vision of where can go provide internships. Keep building relationship with ESRI. Internships are more important than where got degree. What Certificates would these businesses need? Form partnerships.	Currently occurring in Career Counseling and in the Title V STEM Grant. The President's Cabinet is currently exploring Contract Education. The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	Ongoing

Table 3.3: Suggestions for Addressing the Occupational Information Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Is there a 2 year A.A. equivalent to develop		
How can we make more seamless to transfer into program	The President's Cabinet is currently working on a plan for implementing AB 86. The purpose of which is to provide grant funds to regional consortium to create and implement a plan to better provide adults in the region with the following: elementary and secondary basic skills including classes for HS diploma or equivalency, ESL, educational programs for adults with disabilities, and short-term career technical education programs with high employment potential, and programs for apprentices. Crafton is also exploring how we can provide basic skills to students that align with English and math curriculum. The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	Ongoing
Could start GIS.	GIS is currently being implemented by STEM.	Completed
Health/Science pathways	The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students. The STEM Grant is also currently working on.	Ongoing
Transfer pathways (business administration and health sciences)	The Transfer Center is working on transfer model curriculum.	Ongoing
Skills-based programs (health sciences, marketing, project management, GIS, etc.). New programs (geographic information systems, veterinary sciences, veterinary technology Program)	The Academic Senate is currently working on a process for implementing new programs. The President's Cabinet is currently exploring Contract Education.	
Talk regionally to make sure what competition there is	The President is currently working on the following programs. Doing what matters for Jobs and the Economy? - Is a four pronged framework to respond to the call of our nation, state, and regions, to close the skills gap. The four prongs are 1.) Give priority for jobs and the economy, 2.) make room for jobs and the economy, 3.) promote student success, and 4.) innovate for jobs and the economy. WIBs-Employment Zones-Main role of WIB (Workforce Investment Board) is to direct funding to workforce develop programs. We have been asked to look at 6 focus areas to see if we have pathways: Health Care, Advance Manufacturing, It/Digital Media, Small Business, Logistics/Advanced Transportation, and Solar/Renewable Energy. We are involved with RCCD and MT. SJC to explore CTE pathways and SB 1070 which is designed to improve CTE pathways between high schools and community colleges. And hope to be partners with both.	Ongoing
Find ways to share with students; Money attached to career	The Director of Marketing is currently working on this. Also, the Career Counseling Center and Gainful Employment reporting requirements include this information.	Ongoing

Table 3.4: Suggestions for Addressing the Commute Time Information Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Evening, weekend, and distance education classes		
When schedule night classes. Weekend college-Cohort based	The VPI is implementing the growth strategy to address and the time blocks.	Ongoing
Provide access to Campus Centers and services at night and on the weekend.		
How many take the bus	The Office of Institutional Effectiveness, Research, and Planning will identify the percent of students who take the bus to Crafton.	

Table 3.5: Suggestions for Addressing the Unemployment Information Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Enrollments are countercyclical to general economic indicators such as unemployment. As a result, enrollments will most likely decrease as the economy improves.	The VPI is currently working on expanding night offerings. The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings. The Marketing Director will develop approach for communicating how important education is in marketing materials.	Ongoing
Unemployment in SB/Riverside counties tend to be higher than national averages allowing for additional marketing to unemployed to go to college. Extend federal unemployment benefits have not been extended, and long-term unemployed persons may be looking to go to school to supplement their income with financial assistance.	The Marketing Director will develop approach for targeting the unemployed.	
Create programs where students can work.	The VPI is currently working on expanding night offerings. The President's Cabinet is also working on a growth plan that involves diversifying schedule offerings. Also consider when implementing new programs.	Ongoing

Table 4.1: Suggestions for Addressing the Market Share Information Summarized in the Environmental Scan.

Suggestions	Implementation Plan	Progress
Focus more on returning students	The Resource Development Assistant Director is reaching out to students who are almost finished. In addition, implement target marketing approach to Urban Cliff Climbers. Explore having specific office for returning students. The Leading from the Middle Academy 2.0 is currently exploring creating and developing educational and career pathways for Crafton students.	
Marketing in service area about local college option. Lack of marketing. How we promote ourselves after on probation, need to promote.	The Director of Marketing is currently engaged in this marketing campaign.	Completed and Ongoing
Additional research required to find out why community college students are not coming to Crafton (e.g.: small programs, student athletic programs, not a comprehensive college, transportation, people don't know about Crafton, etc.). Perception in Redlands schools that students are settling. 50% in Redlands off community college survey; why aren't they coming here.	The Office of Institutional Effectiveness, Research, and Planning will develop a research plan for assessing why community college students are less likely to attend Crafton. The VPI is currently working on offering classes in Redlands Unified High Schools.	Ongoing
Survey why students left when they leave (e.g.: small programs, student athletic programs, not a comprehensive college, transportation, people don't know about Crafton, etc.)	The Office of Institutional Effectiveness, Research, and Planning will develop a research plan for assessing why Crafton students leave.	
Student perception of CHC within Redlands School District is that it is a good school.		