The annual CPT retreat was held on campus in Pico Hall 101 (8:30am—1:00pm).

1. Overview of Planning; Including Timelines of Major Plans (B. Gribbons)
   a. Dr. Gribbons welcomed the retreat attendees and guest speakers for the morning.
   b. He reviewed the major planning documents produced by the College, including the Strategic Plan, the Educational Master Plan, the Technology Plan, Student Equity Plan, EEO Plan and others. Many of the major plans are produced on a 3-year cycle.
   c. Dr. Gribbons stressed the importance of academic and administrative program reviews in the strategic planning process. The departmental goals and accomplishments called out in departmental program review will feed directly into the overall Strategic Plan.

2. Review of CPT Planning Themes Since 2008 (D. Fiero)
   a. Diane Fiero briefly reviewed the last two CPT Themes. She distributed a handout with the wording of the previous and current theme and an explanation for the tradition of CPT themes. The themes offer a way for the college to focus goals, develop, acknowledge and celebrate activities and programs.
   b. The current theme report is available on the CPT website. It will be rolled into program reviews and into the Master (should be Strategic?) Plan.

3. Panel Presentations:
   a. Jonas Peterson (Targeted Industry Survey and Enterprise Zone)
      i. Jonas represents the Santa Clarita Valley Economic Development Corporation (which is a little more than a year old). Jonas expressed his appreciation for the quality of leadership in the SCV, which has supported the SCV EDC.
      ii. The SCV EDC is the only significant program remaining in California. It has expanded from a City project to cover the entire Valley.
      iii. 2010 was a big year for the group, entailing lots of behind the scenes program planning and development.
      iv. On April 28 the SCV EDC will hold and Economic Forecasting/Real Estate event.
      v. The group has developed a strong web presence.
      vi. A GIS system has been implemented, which will enable site selection, demographic studies, track businesses online and serve as a tool to attract venture capital.
      vii. One of the key goals is to push development to unincorporated areas of the Valley.
      viii. Jonas presented the Market Assessment and Target Industry Report (linked to the CPT web site). Some highlights:
            1. The report was prepared by an outside consulting group using a set of benchmark communities in California (and one in Arizona);
2. We are competitive with benchmark communities in California; not competitive with our out-of-state comparison community;
3. A large part of our population is in the desirable age range of 25-44;
4. Our median income is higher than any of the benchmark communities (including San Francisco).
5. Our education level is high, but not the highest among the benchmark communities.
6. Among the challenges faced by the Santa Clarita Valley are attracting venture capital, developing regional public research and development efforts, and developing more jobs that will keep the people that live here working here.
7. The group will improve our economic outlook by concentrating on developing target industry sectors.

ix. The six recommended target industries identified in the report are:
   1. Digital Media and Entertainment
   2. Aerospace and Defense
   3. Medical Devices
   4. Advanced Manufacturing
   5. Information Technology
   6. Tourism

x. Barry asked Jonas if there were any training implications from the Targeted Industry Analyses that stood out to him. Jonas will think about the question and get back to Barry.

xi. The question of “executive bias” against locating entertainment businesses was raised. Dianne thinks that it is likely that younger executives will be more open to relocating in the SCV. The current bias may be age-related; stemming from ignorance of the rapid development that has taken place here.

xii. Dena Maloney asked how other cities attract venture capital. Jonas answered that often venture capital firms look for businesses located close to their home offices.

xiii. Dianne noted that Al Mann funds his own research now. We should try to attract government money for clinical trials as a hedge against the time when Al Mann may no longer be in charge of his companies.

xiv. Russ Waldon asked about the outlook for the Aerospace industry. Jonas answered that it is contracting in general, but holding its own in our region.

b. Jim Backer and Glenn Adamick (Canyon Country Development)
   i. Jim Backer and Steve (Valenziano?), JSB Development, shared information about the Vista Canyon planned community currently under development. The location is off the 14-north, close to the Santa Clara riverbed in Canyon Country (near Jake’s Way).
   ii. The mixed-use community will feature single and multi-family housing; retail space, office space, a large park, a hotel, and a network of walking/riding trails.
iii. The developers have consulted with local community groups repeatedly to address their concerns. The plans for the development have been modified in response to community concerns and suggestions. Community desires included restaurants, a hotel, a specialty market; corporate jobs, a park, trails, mixed development housing, reduced building heights and architectural design that honors local heritage.

iv. The design philosophy for the project is:
   1. Commitment to local history
   2. Addressing community needs
   3. “Smart” community design
   4. Environmentally friendly/sustainable development
   5. Creation of an important place

v. The aim is to put jobs and people close to each other. Approval of this project will depend on creating an acceptable job/housing ratio. The City requires the creation of two jobs per housing unit. The developers hope to attract major employers like Princess Cruises and other employers that draw a high percentage of their labor force from the Antelope Valley.

vi. The entire project will be about one mile long. Residents will be able to walk anywhere in the community and will be able to take advantage of a relocated Metrolink station inside the development.

vii. Dena Maloney asked if the developers have considered adding an amphitheatre to the plan. Jim answered that an outdoor performance area is a planned part of the nature center by the riverbed.

viii. Diane Stewart asked about child care centers. Jim answered that they are part of the plan.

ix. Russell Waldon asked about the project timeline. Jim answered that groundbreaking is planned for next year, but might take longer depending on the permitting process. The housing portion of the project will take two-three years to complete; the commercial development will take longer.

c. Jason Crawford (Economic Outlook for SCV)

i. Jason presented information on the state of the Santa Clarita economy and the City’s role in economic development.

ii. He echoed Jonas Peterson’s comment that we are house-rich and job-poor. One-half of resident workers have to leave the Valley for their jobs.

iii. The City is requiring that development projects have to create jobs as a condition of approval.

iv. Jason covered the City’s three-part economic strategy:
   1. Jobs/housing balance
   2. Retail/restaurant development
   3. Economic Wealth (external monies)

v. The City’s business attraction campaign includes an Enterprise Zone and a series of SC Business one-minute videos. In addition, SC was featured in a Southwest
Airlines magazine recently and is now going to be featured in a US Airways magazine (next month).

vi. The City’s retail and industrial occupancy rates are rising. The vacancy rate has dropped from 7% to 4%. In a time when many car dealers are contracting their businesses, we have added car dealers to our auto center.

vii. Unemployment is at 7.8% in the SCV, higher than our normal 3%, but much lower than other areas in Southern California.

viii. The City’s 21-point business plan includes a business-building $21 million in federally-secured stimulus funds.

ix. The recent $130 million mall expansion is complete.

x. Jason talked about the impacts of Film and Tourism on the City’s economy.

1. The Disney project and other back-lot projects in development will have a huge impact on the local economy.

2. Tourism provides two of our largest local employers: Magic Mountain and Princess Cruises.

3. The City is trying to attract more major “events” to the area (such as the AMGEN race, ATT Golf Tournament, and Cowboy Poetry Festival) because they bring lots of dollars to the city through food, lodging, rentals, and other costs.

4. The City also works to attract television shows to the area for long-term arrangements, which bring a steady source of income to the City over several years (as opposed to one-day movie and TV shoots). Over the years, a television show that shoots locally will hire more and more local people each year.

5. Santa Clarita is the only city to have a Film Incentive Program in place, which rebates part of filming costs to the production companies that choose to use the SCV.

xi. Jason finished by listing the six new businesses (creating 750 jobs locally) that have been attracted by the 21-point business plan for progress (including Quillion, Quest, and Advanced Bionics).

d. Dianne Van Hook (Commission on the Future Report)

i. Due to the morning presentations running long, Dr. Van Hook made only a brief comment about the report of the Commission on the Future, so that the Team could segue into the small group work planned for the morning. She has shared comments about the report at a couple of recent meetings (FLEX presentation and Administrative retreat).

ii. Dianne’s key concern, arising from the Commission’s Report, is the poor rate of success (retention, persistence to educational goals, etc.) that is plaguing the CCCs now. She would like the upcoming strategic planning sessions to focus on this concern. Dianne mentioned the example of the high percentage of students that don’t complete the grad-check and therefore don’t get their A.A.s or certificates, even though they’ve completed all the requirements.
iii. She suggested that we try to find the people in that situation and help them complete the necessary paperwork to get their degrees/certificates. We need to communicate to them the importance of attaining their degrees.

iv. Dianne is also worried about the effect of the proposed 100-unit limit for community college students that are seeking retraining after a break from school.

4. Review Accomplishments by Strategic Goal (all)
   a. The Team sat at tables together based on their interest in working on a particular Strategic Goal. Each table was provided with a handout with the current wording of the Strategic Goal; the teams brainstormed a list of 5-6 key objectives for their assigned goal.
   b. The teams reported out to the whole group. The results were collected by Dr. Gribbons for compilation.

5. Data Review (B. Gribbons)
   a. Dr. Gribbons distributed a booklet from the California LAO called Cal Facts. An online version of the booklet will be linked to the CPT website. The booklet addresses many recent changes in California demographics and current budget/economic facts.
   b. Barry walked the retreat participants through the document Data Review for Strategic Plan. The Data Review brings together statistics and reports that should be of interest to the campus community as we complete academic and administrative program reviews.
   c. The Data Review is linked to the CPT website.
   d. The first section of the Data Review is tables listing jobs by level of education required and giving the numbers of openings for those jobs, hourly wage levels, etc. The tables have local Santa Clarita Valley data, state data, and national data.
   e. The Data Review also recaps the results of the 2010 Annual Student Survey. Dr. Gribbons covered some of the key findings of this survey that will inform strategic planning, such as the ethnic shift to 35% Latino students.
      i. Another important finding is that 67% of our students work (most part-time).
      ii. The most important perceived barrier to student success at COC is the lack of available course sections (at the time of day when the student wants to take the course). Dianne would like the survey to go into more detail on this question. Were you able to enroll in any section of the class you need? Were you able to enroll in the class you need at the time/day you wanted?

6. Discuss Changes to Goals for 2011—2014 (all)
   i. The small groups reconvened to make changes to their former lists, based on the data presented. The results were handed in to Dr. Gribbons for compilation.
   ii. Suggestions for changes to major goal statements:
      1. Call out Enrollment Management in the description of one or more goals;
      2. Call out SLOs in Teaching/Learning or Institutional Effectiveness; and
      3. Focus on “completion” (i.e. completion of educational goals, degrees, or certificates) in Teaching/Learning or Institutional Effectiveness.
7. Next Steps and Timeline (B. Gribbons)
   a. Take back the Goals that pertain to your area and make sure they are incorporated in
      your Program Review.
   b. Barry will send out a draft of the Strategic Plan before Spring Break; as you review this
draft, try to look at how the objectives can be balanced among the goals. Now there are
some goals that have very few objectives and accomplishments.
   c. Send your feedback to Barry before the summer break.
   d. The document will go to the PIO for editing and formatting over the summer. CPT will
have another chance to review the document before it goes to the Board for approval in
the fall.
   e. Dianne asked if there is a way that we can report to the campus community
electronically when an objective is completed. If someone could send an update once a
month concerning completed objectives, it would serve as a conversation starter.

The meeting adjourned at approx. 12:25pm.