

STRATEGIC PLAN | 2016-2020



WEST HILLS
COMMUNITY COLLEGE DISTRICT

LETTER FROM THE DISTRICT CHANCELLOR



Dear Friends,

This is our third strategic plan which provides a direction for us for the next five years. If you review our previous plans over the past decade, you will see a great deal of progress has been made by our staff on behalf of the students and communities we serve.

One of the many joys connected with working for the West Hills Community College District stems from our focus on setting and achieving goals and becoming a better institution.

At some organizations, a strategic plan is merely an activity that must be completed so it can sit on a shelf. At West Hills Community College District we take planning seriously; it is an integral part of our work plan and guides all our efforts for the next five years.

The planning process that we have worked through repeatedly over time has allowed us to become more introspective and innovative.

That innovative spirit was recently recognized by the Governor of California when he announced West Hills College was one of 14 recipients of the Governor's Award for Innovation in Higher Education. We were cited for our REG365 project, a unique option that permits our students to register for classes up to a year in advance. Using data from prior registrations and conferring with students, faculty and staff, we expanded our popular priority registration process in an unprecedented way. The exercise evolved into an action plan that is now serving as a national model for innovation in the United States.

One result of this innovative initiative work is a noticeable increase in degrees and certificates awarded, which demonstrates that students are achieving their educational goals by gaining employment or transfer credits.

Developing and deploying our strategic plan is a process that's built in to our organization. We strive to be trusted stewards of this institution, we welcome the challenges we face, and we promise to work to improve our communities and the lives of our students. Solid, informed planning is what makes it all possible.

On behalf of our students, faculty, staff and Board of Trustees, I thank you for your continued support.

Very truly yours,

A handwritten signature in black ink, appearing to read "Frank".

Frank Gornick, Chancellor
West Hills Community College District



Vision

*The relentless pursuit
of student success*

Mission

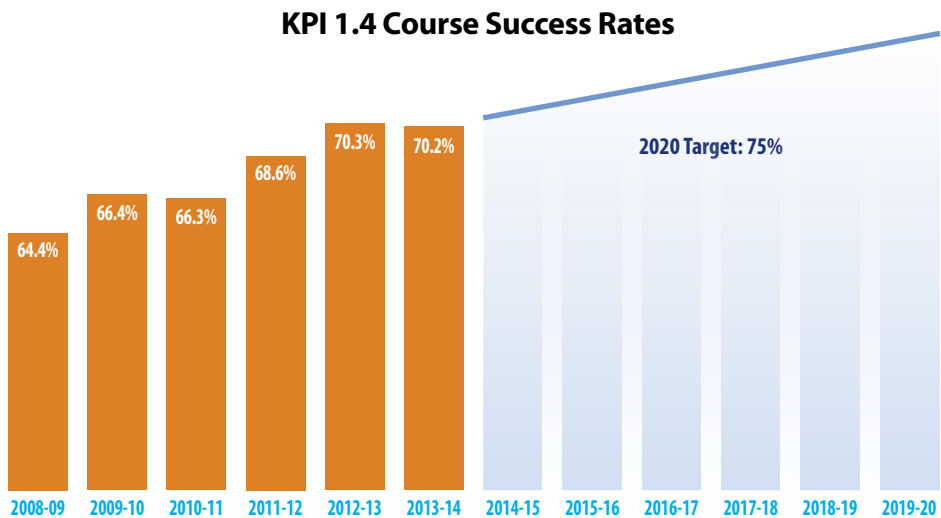
The West Hills Community College District, a trusted steward, actively engages, encourages, enriches and empowers students, faculty, staff, and communities to reach their full potential academically, socially, and economically.



WEST HILLS
COMMUNITY COLLEGE DISTRICT

KEY PERFORMANCE INDICATORS & TARGETS

Throughout this strategic plan, a number of key performance indicators and associated targets have been identified. KPIs are metrics used to evaluate factors that are crucial to the success of an organization. KPIs will allow the district to monitor progress within each strategic goal, promoting growth, continuous improvement, and accountability.



Course success rates will be tracked annually against the target rate (represented by the blue line), promoting continuous improvement towards the 2020 target rate.

Source: WHCCD Office of Institutional Effectiveness
Success Rate = the percentage of students who earn a grade of A, B, C, or P (pass) in a course; grades of D, F, W, and NP (no pass) are considered unsuccessful

West Hills College Recognized as Leader in Educational Innovation

In 2011, the U.S. Department of Labor awarded a \$19.6 million TAACCCT grant to 11 colleges in the Central Valley. West Hills wrote the grant proposal and was designated the lead fiscal agency. Over the next three years West Hills College led the consortium of colleges in streamlining career technical education and shortening the time it takes to put qualified workers into the job market – coupled with a number of innovations that became new best practices in the delivery of higher education.

In 2014, our colleges launched REC365, an advance registration system that allows students to sign up for classes a year in advance. For this groundbreaking program, we received one of only 14 Awards for Innovation in Higher Education from the Governor, part of a program designed to reward colleges for strategies they had already introduced to speed up degree completion. The prize was \$2.5 million, to be used to further the program's goals.

In 2015, West Hills College was among a select group of Valley colleges to be awarded a California Careers Pathway Trust designed to blend academic and career technical education into a new program to prepare California students for college and careers in the 21st Century. The California Department of Education grant was \$10 million. West Hills College will lead the development of the program, working with industry partners including the Roll Global family of Paramount Farming and related entities, Olam International, Cal-Organics and Grimmway Farms.

West Hills College is actively involved with two higher education partners to further advance student learning and completion: The Lumina Foundation's priority is to fundamentally rethink how higher education is delivered, and what outcomes can be expected from postsecondary completion. Achieving the Dream leads the most comprehensive non-governmental reform movement for student success in higher education history. A network of colleges, advisors, state policy teams, and numerous investors and partners in 34 states are helping nearly four million community college students achieve success.

West Hills Community College District 2016-2020 Strategic Plan

Key Performance Indicators		2020 District Target
GOAL 1	Promote and increase student success, emphasizing educational planning, basic skills and timely completion.	
1.1*	Educational Plans	90.0%
1.2a	Scorecard - Remedial Math Completion Rate	27.2%
1.2b	Scorecard - Remedial English Completion Rate	46.3%
1.2c	Scorecard - Remedial ESL Completion Rate	18.8%
1.3a*	Basic Skills English Success Rate	73.0%
1.3b*	Basic Skills Math Success Rate	73.0%
1.4	Course Success Rate	75.0%
1.5	Fall to Fall Persistence Rate	55.0%
1.6a*	Scorecard - Completion Indicator Overall	51.2%
1.6b	Scorecard Completion Indicator (College-prepared)	80.8%
1.6c	Scorecard Completion Indicator (Unprepared for College)	45.8%
1.7*	Degrees/Certificates Awarded	1,500
1.8	Median Time to Completion of Associate Degrees	3.4 years
1.9	Annual Transfer to 4-Year Institutions	750
GOAL 2	Strengthen the District's fiscal position by pursuing resource development and increased efficiency while meeting FTES targets.	
2.1*	FTES Generated	100 FTES over 100%
2.2	Enrollment Management/Scheduling Efficiency	Currently Gathering Baseline Data
2.3	Percentage of Students Receiving a Pell Grant	50%
GOAL 3	Maximize access to programs and services throughout the region, focusing on all segments of the adult population.	
3.1*	Adult Participation Rates (Ages 18-24)	Currently Gathering Baseline Data
3.2*	Adult Participation Rates (Ages 25-64)	Currently Gathering Baseline Data
3.3*	College Going Rates for High School Graduates	34.0%
GOAL 4	Through the use of technology, increase access to educational programs and services that contribute to student success and strengthen the economic, social, and cultural life of its diverse community.	
4.1*	Online Course Success Rate	66.0%
4.2	Use of Open Educational Resources	100% of General Education Courses
4.3*	Student Equity - Scorecard Completion Rate	Elimination of Achievement Gaps
4.4	Number of New Online CTE Programs Created	Currently Gathering Baseline Data
GOAL 5	Increase and coordinate Workforce and Economic Development activities that are designed to meet the needs of employers and improve student employment and success in Career Technical Education programs.	
5.1	CTE Completion Rate (Scorecard)	69.1%
5.2	CTE Employment Outcome Survey Results (wage gains)	Currently Gathering Baseline Data
5.3	Time to Completion for CTE Degrees/Certificates	3.4 years
5.4*	CTE Degrees/Certificates Awarded	630
5.5	Contract Training Certifications Awarded	Currently Gathering Baseline Data

*KPI illustrated in further detail within this document

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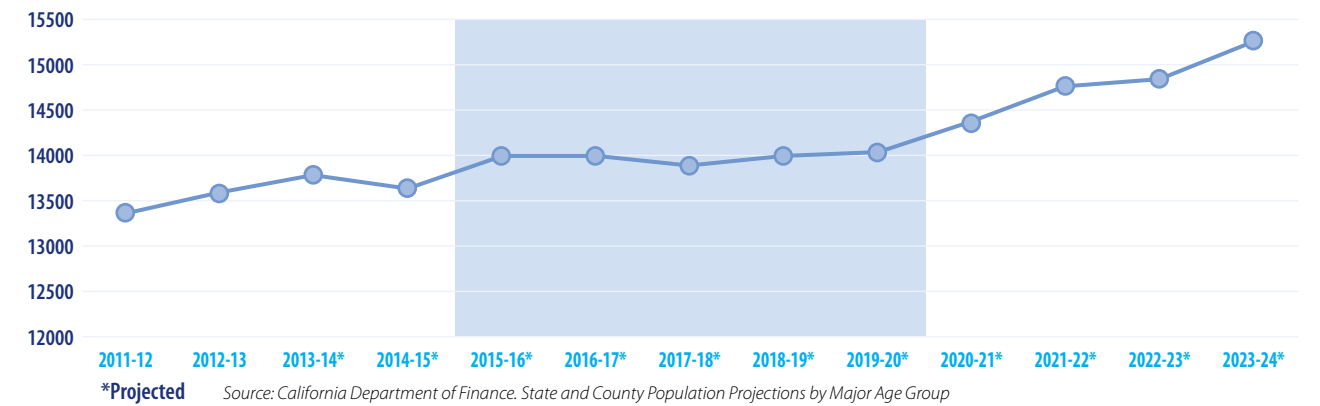


ENVIRONMENT SCAN & DEMOGRAPHICS

The California Department of Finance projects little to no growth in the annual number of high school graduates in Kings and Fresno Counties through 2020. Traditional college-aged population projections mirror high school projections,

while the population aged 25 to 64 will increase by nearly 13 percent. This age group is where we will accelerate programmatic efforts to meet increased demand.

Actual and Projected High School Graduates for Fresno and Kings Counties



Collecting and analyzing data about the area and students served by the West Hills Community College District is vital to effective outreach and decision making. An understanding of demographics allows West Hills College to better determine how to deliver higher education to students and local communities. Detailed knowledge of the school population is essential when it comes to shedding light on needs and challenges and allows us to track trends within our district.

The data presented below outlines not only the ethnicity of West Hills College students but also how our student population compares to the area the district serves. On

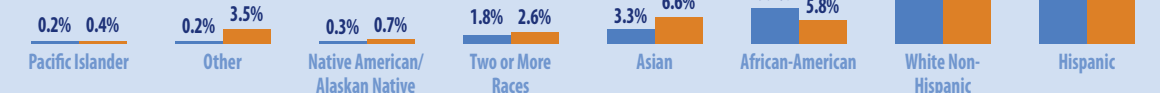
average, student demographics are consistent with service area population. The chart below reveals nearly 61 percent of service area residents are Hispanic; more than five in ten West Hills students are Hispanic. Nearly three in ten of our service area population are White; one of four West Hills College students are White. Nearly 10 percent of service area population are African American compared to nearly 6 percent of current West Hills College students.

West Hills' student population is 58 percent female and 40 percent male, with 2 percent of students choosing not to disclose their gender.

WHCCD Service Area & Student Demographics

■ WHCCD Service Area ■ WHCCD Students

Source: WHCCD Office of Institutional Effectiveness; 2009-13 American Community Survey 5-Year Estimates





STRATEGIC PLANNING PROCESS

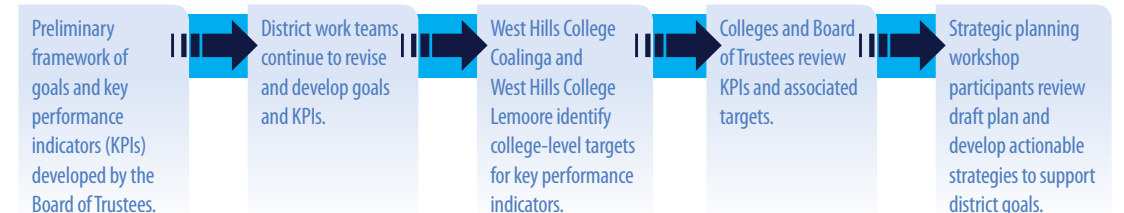
The 2016-2020 strategic plan is designed to respond to the educational needs of our residents while addressing economic, demographic, and community trends. In developing the plan, the framers reviewed the District's progress on the most recent plan developed in 2011, as well as research on employment needs, enrollment predictions, and population trends.

The purpose of the West Hills strategic planning process is to provide clear direction to the organization, which each college can use to develop their own operational planning. The approach has continued to include planning, implementation, evaluation and revision. Over the past several months, staff, faculty and students across the District provided input, and the District engaged Board of Trustees members to include their perspective in the planning process. This input was integral to the development of the plan. Additionally, key data from multiple sources informed the plan strategies and future directions. Unique to the 2016-2020 plan are a series of performance measures and targets to improve productivity and efficiency within our organization.

As part of the strategic planning process, it was critical to identify those issues – social, political, and economic – that will potentially have effects on our institutions so that the District can better prepare itself to address these challenges and align itself with a changing environment. In addition to our core value – the relentless pursuit of student success – five priorities were identified. These priorities will:

- Promote and increase student success, emphasizing educational planning, basic skills and timely completion;
- Strengthen the District's fiscal position by pursuing resource development and increased efficiency while meeting FTES targets;
- Maximize access to programs and services throughout the region, focusing on all segments of the adult population;
- Through the use of technology, increase access to educational programs and services that contribute to student success and strengthen the economic, social, and cultural life of its diverse community;
- Increase and coordinate Workforce and Economic Development activities that are designed to meet the needs of employers and improve student employment and success in Career Technical Education programs.

Each priority is the result of intense collaboration between the District, West Hills College Lemoore, West Hills College Coalinga and the North District Center, Firebaugh. All have been carefully reviewed by planning teams meticulously selected to bring special expertise and insight to this task. With these goals, WHCCD seeks to energize faculty, staff and leaders to work toward a stronger future for our valley communities.





The **relentless pursuit**
of **student success**

STRATEGIC GOAL #1

Promote and increase student success, emphasizing educational planning, basic skills and timely completion.

Percentage of Students with a Student Educational Plan (I)

2020 Target: 90%

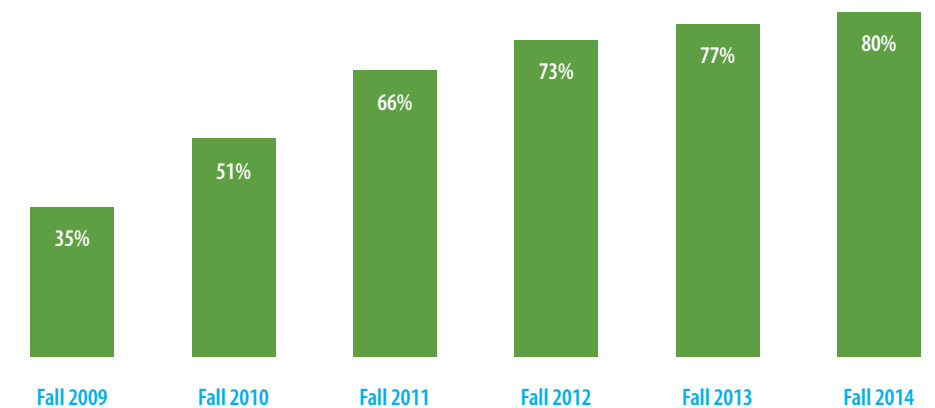
The education plan (ed plan) is a key component of our focus on student success. Since 2010, the college has made it a priority for counselors and students to collaborate on an individual ed plan to outline all the courses needed to pursue a degree, certificate or transfer. This has led to a dramatic increase in the number of students using ed plans over the past six years.

The initiative moved the needle from 35 percent to 80 percent, in terms of the percentage of students utilizing an ed plan. The District has set a goal of 90 percent by the end of this decade.

The latest thrust to the increased emphasis on ed plans was the introduction of the district's revolutionary REG365 option, which lets students sign up for an entire year of classes at one time. Introduced in 2014, REG365 put ed plans front and center by emphasizing the importance of completion-oriented planning rather than the traditional term-to-term view of class registration and enrollment.

Percentage of Students with an Educational Plan

(Based on Students with a Degree, Certificate, or Transfer-Seeking Educational Goal)



Source: WHCCD Office of Institutional Effectiveness

Goal #1 continued on next page

STRATEGIC GOAL #1



Pioneering success-oriented programs such as educational plans, priority registration, and year-round registration has enabled West Hills College to stay ahead of the curve and increase completion rates.

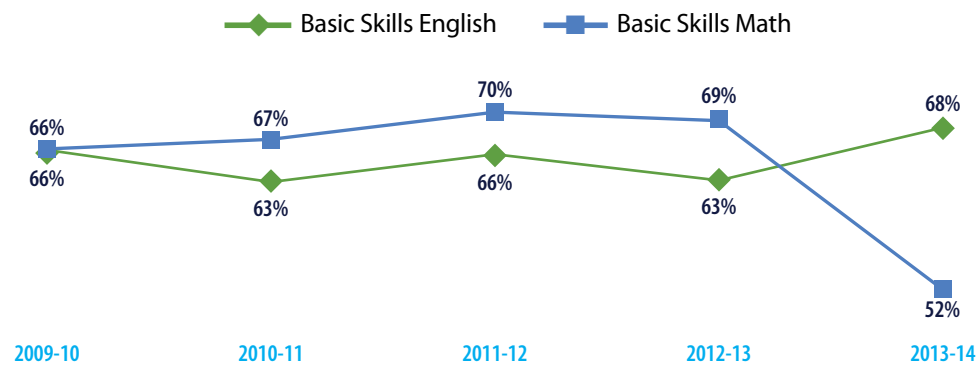
Basic Skills Course Success Rates (I.3)

2020 Target: 73%

Because assessment testing places so many students into classes below college-level math and English, improvements in basic skills education and success are a key priority of West Hills Community College District.

Basic skills courses in both math and English were recently redesigned to accelerate student progress towards college-level coursework. The Closing the Gap initiative continues to collaborate with area high schools to better align high school and college curriculum and standards.

Basic Skills Success Rates



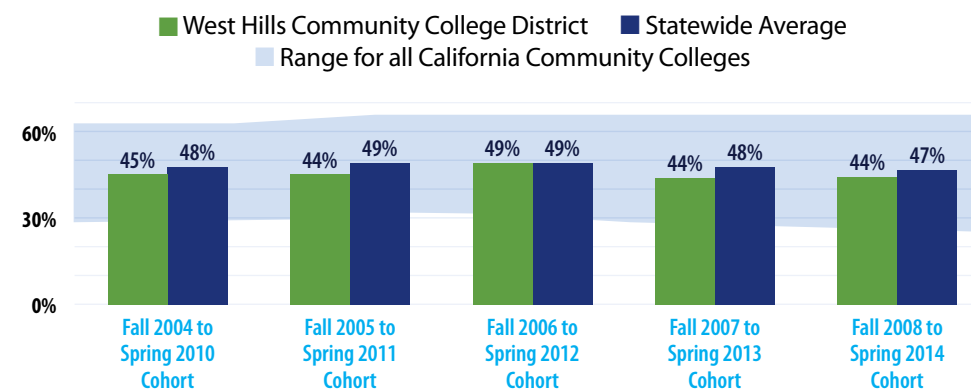
Source: WHCCD Office of Institutional Effectiveness
Success Rate = the percentage of students who earn a grade of A, B, C, or P (pass) in a course; grades of D, F, W, and NP (no pass) are considered unsuccessful

Student Success Scorecard - Completion Rate (I.6a)

2020 Target: 51%

The State tracks the completion rate of community college students, grouping them into six-year cohorts of first-time college students who began at the same time. West Hills College has lagged behind the statewide average by a few points; however, the District has set a goal of 51 percent completion by 2020. The tools used to reach that goal include: ed plans, focus on basic skills, targeted intervention, and designing clearer pathways to completion.

Student Success Scorecard Completion Rate



Source: California Community College Chancellor's Office Data Mart
Cohorts are based on first-time community college students who take at least one math or English course during their first three years of enrollment.

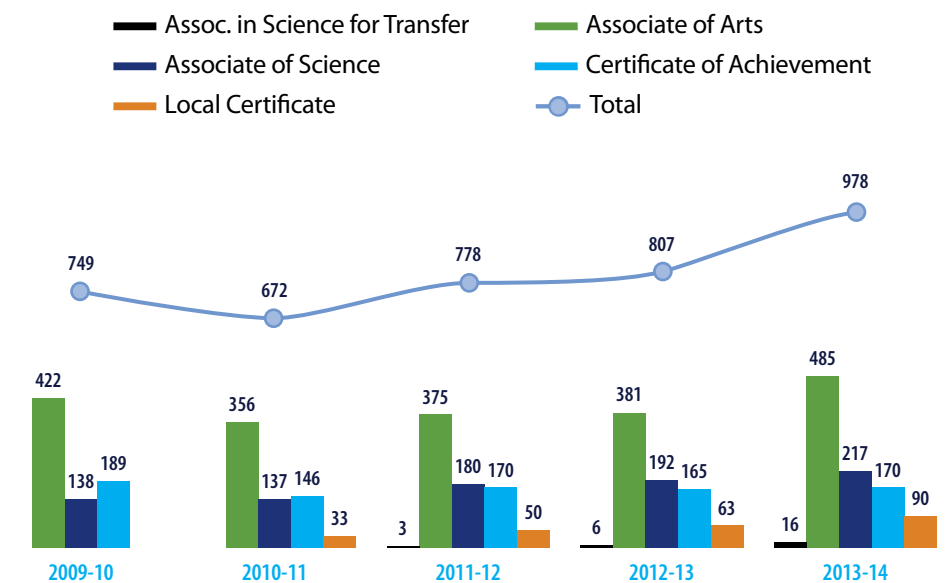
Number of Degrees and Certificates Awarded (I.7)

2020 Target: 1,500 Awards Annually

A constant focus on student educational planning and completion along with expanded course offerings as the economy improves have resulted in a steady increase in degrees and certificates awarded over the past several years.

To reach the goal set by the District, we are expanding our offering of transfer degrees, identifying students who are close to completion and helping them reach their goal, and automatically awarding certificates to students who qualify.

Degrees and Certificates Awarded by Year



Source: WHCCD Office of Institutional Effectiveness

The relentless pursuit of student success



The **relentless pursuit**
of **student success**

**STRATEGIC
GOAL
#2**

Strengthen the District's fiscal position by pursuing resource development and increased efficiency while meeting FTES targets.

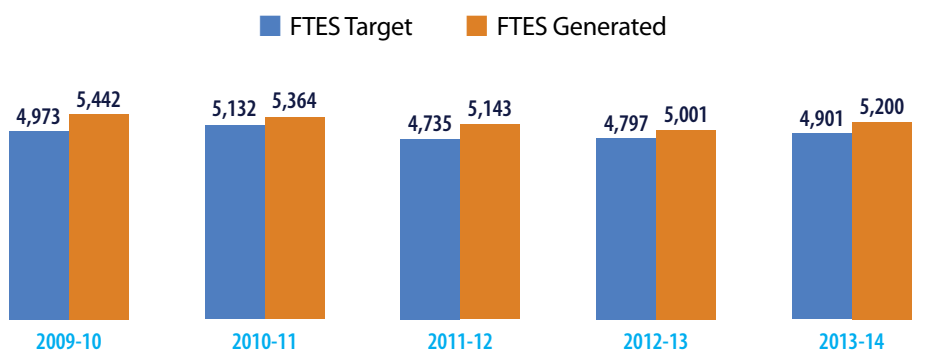
FTES Generated (2.1)
**2020 Target:
Generate 100
FTES over State
Apportionment
Target**

Over the past five years WHCCD has exceeded its targets for Full-Time Equivalent Students (FTES), allowing for growth and access even in the face of budget cuts from the state. With the prospect of increased funding for higher education, the district is in an excellent position to grow. The district has set a goal of generating 100 more FTES per year than its baseline state funding. This will allow the district to serve additional students, maintain a firm financial footing, and seize further opportunities for growth as they arise.

The district strives for efficiency, constantly monitors its course offerings, and projects FTES and enrollment in order to strike the optimal balance between growth, funding, and student access.

In addition to state apportionment, the district actively pursues opportunities for grants and other resources. For example, in 2015 West Hills was awarded a \$2.5 million Award for Innovation in Higher Education from the State of California.

**Full-Time Equivalent Students (FTES)
Targets vs. Generated**



Source: WHCCD Business Office; WHCCD Office of Institutional Effectiveness

West Hills continues to show that fiscal responsibility and improved student services can go hand in hand. Diligent planning is required to achieve a good balance between restricted funding and enhancing opportunity and vital access to students.



STRATEGIC GOAL #3

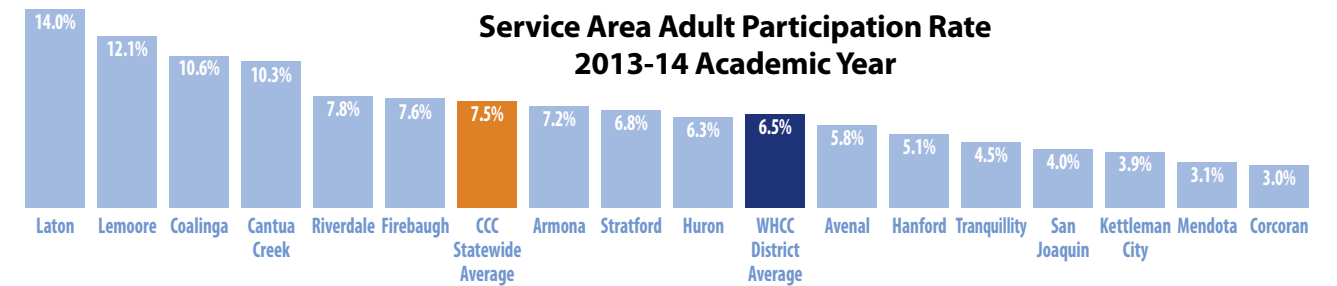
Maximize access to programs and services throughout the region, focusing on all segments of the adult population.

Adult Participation Rates (3.1 & 3.2)

2020 Target: WHCCD is currently gathering baseline data for this performance indicator

Access to higher education is critical to the growth of our communities and is a core component of our mission.

Within the district, nearly 1 in 5 (19.1%) people aged 18 to 24 attended West Hills College in 2014, while less than 1 in 30 (2.8%) adults aged 25 to 65 attended West Hills. Given the changing demographics in our region, including flat-lining rates of high school graduation, increasing the number and percentage of adult learners in our district and service area is a critical area of focus for West Hills.

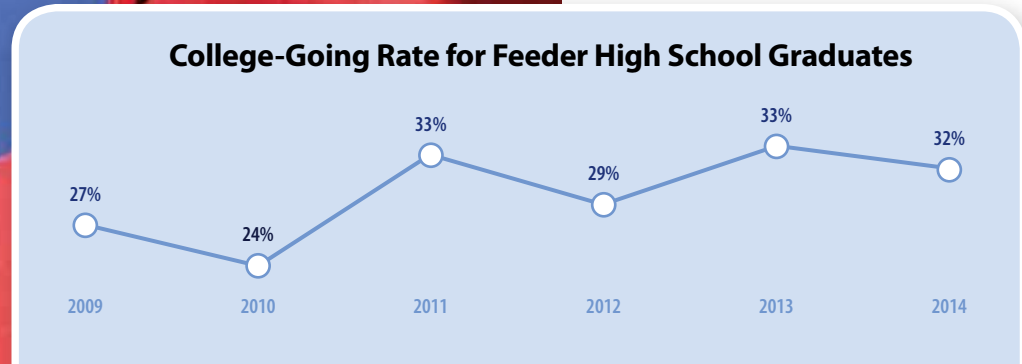


College-Going Rates (3.3)

2020 Target: 34%

High school outreach efforts are a major focus of the district and have resulted in over 700 high school graduates entering West Hills each fall since 2013. While the number of area high school graduates is projected to be flat for the rest of the decade, we have set a goal for 2020 of 34%, which is a slight increase over past years.

To reach this goal, we will continue to encourage students to develop education plans, take advantage of REG365 by enrolling a year in advance, and to enroll in 15 or more units per semester in order to qualify for transfer or graduation with an associate degree within two years.



Source: WHCCD Office of Institutional Effectiveness



STRATEGIC GOAL #4

Through the use of technology, increase access to educational programs and services that contribute to student success and strengthen the economic, social, and cultural life of its diverse community.

Online Course Success Rates (4.1) 2020 Target: 66%

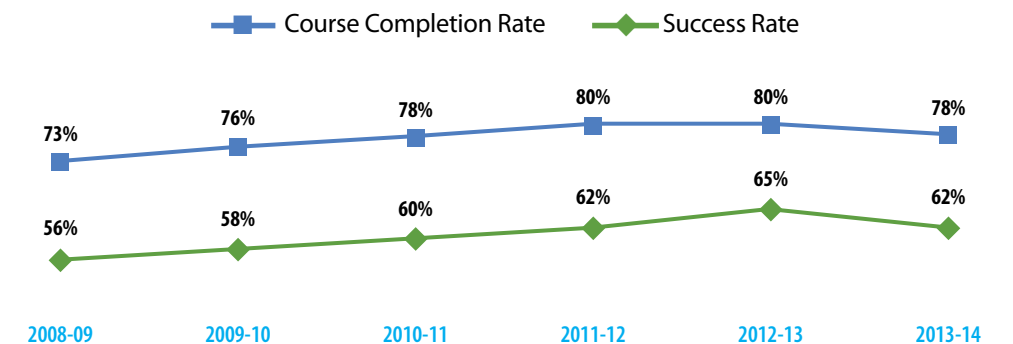
WHCCD was an early adopter of online education and has seen its online programs grow and improve over the past 20 years. There has been a steady increase in both course success and completion rates. West Hills College has established higher targets for these areas over the next five years.

In 2014 voters passed the Measure T technology bond which will maintain and enhance technology in the classroom. The iPad initiative and the increasing use of open educational resources to create affordable textbooks will not only improve the quality of educational delivery but also increase access and affordability for students.

The district's emphasis on workforce training extends to online education as well and we plan to increase the number of career technical education programs offered online.

The district uses technology not only to train students in the tools needed in a 21st century workforce, but also as a means of providing wider and better access to higher education to students throughout our service area and beyond.

Online Instruction Success and Course Completion



Source: WHCCD Office of Institutional Effectiveness
 Success Rate = the percentage of students who earn a grade of A, B, C, or P (pass) in a course; grades of D, F, W, and NP (no pass) are considered unsuccessful
 Course Completion Rate = percentage of students who remain in the course from census date until the end of the term

Student Equity (4.3) 2020 Target: Elimination of Achievement Gaps

Our goal as a district is to eliminate achievement gaps between specific student populations, as illustrated below. These gaps extend beyond ethnicity, and include age, gender, disability, and socioeconomic status.

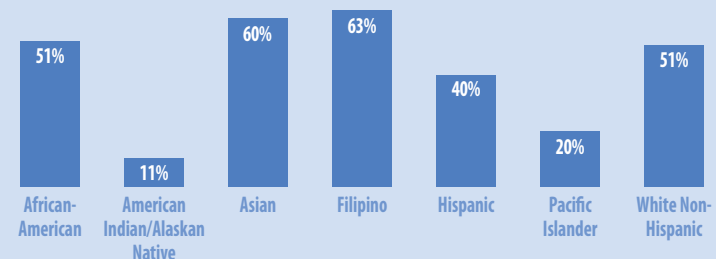
Both colleges in the district have established student equity plans which address these gaps, focusing on access, course completion, basic skills, completion and transfer. Student equity and achievement gaps are tracked across all areas of student achievement.

The chart (left) shows six-year completion rates by ethnicity and illustrates just one of the ways that issues surrounding equal opportunity may impact certain student populations.

Source: California Community College Chancellor's Office Data Mart

Student Success Scorecard Completion Rates

WHCCD Cohort Year 2008-09
(Outcomes by 2013-14)





**STRATEGIC
GOAL
#5**

Increase and coordinate Workforce and Economic Development activities that are designed to meet the needs of employers and improve student employment and success in Career Technical Education programs.

**CTE Degrees & Certificates
Awarded (5.4)
2020 Target: 630**

The next five years will see increased focus on Career Technical Education (CTE) and customized workforce training at West Hills Community College District. The district has set a goal of awarding 630 CTE degrees and certificates annually by the year 2020.

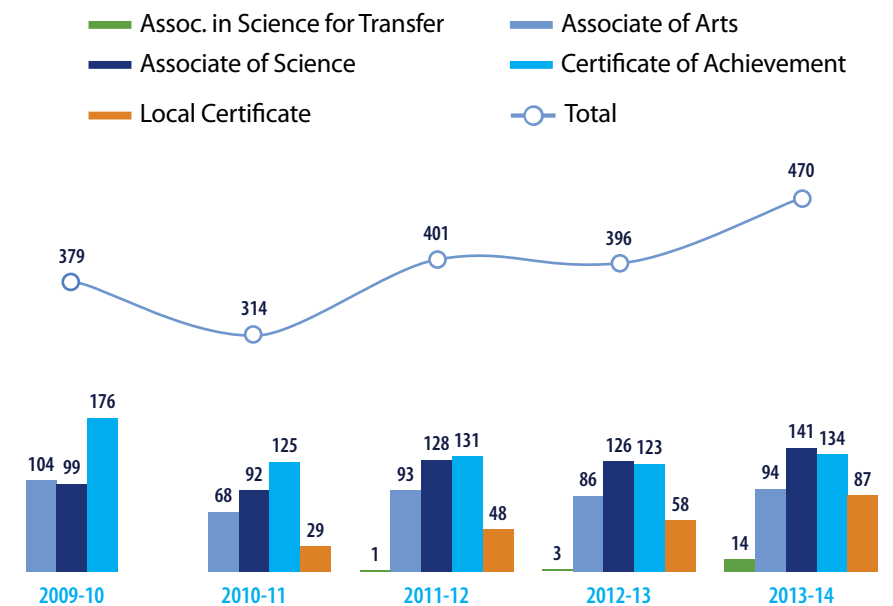
In addition to its for-credit course offerings the district will continue to expand in the area of contract training, providing flexible and timely training opportunities to local businesses and industry.

One area of future emphasis in career technical education will be skills-builders, students who come to college, taking only a handful of courses over a short period of time, looking to enhance or build their workforce skills.

We have already made great strides in this field leading a consortium of eleven Central Valley colleges that broke new ground by streamlining CTE programs, creating OER textbooks, and embedding basic skills remediation into CTE courses.

The District's role as a leader in this area extends beyond the classroom. In 2014 we launched Essential Elements, a series of conferences bringing together regional, state, and national leaders to address the pressing topic of economic development in the San Joaquin Valley.

CTE Degrees and Certificates



Source: WHCCD Office of Institutional Effectiveness

Board of Trustees

- Mark McKean, President, Area 5
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- Dr. Carole Goldsmith
President West Hills College Coalinga
- Mr. Don Warkentin
President West Hills College Lemoore

Contact:

Chancellor's Office
(559) 934-2180
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West Hills Community College District
9900 Cody Street
Coalinga, CA 93210



HISTORY OF THE DISTRICT

West Hills Community College District has a rich history of serving the educational needs of the west side of the San Joaquin Valley for more than 80 years.

The district traces its roots back to 1932, when the Coalinga Extension Center for Fresno State College was founded to offer classes through the local high school district. In the 1940s, Coalinga College ended formal ties with Fresno State and came under the control of the Coalinga Union High School District. In 1956, a new 40 acre campus for the school opened on Cherry Lane in Coalinga. In 1961, the school separated from the high school district and, in 1969, became known as West Hills College.

As time went on, the college expanded its reach into surrounding communities. In 1962, Lemoore and Avenal became a part of the district. Riverdale and Tranquillity High School Districts followed suit soon after. Outreach increased in Firebaugh with the opening of the North District Center in 1971 and in Lemoore, with a West Hills presence at both Naval Air Station Lemoore and Lemoore High School.

While classes were offered as early as 1964 in Lemoore, a classroom and office were built in 1981 on land purchased from the city and named the Kings County Center. In the early 1990s, the California Postsecondary Education Commission designated West Hills College as the community college provider to the Hanford and Armona areas.

The approach of the new millennium brought even more changes. Online classes were offered starting in 1999. In 1998, approximately 107 acres of land was donated by the Pedersen-Semas families for the building of a full-fledged campus in Lemoore. The same year a \$19.5 million bond measure, Measure G, passed to fund the building of the college and remodeling at both the Coalinga and Firebaugh campuses.

The first new community college built in California in this century opened in 2002 west of Highway 41 on Bush Street. The campus earned college status from the Board of Governors in 2001 and full accreditation in 2006, giving the district two separate colleges, jointly governed by the West Hills Community College District. WHCL became the 109th community college in California; there are now 112, making it the largest system of higher education in the U.S.

That was just the beginning of a new phase of construction running into the 21st Century. In 1998, NDC Firebaugh moved to a new building. Several major bond measures were passed in 2008 and in 2014. Voters passed Measure C in 2008, which benefitted West Hills College Coalinga and provided \$11.6 million in funds to build new agriculture facilities at the Farm of the Future and modernize several campus buildings.

Measure E was passed in Lemoore at the same time, providing \$31 million in funding for several planned new buildings. The state of the art Golden Eagle Arena opened in 2011 and a new 23,000 square foot student center is scheduled to open in 2016.

Measure Q, an \$11.8 million measure, was also passed in 2008 to provide funds for the North District Center, Firebaugh.

Measure T, a \$20 million bond issue, was passed in 2014 to fund district-wide ongoing technology upgrades for the next 20 years.

The district covers nearly 3,500 square miles with colleges in Lemoore and Coalinga, the North District Center in Firebaugh, eight child development centers throughout neighboring rural communities, and the Farm of the Future facility at the north end of Coalinga – which also houses the current district office.

Planning is underway for further expansion at all three WHCCD sites and in other communities in the district.

1932 1941 1956 1962 1971 1991 1998 2002 2004 2008 2009 2014 2015

- District begins with the establishment of a college for the Coalinga Union High School District. Coalinga Extension Center of Fresno State College officially opens its doors
- Coalinga Junior College became an independent unit under the Governing Board of the Coalinga Union High School District
- The current campus at the north end of Coalinga on Cherry Lane opens to students
- Lemoore, Riverdale and Tranquillity High School Districts become part of WHCCD
- The North District Center in Firebaugh opens to students
- The California Postsecondary Education Commission established the official Higher Education Center for Kings County, which now serves the cities of Laton, Armona and Hanford
- Robert and Mardell Pedersen and Lola and Lionel Semas donate 107 acres for a new campus
- The new West Hills College Lemoore opens to students
- WHCCD receives the CA Community College Chancellor's Diversity Award
- Voters approve Measures C and E, providing \$42.6 million for expansion and capital improvements
- WHCCD identified as "Great Colleges to Work For" by the Chronicle of Higher Education
- Measure T, a \$20 million technology bond, was approved by voters to maintain and enhance technology over the next two decades
- WHCCD received one of the coveted Awards for Innovation in Higher Education from the Governor's Office

West Hills Community College District

9900 Cody Street
Coalinga, CA 93210



Coalinga



Firebaugh



Lemoore

West Hills College Coalinga

300 Cherry Lane
Coalinga, CA 93210
559-934-2000

North District Center, Firebaugh

1511 Ninth Street
Firebaugh, CA 93622
559-659-1473

West Hills College Lemoore

555 College Avenue
Lemoore, CA 93245
559-925-3000

Naval Air Station, Lemoore

824 Hancock Circle
NAS Lemoore, CA 93246
559-925-3350

www.westhillscollege.com

*The relentless pursuit
of student success*



WEST HILLS
COMMUNITY COLLEGE DISTRICT