CALIFORNIA COMMUNITY COLLEGES
MATRICULATION STRATEGIC PLANNING SURVEY RESULTS

September 2010

The Matriculation Strategic Planning Process
The Matriculation program in California Community Colleges (CCCs) is currently in a state of transition due to significant funding cuts during FY 2009-10 and legislative budget language allowing districts flexibility in implementing program mandates. The CCC Chancellor’s Office (CCCCO) initiated a Matriculation strategic planning process during the summer of 2010 in order to develop a new vision, mission and objectives. The goal of the strategic planning process is to map the future direction and goals of the program for 2010-2015. As part of the strategic planning process, the CCCCO conducted an online survey in early July, 2010 to solicit feedback from key stakeholders. This report summarizes the results of the online survey and provides a snapshot of the more common issues and comments we received in response to the open-ended survey questions.

Survey Design and Results
The survey was designed based on responses received from a preliminary, detailed, open-ended questionnaire sent to Matriculation Strategic Planning Committee members, which included Matriculation Regional Representatives, Chief Student Services Officers, Chief Instructional Officers, Counseling, Assessment, Admissions, Researchers, and other stakeholders. The survey consisted of 12 multiple choice questions. A link to the online survey was emailed to all college stakeholders in early July, 2010. Local coordinators, counselors, student service administrators, faculty and staff involved with matriculation provided responses that were essential to statewide efforts to plan for the future of the program and to re-examine how best to administer Matriculation program funded services to support student success. The results were used to inform discussions at a strategic planning retreat held on July 14-15, 2010. The results of the strategic planning retreat will be disseminated soon.

Below is a summary of the survey responses:

Number of Respondents: 120 of the 144 people who started the survey completed it.

1. What position do you hold at your college? (144 responses)

- Matriculation Coordinator/Director: 25.6% (36)
- Dean: 20.8% (30)
- Other (please specify): 19.4% (28)
- Counseling Faculty: 17.4% (25)
- Assessment Coordinator: 13.9% (20)
- Vice President of Student Services: 10.4% (15)
- Researcher: 7.6% (11)
- Admissions Officer/Director: 5.6% (9)
- Vice President of Instruction: 1.4% (2)
- Discipline Faculty: 1.4% (2)
2. Which **Matriculation region** is your college located in? (144 responses)

| Region 1 | 2.8% (4) |
| Region 2 | 7.6% (11) |
| Region 3 | 7.6% (11) |
| Region 4 | 10.4% (19) |
| Region 5 | 6.9% (10) |
| Region 6 | 6.3% (9) |
| Region 7 | 13.2% (22) |
| Region 8 | 16.0% (23) |
| Region 9 | 15.3% (22) |
| Other   | 6.3% (9) |

3. In your opinion, what are the core services the Matriculation Program should provide? (138 responses)

- **Assessment** 92.8% (126)
- **Orientation/pre-orientation** 89.1% (123)
- **Counseling & Advising** 89.1% (123)
- **Development of student ed plans** 38.5% (118)
- **Retention & intervention strategies for at risk populations** 73.9% (102)
- **Admissions process** 70.3% (97)
- **Assessment validation and student success research** 63.8% (88)
- **Follow-up services** 59.4% (82)
- **Transfer counseling and advising** 59.4% (82)
- **Probation & dismissal** 49.3% (68)
- **Transition support from non-credit to credit** 44.2% (61)
- **Prerequisite validation** 42.8% (59)
- **Career exploration** 33.3% (46)
- **Professional development** 21.7% (30)
4. What important elements of the Matriculation Program's purpose should be expressed in the mission statement? Respondents selected the top 3 concepts. (134 responses)

<table>
<thead>
<tr>
<th>Element</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide critical retention and persistence services.</td>
<td>79.9%</td>
<td>107</td>
</tr>
<tr>
<td>Support student success.</td>
<td>63.4%</td>
<td>93</td>
</tr>
<tr>
<td>Ensure that students have access to CCs.</td>
<td>46.3%</td>
<td>62</td>
</tr>
<tr>
<td>Support students' transition from HS to CC.</td>
<td>37.3%</td>
<td>50</td>
</tr>
<tr>
<td>Ensure equal education opportunity.</td>
<td>31.6%</td>
<td>49</td>
</tr>
<tr>
<td>Support’ transition from CC to 4-year or work.</td>
<td>31.6%</td>
<td>49</td>
</tr>
<tr>
<td>Ensure student equity.</td>
<td>22.4%</td>
<td>30</td>
</tr>
<tr>
<td>Other</td>
<td>3.0%</td>
<td>4</td>
</tr>
</tbody>
</table>

Other Elements to be expressed in the mission statement:
- Ensure the open access mission of the CCCs is maintained through the provision of standardized services, policies and procedures.
- Ensure equitable opportunities for admissions, assessment, orientation, counseling and follow-up support.
- Equip students with the decision making skills necessary to navigate college and make career and educational choices.
- Assist students in identifying educational goal, developing self advocacy skills, and understanding and utilizing the higher education systems for meeting their goals.
- Support students’ transition from CCC non-credit to credit programs.
- Assess student basic skills to determine appropriate course placement for academic success.
- Provide support services that are critical to student retention, persistence, and completion.
- Provide counseling on district resources and programs.

5. What makes the Matriculation Program unique and needs to be preserved? (132 responses)

<table>
<thead>
<tr>
<th>Element</th>
<th>Percentage</th>
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</tr>
</thead>
<tbody>
<tr>
<td>It serves ALL students and applicants</td>
<td>79.5%</td>
<td>105</td>
</tr>
<tr>
<td>It assists student in every stage of college, from pre-enrollment through...</td>
<td>75.5%</td>
<td>101</td>
</tr>
<tr>
<td>It integrates academic and student services</td>
<td>75.8%</td>
<td>103</td>
</tr>
<tr>
<td>It helps students meet their goals</td>
<td>56.1%</td>
<td>74</td>
</tr>
<tr>
<td>It supports undeclared, probationary, and basic skills students.</td>
<td>50.8%</td>
<td>67</td>
</tr>
<tr>
<td>It is a categorically funded program.</td>
<td>42.9%</td>
<td>54</td>
</tr>
<tr>
<td>It is based in adult learning and development research</td>
<td>20.5%</td>
<td>27</td>
</tr>
<tr>
<td>Other (Please specify below)</td>
<td>6.8%</td>
<td>9</td>
</tr>
</tbody>
</table>
Other aspects of Matriculation that are unique and need to be preserved.

- Matriculation follows students throughout their entire educational career.
- It links student services, instruction and research so that students can be successful.
- It supports the education of every person who desires to pursue an advanced degree.
- It supports persistence of students of color and immigrants.
- It provides core services and support so students are able to make better and more relevant choices.
- A student can seek access to any CCC and expect to have a similar experience with respect to applying, being admitted, completing assessment, receiving counseling services and assistance with registration.
- It is integrated into the college culture and fabric, has become a core college service and function.
- It is not based in silos but is institutional.
- It has provided the research and been the catalyst for instructional innovation.
- It supported the initial tracking of data and the foundation for Basic Skills & other initiatives.

6. Which of the following are Matriculation Program strengths? (130 responses)

- It serves all students: 83.1% (108)
- It has a defined set of cohesive, core services: 70.8% (92)
- It fosters collaboration among staff from instruction, student service...: 70.8% (92)
- It's practices are well-established and embedded in CCC culture: 65.2% (86)
- It has strong program mandates: 54.6% (71)
- It has categorical designation which provides funding only for...: 54.6% (71)
- It focuses on the access and success of underrepresented students: 53.1% (69)
- It has a basis in research: 53.1% (69)
- It has experienced, dedicated college practitioners: 42.3% (55)
- It has state-level guidance and leadership: 40.9% (53)
7. Which of the following are Matriculation Program weaknesses? Respondents ranked them in order of the significance of impact on the program, with "1" having the most significant impact and "12" having the least significant impact. (123 responses)

<table>
<thead>
<tr>
<th>Weakness</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding and budget cuts</td>
<td>2.5</td>
</tr>
<tr>
<td>Data and research</td>
<td>3.93</td>
</tr>
<tr>
<td>Counselor staffing</td>
<td>4.76</td>
</tr>
<tr>
<td>State-level advocacy, oversight or leadership</td>
<td>5.92</td>
</tr>
<tr>
<td>Communication &amp; collaboration</td>
<td>6.32</td>
</tr>
<tr>
<td>Complex, non-standard, or overly broad program definition</td>
<td>6.51</td>
</tr>
<tr>
<td>Lack of uniformity and authority in Matriculation coordinator duties</td>
<td>6.66</td>
</tr>
<tr>
<td>Funding weighted more for new students</td>
<td>7.13</td>
</tr>
<tr>
<td>Program oversight &amp; accountability</td>
<td>7.25</td>
</tr>
<tr>
<td>Inadequate training &amp; technical assistance</td>
<td>7.31</td>
</tr>
<tr>
<td>Inadequate, inefficient, and/or duplicative service delivery</td>
<td>7.42</td>
</tr>
<tr>
<td>Other (please specify below)</td>
<td>9.45</td>
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Other Weaknesses:

- Matriculation is not perceived as single program
- Research and funding are not linked
- Perception that the program is mandated by Legislature - no college ownership
- Categorical funding has a negative side:
  - General fund monies have "crept" away from student services.
  - It sends the message that funding is for a "special" group of students.
8. Which of the following do you believe present opportunities for the Matriculation Program to grow or expand? (126 responses)

- National & local research shows value of core services for student outcomes. 75.4% (95)
- Students have substantial need for program services. 69.0% (87)
- Statewide, low-cost placement tests to expand assessment. 65.9% (83)
- Matriculation increases understanding & collaboration with instruction & stdt serv. 65.9% (33)
- Better relationship between Legislative Analyst's Office and Matriculation is key. 54.0% (68)
- Streamlining service delivery through group & online services. 51.6% (65)
- Matriculation regional meetings for cross sharing and creativity. 47.6% (60)
- The ARCC report could include research about Matriculation program outcomes. 46.0% (58)
- Grant funding for the type of services offered by Matriculation. 24.6% (31)
- The change in CCCCO leadership is an opportunity for a new perspective. 23.8% (30)

9. Which of the following do you believe are threats to the Matriculation Program's ability to continue to provide core services? (123 responses)

- State budget cuts. 84.6% (104)
- Poor understanding of Matriculation and how it helps students among legislators and CCC stakeholders. 76.4% (94)
- District flexibility in spending categorical funds. Suspension of program mandates. 68.3% (84)
- Reduced district general fund support for college Matriculation services 68.3% (84)
- Overlapping categorical programs, especially for basic skills, create competition for funds. 54.5% (67)
- Lack of adequate research and/or dissemination of existing research. 52.8% (65)
10. In light of the Matriculation program's strengths, weaknesses, opportunities and threats, what are the most important steps state-level program administrators should take during the incoming year? Respondents selected the top three options. (124 responses)

- Mandate Services (Orientation, Assessment, Education planning, Counseling, etc.) 54.8% (68)
- Revise/clarify program mandates, & guidelines. Better define matriculation. 40.3% (50)
- Streamline service delivery. 39.5% (49)
- Improve research & data collection. Develop statewide research agenda, redefine measures of success. 37.1% (45)
- Revise funding formula. Link funding to data staffing, or support for continuing, as well as new students. 34.7% (43)
- Improve advocacy. Statewide marketing campaign. 33.9% (42)
- Prioritize 1st time or other students who urgently need services, or restructure based on core needs. 27.4% (34)
- Improve collaboration through statewide asscs, advisory & work groups, & exchange of best practices. 23.4% (29)
- Pursue grants and other funding or resources. 19.4% (24)
- Provide technical assistance through forums, symposia, workshops, best practices, etc. 14.5% (18)
- Establish a cohesive accountability system based upon an agreed upon vision and mission for matriculation. 12.1% (15)

Other top priorities for the incoming year:

- Improve internal & external advocacy (28)
- Establish stable, adequate state funding (25)
- Improve Research (24)
- Prioritize Matriculation components to core that work (Orientation, Assessment, Counseling, Education Plans (18)
- Strengthen and clarify mandates, guidelines & objectives (16)
- Improve communication & collaboration w/ field (15)
- Provide staff development & technical assistance (13)
- Create statewide, voluntary, electronic common assessment (10)
- Eliminate categorical flexibility for Matriculation (9)

11. Other comments that the Chancellor's Office and Matriculation Program Strategic Planning Committee should consider during the retreat:

- Better define Matriculation roles, services, & functions (4)
- Improve communication among stakeholders (2)
- Disseminate survey information (2)
- Decategorize funding (2)
- Improve research and success indicators (2)