

# WELCOME PLANNING TEAM!

## SIGN IN



1. Turn in Reflection Sheets
2. Scan QR Code to Sign-In
3. Pick up Name Badges
4. Enjoy some refreshments and fellowship!

FEBRUARY 2025

# Strategic Planning 2025-2030



**Coastal Bend**  
COLLEGE

## Key Components of a Strategic Plan include:

<b>Student Access and Success</b>	Developing initiatives to increase enrollment, retention, and graduation rates among rural students. This may involve creating outreach programs, providing financial support, and partnering with local school districts to improve college readiness.
<b>Workforce Development</b>	Aligning academic programs with regional workforce needs to ensure students are prepared for local job opportunities. This could include expanding vocational and technical programs relevant to the rural South Texas economy.
<b>Community Partnerships</b>	Fostering collaborations with local businesses, industries, and community organizations to enhance educational opportunities and economic development in the region.
<b>Technology and Infrastructure</b>	Investing in digital resources and infrastructure to support online and hybrid learning options, which can be particularly beneficial for rural students
<b>Financial Sustainability</b>	Developing plans for efficient resource allocation and exploring alternative funding sources to ensure long-term financial stability.
<b>Academic Excellence</b>	Enhancing the quality and relevance of academic programs, potentially including the expansion of dual credit opportunities.
<b>Student Support Services</b>	Strengthening academic advising, career counseling, and other support services tailored to the needs of rural students

# CBC STEERING COMMITTEE PLANNING 2024-2025

MONTH	ACTIVITY	DELIVERABLE(S)
NOVEMBER	Steering Committee Team is formed Steering Committee Planning Schedule	Steering Committee Team Planning Schedule
JANUARY	Welcome & Overview	
FEBRUARY	Resources & Financial Outlook	Data Presentations External Location Visits
MARCH	Instruction & Industry	
APRIL	Student Success & Engagement	
MAY	Partnerships & Outreach	
MAY	Identify Assessment Metrics	
JUNE	Revisions and Final Submission	DRAFT To Steering Committee
JULY		Final Strategic Plan to Board of Trustees for Approval
AUGUST	Graphic Design Creation	
AUGUST	Final Metrics	
SEPTEMBER	Publication	

RESEARCH & DATA UPDATE
Registration Survey
2023-2024 Institutional Summary
Community College Survey of Student Engagement (CCSSE)
Trellis Strategies: Basic Needs Survey
CBC Employee Feedback Survey (Climate Survey)
Dual Enrollment Survey of Student Engagement (DESSE)*
January Team Feedback (Strengths & Challenges)
Environmental Scan

# STEERING COMMITTEE PLANNING 2024-2025

WORK PLAN	DETAILS	DATE	Location
Welcome & Overview	Welcome & 2020-2025 Accomplishments	January	CBC - Alice
	Purpose & Call to Action		
Resources and Financial Outlook	Environmental Scan*	February	CBC - Pleasanton
	Financial Outlook		
	Master Facilities Plan		
	Master Technology Plan		
Instruction and Industry	Academic Programs Presentation	March	CBC-Online
	Academic Program Demand Analysis*		
	Academic Plan		
	Online Programming		
	Transfer Education		
Student Success & Engagement	Drive to 55*	April	CBC-Kingsville
	Cougar Care*		
	Enrollment Management Plan		
	Enrollment Trend Analysis Report*		
	Athletics		
	Residential Housing		
Partnerships and Outreach	Foundation & Alumni	May	CBC-Beeville
	Community Partnerships		
	Industry Partnerships		
	Marketing Plan		

Action task 1 Video

# I Wonder Video Presentation



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# ENROLLMENT

	<b>2019-2020 Baseline Year</b>	<b>2020- 2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
<b>Fall Enrollment</b>	<b>4818</b>	<b>4105</b>	<b>3927</b>	<b>3959</b>	<b>3944</b>
<b>Enrolled in Dual Credit</b>	<b>54.6%</b>	<b>51.5%</b>	<b>53.4%</b>	<b>56.5%</b>	<b>62.2%</b>
<b>Enrolled in Dev Ed.</b>	<b>5.0%</b>	<b>6.2%</b>	<b>8.2%</b>	<b>12.8%</b>	<b>9.2%</b>

# Population Growth

**582,949**

**Population (2023)**

Population decreased by 10,766 over the last 5 years and is projected to decrease by 2,058 over the next 5 years.

**270,457**

**Total Regional Employment**

Jobs decreased by 1,426 over the last 5 years but are projected to grow by 9,225 over the next 5 years.

**\$64.9K**

**Avg. Earnings Per Job (2023)**

Regional average earnings per job are \$18.4K below the national average earnings of \$83.3K per job.

## Age and Sex

**35.8 ± 0.4**

Median Age in Bee County, Texas

**35.9 ± 0.1**

Median Age in Texas

County Name	Total Population	Disabled Population	Veterans
Nueces	353,245	45,511	22,914
San Patricio	68,942	13,051	4,921
Jim Wells	39,060	6,703	1,656
Bee	30,977	3,623	1,929
Kleberg	30,860	4,303	1,995
Aransas	24,048	4,005	2,096



## School Enrollment (Population 3 Years and Over Enrolled in School)

in Bee County, Texas

S1401

Measure	Value
Nursery school, preschool	4.8%
Kindergarten to 12th grade	67.3%
College, undergraduate	21.6%
Graduate, professional school	6.3%

## Labor force participation and unemployment rates, 2021: Service Area

	Labor Force Participation		Unemployed	
	Number	Percent	Number	Percent
<b>Total/Average</b>	<b>51,970</b>	<b>58%</b>	<b>3,237</b>	<b>4%</b>
Asian	2,651	62%	56	1%
Black/African American	4,531	50%	671	7%
Hispanic/Latinx	20,113	62%	842	3%
Native American/Hawaiian	159	36%	0	0%
White	23,813	56%	1,613	4%

### Data Source

- U.S. Bureau of Census, 2021 5-year estimate, American Community Survey.
- Missing data in a cell indicates the population is too small to report; data missing for an entire county indicates county level data is not available from the data source.

	Bee County, Texas		Atascosa County, Texas		Brooks County, Texas		Duval County, Texas		Jim Wells County, Texas		Karnes County, Texas		Kleberg County, Texas		Live Oak County, Texas		McMullen County, Texas	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Labor force participation</b>																		
<b>Total/Average</b>	10,944	43%	21,504	58%	2,783	50%	4,141	54%	16,232	55%	4,966	42%	14,261	59%	4,042	44%	296	56%
Asian	9	16%	145	57%					29	81%	78	85%	158	37%	41	70%		
Black/African American	176	8%	102	59%	0	0%	0	0%	175	61%	104	13%	439	49%	0	0%		
Hispanic/Latinx	6,871	48%	14,415	61%	2,615	52%	3,717	55%	12,716	55%	2,872	46%	10,369	59%	1,367	39%	154	51%
Native American/Hawaiian	1	7%	34	46%	0	0%	1	13%	131	48%	9	30%	19	33%	0	0%	3	50%
White	3,966	48%	6,501	52%	143	31%	427	55%	3,035	54%	1,914	44%	3,092	61%	2,605	48%	137	63%
<b>Unemployed</b>																		
<b>Total</b>	1,862	7%	2,336	6%	95	2%	791	10%	1,264	4%	393	3%	1,316	5%	334	4%	18	3%
Asian	0	0%	0	0%					0	0%	0	0%	0	0%	0	0%		
Black/African American	61	3%	0	0%					36	13%	0	0%	237	26%				
Hispanic/Latinx	1,209	9%	1,549	7%	86	2%	748	11%	1,087	5%	250	4%	786	5%	0	4%	6	2%
Native American/Hawaiian									0	0%								
White	441	5%	665	5%	6	1%	29	4%	213	4%	114	3%	317	6%	0	4%	11	5%

## People living below 100% of poverty, 2021: Service Area

	# Living in Poverty	% Living in Poverty
<b>Total/Average</b>	<b>35,514</b>	<b>20%</b>
Asian	147	16%
Black/African American	827	45%
Hispanic/Latinx	28,646	23%
Native American/Hawaiian	121	14%
White	26,312	18%

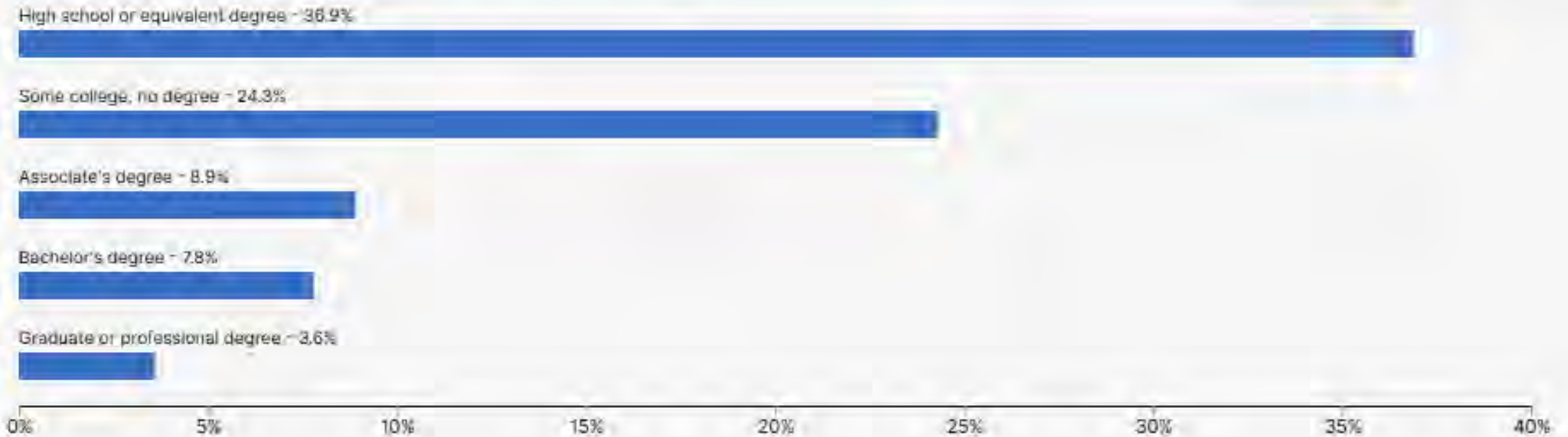
**Data Source:** U.S. Bureau of Census, 2021 5-year estimate, American Community Survey.

	Bee County, Texas		Atascosa County, Texas		Brooks County, Texas		Duval County, Texas		Jim Wells County, Texas		Karnes County, Texas		Kleberg County, Texas		Live Oak County, Texas		McMullen County, Texas	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>County Detail: People living below 100% of poverty, 2021</b>																		
<b>Total/Average</b>	4,202	18%	5,985	13%	2,437	38%	2,225	24%	8,231	21%	2,100	18%	8,351	29%	1,894	19%	89	12%
Asian	0	0%	0	0%					0	0%	0	0%	119	27%	28	41%		
Black/African American	187	52%	6	4%	117	100%	0	0%	45	16%	75	52%	397	53%	0	0%		
Hispanic/Latinx	3,354	22%	3,870	12%	2,308	39%	2,205	25%	7,092	23%	1,759	27%	6,954	32%	1,030	28%	74	16%
Native American/Hawaiian	0	0%	11	13%	0	0%	32	82%	26	6%	0	0%	52	47%			0	0%
White	3,166	16%	4,096	11%	1,671	37%	1,554	20%	7,811	22%	1,629	17%	4,437	22%	1,859	20%	89	15%



# Educational Attainment

## Education Attainment (Population 25 Years and Older) in Bee County, Texas



## Post-Completion Value

### Living wages and earnings by educational attainment in your state

2022 Living wage in the state compared with 2021 median annual earnings for the population 25 and older in the county



### Notes

- Median earnings are reported for the college's county of operation; median earnings cannot be averaged over several counties.
- Living wages are the earnings a full-time worker needs to cover the costs of minimum basic needs for the reported family size. The *MIT Living Wage Calculator* includes: food, childcare, health care, housing, transportation, civic engagement, broadband, and other necessities. The living wage for 1 adult + 1 child assumes the adult provides the sole financial support for both themselves and the child.
- Data for some college and AA degree holders are not available separately. "Some college or AA degree" includes certificate holders.

County Detail	Bee County, Texas	Atascosa County Texas	Brooks County, Texas	Duval County, Texas	Jim Wells County, Texas	Karnes County, Texas	Kleberg County, Texas	Live Oak County Texas	McMullen County, Texas
<b>Earnings</b>									
Less than high school graduate	\$16,279	\$31,230	\$8,302	\$29,063	\$28,919	\$16,676	\$25,371	\$24,375	\$31,000
High school graduate	\$31,703	\$32,857	\$25,253	\$30,476	\$34,157	\$32,604	\$35,876	\$38,993	\$52,768
Some college or AA degree	\$35,898	\$37,168	\$20,576	\$30,468	\$31,318	\$38,607	\$29,452	\$47,396	\$40,625
BA degree	\$50,324	\$54,424	\$51,351	\$53,750	\$52,969		\$49,375	\$55,871	\$25,682
Graduate or professional degree	\$78,000	\$61,458	\$51,523		\$58,370	\$70,729	\$61,930	\$60,515	
<b>Living Wage (State)</b>									
1 Adult	\$34,923	\$34,923	\$34,923	\$34,923	\$34,923	\$34,923	\$34,923	\$34,923	\$34,923
1 Adult + 1 child	\$70,554	\$70,554	\$70,554	\$70,554	\$70,554	\$70,554	\$70,554	\$70,554	\$70,554

### Data Sources

- Median Earnings: U.S. Bureau of Census, 2021 5-year estimate, American Community Survey.
- Living Wage: Glasmeier, A. K. *Living Wage Calculator*. 2023. Massachusetts Institute of Technology.



## Educational Attainment

Concerning educational attainment, 13.5% of the selected regions' residents possess a Bachelor's Degree (7.6% below the national average), and 8.4% hold an Associate's Degree (0.4% below the national average).



	% of Population	Population
Less Than 9th Grade	6.9%	26,708
9th Grade to 12th Grade	9.1%	35,264
High School Diploma	31.1%	120,392
Some College	23.6%	91,404
Associate's Degree	8.4%	32,519
Bachelor's Degree	13.5%	52,308
Graduate Degree and Higher	7.3%	28,227

# Demographic Data

## Types of Language Spoken at Home

in Bee County, Texas

S1601

Measure	Value
English only	65.4%
Spanish	33.6%
Other Indo-European languages	0.6%
Asian and Pacific Islander languages	0.2%
Other languages	0.2%

## Median Income by Types of Families

in Bee County, Texas

S1901

Measure	Value
Families	\$74,774
Married-couple families	\$90,206
Nonfamily households	\$28,948

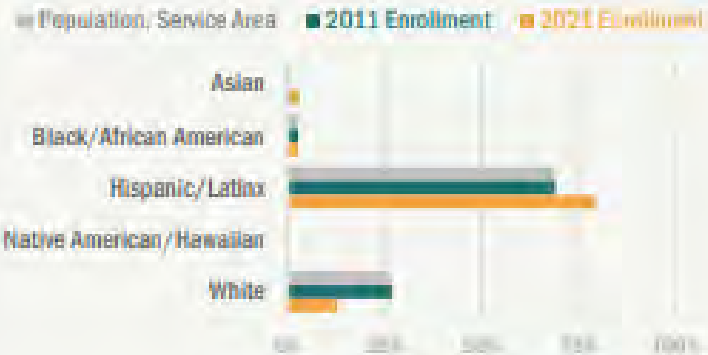


# Student Representation

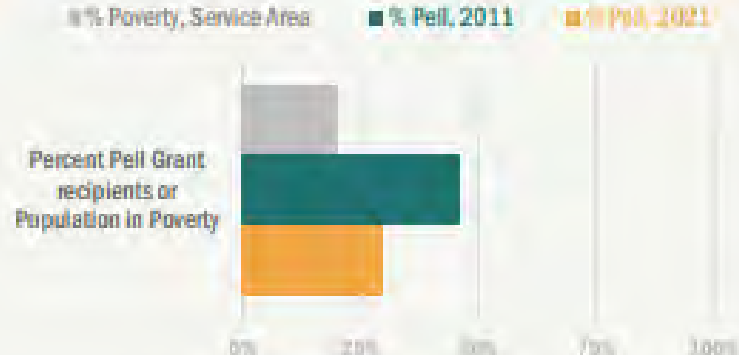
## Student Representation Compared to the Service Area Population

### Coastal Bend College

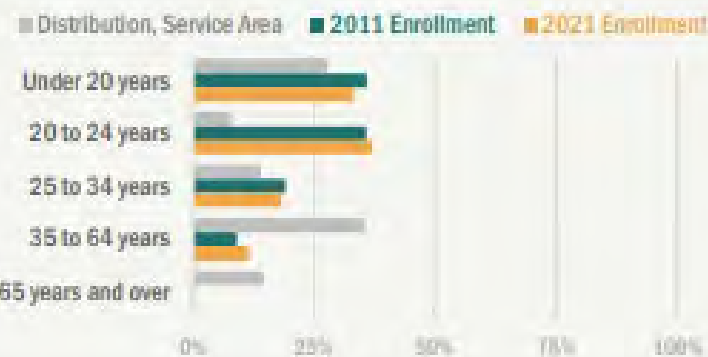
Enrollment distribution compared to the service area population, by race/ethnicity



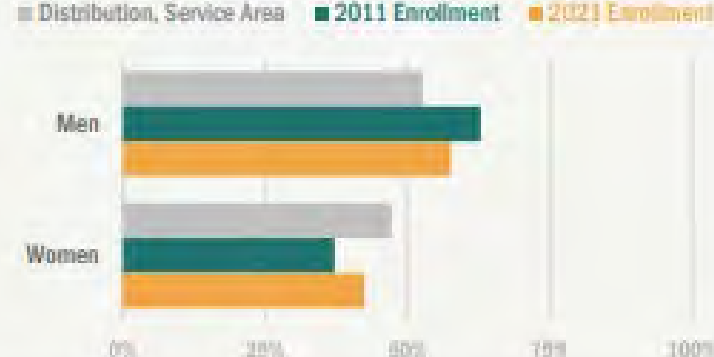
Percent of students receiving Pell Grants and percent population living below 100% of poverty



Enrollment distribution compared to the service area population, by age



Enrollment distribution compared to service area population, by gender

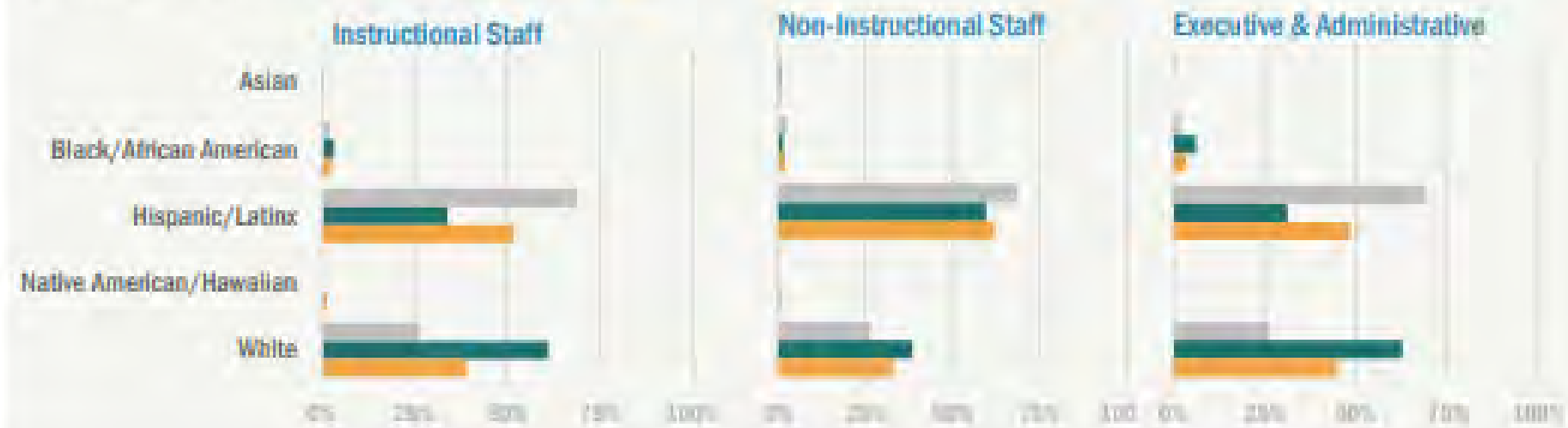


# Faculty and Staff Representation

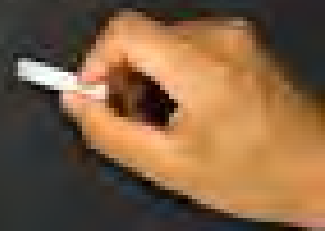
## Faculty and Staff Representation Compared to Service Area Population

### Coastal Bend College

• Service Area Population • 2011 Staff • 2021 Staff



TIME FOR A  
BREAK



# Physical Plant & Master Facilities Plan

*Presenter:* Jacinto “JC” Colmenero, Director of Physical Plant



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## Key Focus Areas

- HVAC
- Electrical
- Roofing
- Wayfinders & Campus beautification

# Master Facilities Plan

Facility Projects	Total Final Contracted Budget	Total Paid	Remaining Balance
Beck Bros Project No.22000.04 Boiler Replacement	\$682,969.50	\$583,938.92	\$99,030.58
Beck Bros Project No.22003.05 Chilled Water Piping Replacement	\$1,479,840.00	\$926,135.00	\$553,705.00
Beck Bros Project No.22012 Lib/Sub HVAC Upgrade	\$1,549,420.00	\$422,336.75	\$1,127,083.25
Alice Site - Electrical Upgrades Phase 2	\$160,900.00	\$14,805.00	\$146,095.00
Facility Solutions Group (FSG) Project No.22003.02 - BV Industrial Trades Electrical Repairs (Certificate of Substantial Completion Issued)	\$159,900.00	\$159,900.00	\$0.00
R.E.C Project No.2023111 Benton Hall - New Chillers/Boilers (Completed)	\$3,334,474.81	\$3,334,474.81	\$0.00
<b>Total</b>	<b>\$7,367,504.31</b>	<b>\$5,441,590.48</b>	<b>\$1,925,913.83</b>



# Benton Hall





# Benton Hall





# Benton Hall





# Central Physical Plant – Boiler & Chill Water Piping



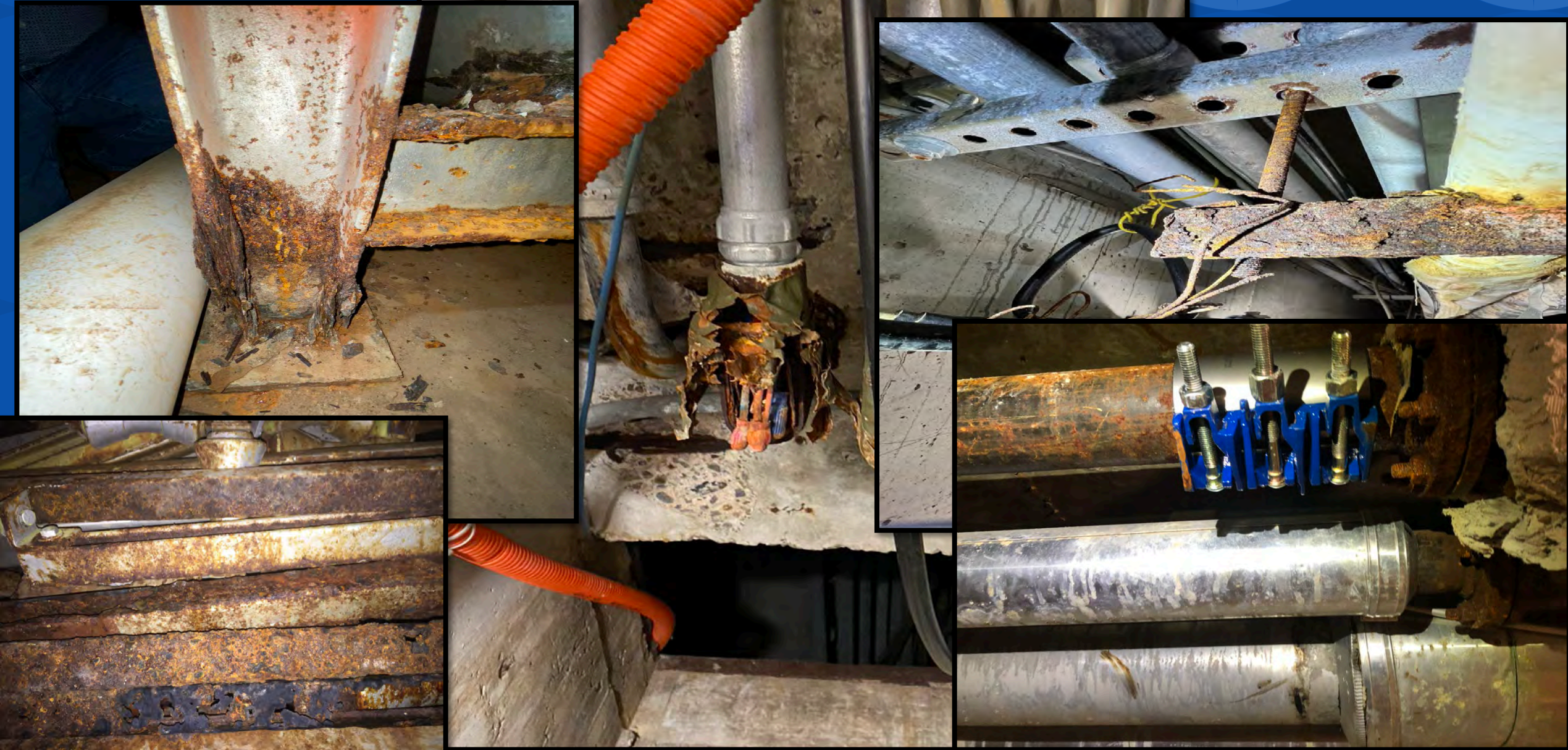


# Central Physical Plant – Boiler & Chill Water Piping



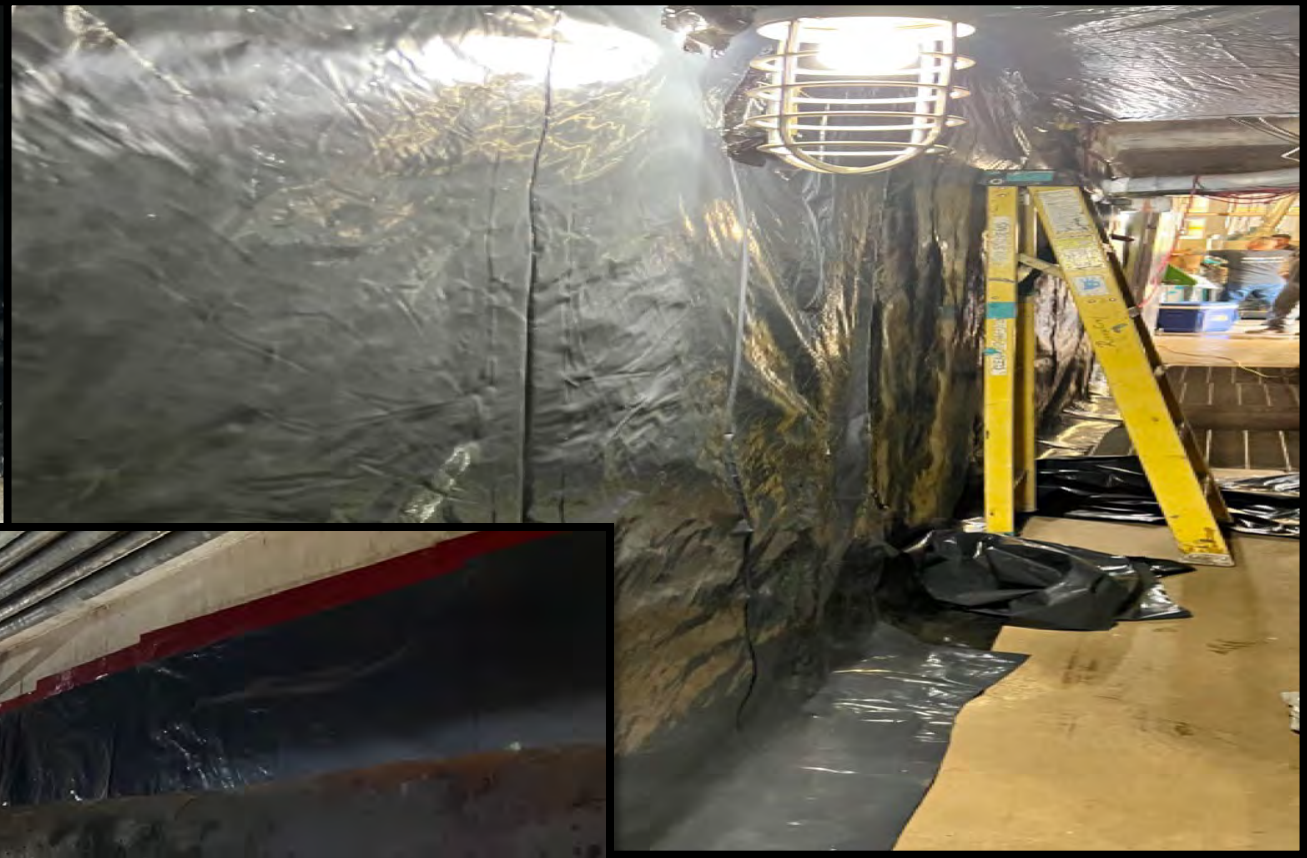


# Central Physical Plant – Boiler & Chill Water Piping



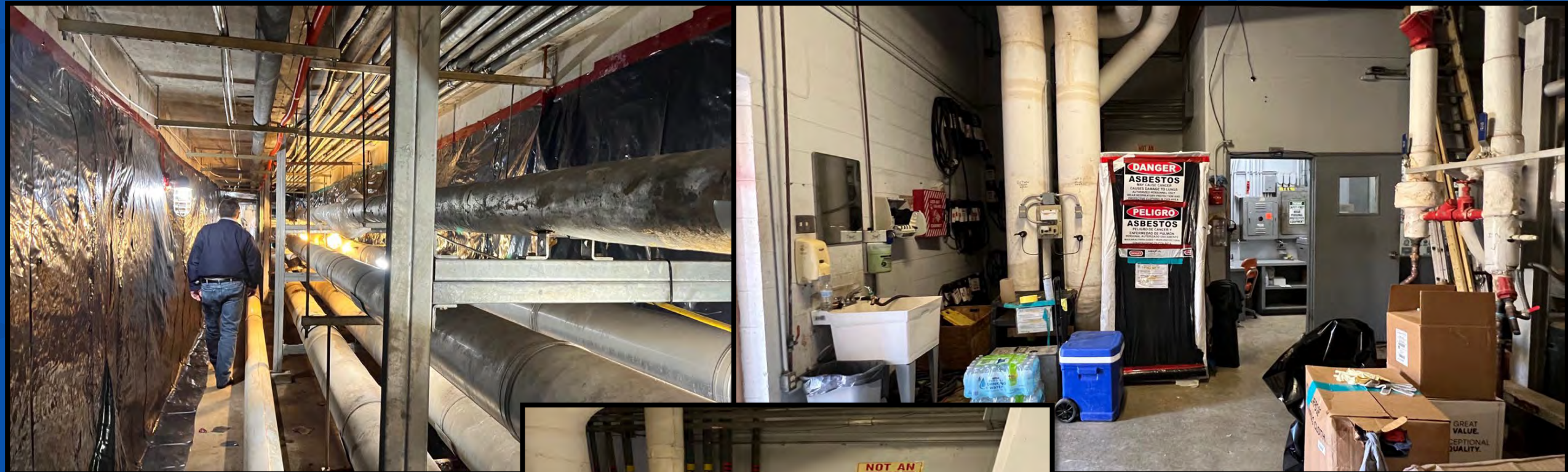


# Abatement Preparation





# Abatement Preparation



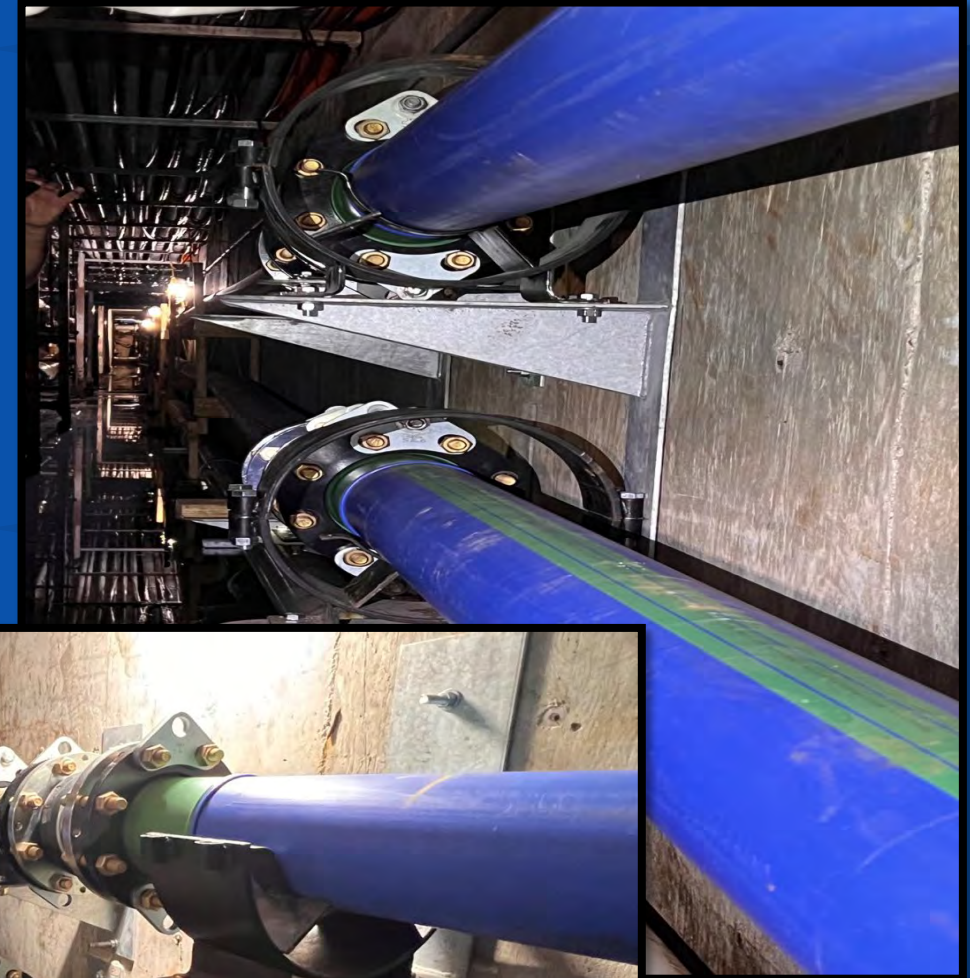
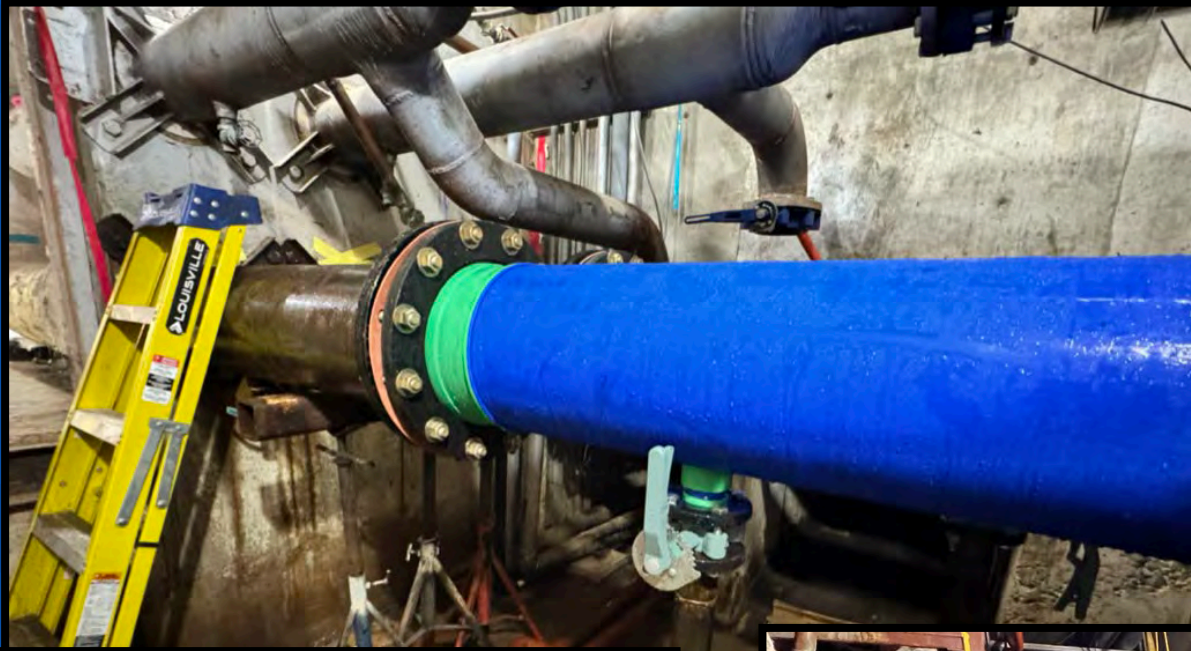


# New Piping Replacement – In Progress





# New Piping Replacement – In Progress





# New Piping Replacement – In Progress





# New Piping Replacement – In Progress





# New Piping Replacement – In Progress



# Future Facility Projects

- Six (6) building re-roofing projects
- Electrical upgrades for the Central Physical Plant, F. Jostes Building & Benton Hall Dormitory
- Chiller & Boiler (two each) replacements for the Central Physical Plant
- HVAC – Air Handler Units (4 AHU) Replacements
  - G.R. Jones Auditorium
  - F. Latcham Jr. Building
  - Paul & Sarah Jaure Building
- Parking lot assessments to begin phasing in repairs



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# Information Technology Services & Master Technology Plan

*Presenter:* Michael Rowlett, Director IT Services and Systems



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# Where Are We Now?

- Staffing

- Budgeting

- Equipment

- Bandwidth

- Ext. contracts

- Servers

- locations

## Current Staff:

- Director/Programmer
- Network Administrator
- Application Administrator
- Blackboard Expert
- 3 x IT Technicians



# Where Are We Now?

- Staffing

- Budgeting

- Equipment

- Bandwidth

- Ext. contracts

- Servers

- locations

## Budgeting:

- On target for year
- Cutting excess systems
- Contingency concerns
- Lack of multi-year planning
- Improving Coordination with other departments
- Consolidation of Software and Hardware budgeting to IT/Computer programming

# Where Are We Now?

- Staffing
- Budgeting
- Equipment
- Bandwidth
- Ext. contracts
- Servers
- locations

## Equipment:

- Obsolescence work has brought many systems into the current decade
- Infrastructure age is a big problem
  - Fiber optic channels are 25 years old
  - Old wiring left in place has created rats nests of wires hampering troubleshooting and facilities
  - Many switches and servers beyond end of life
  - Staff and Faculty Computers in good shape, labs and classrooms less so
  - Auditorium and Gymnasium AV equipment is failing, need improved to be an asset to the college and community

# Where Are We Now?

- Staffing

- Budgeting

- Equipment

- Bandwidth

- Ext. contracts

- Servers

- locations

## Bandwidth:

- Spectrum is doing well serving our needs on campus
- Tmobile partnerships for off site and remote workers
- Starlink for Mobile testing trailers



# Where Are We Now?

- Staffing
- Budgeting
- Equipment
- Bandwidth
- Ext. contracts
- Servers
- locations

## External Contracts:

- Recent past characterized by over reliance on outside contractors
- Transition contracts to advisory rather than doing the task themselves
- Inspect contracts to reduce redundant contracts (ex: Cell phones and hotspots)
- Consolidate software where it makes sense

# Where Are We Now?

- Staffing

## Server Assets:

- Budgeting

- RSI Asset Server – Moving to asset module of KACE

- Equipment

- Data Storage nearing limits

- Backup and recovery systems adequate but looking for updated system

- Bandwidth

- KACE hardware expansion this year allowed for better integration of Ticket system, and now allows for imaging and software updates

- Ext. contracts

- Servers

- SCCM retiring this year

- locations

- Camera system deployed this year

- Data warehouse server EOL in 5 years

- Virtual machine hosting server replacement in next year



# Where Are We Now?

- Staffing

Location considerations:

- Budgeting

- Switches recently replaced

- Equipment

- UPS systems recently replaced

- Bandwidth

- Consideration for rotation and replacement needs made so we're not replacing all of them at the same time

- Ext. contracts

- Labs, and lab usage – too few, too many?

- Servers

- Classroom assets – correctly documented and added to the obsolescence plan?

- locations



TOKYO METROPOLITAN RAILWAY SYSTEM

TOKYO BAY

Legend  
Legend  
Legend

# Where Are We Going?

- Security resources for our HS partners
- Infrastructure updates
  - Fiber optics
    - Staff Training
    - Conduit routing
    - Internal bandwidth expansions
    - Cable costs
    - Network switch upgrades
  - Building Ethernet/wireless
    - Trace and remove dead wired lines
    - Reroute wires through conduit where efficient
    - Remove wired lines where wireless makes more sense



# Where Are We Going?

## Partnerships:

- Laptop and wireless services for students
- Multimedia tools for Community use
  - Music studios
  - Auditorium and Gym for performance streaming
  - Auditorium and Gym for hosting community events

# Where Are We Going?

## Obsolescence planning:

- replace any remaining computers over 7 years old
- Rank remaining machines by age, and identify the bottom 20%
  - Some of the machines may be as young as 3
  - Create a pool of in stock machines for new hires and program expansion
  - Rotate pool computers into use after a year
- Network and server infrastructure
  - Set a specific replacement cycle for each hardware item
    - UPS Battery systems
    - Network and Phone switches
    - File Servers
    - Application servers
    - Backup hardware
    - Remove systems no longer in use

# Where Are We Going?

## Obsolescence planning:

- Ricoh Printers are leased, and obsolescence handled by contract
- Program Specific Hardware needs included
  - Simulation labs
  - Technical training equipment
  - A/V needs
- Grant Funded equipment
  - Initial purchase with IT input for eventual institutionalizing
  - Handoff procedures for end of grant period
  - Obsolescence planning as part of grant planning



# What about Cybersecurity?

- Staff Training – Barracuda or another DIR Texas approved vendor
- Student Training
  - Parts included in New Student Orientation
  - Regular updates through Blackboard, Element and Experience
- Infrastructure
  - Barracuda Email Protection
  - Carbon Black Antivirus and endpoint protection (or equivalent)
  - Active directory controls (group policies, Multi-factor Authentication)
- Partnerships
  - DIR statewide Information security consulting
  - AT&T security consultation
    - Bi-annual review
    - Annual Penetration testing
    - Additional response resources for incidents
  - Weaver Support hours for network security

# Emergency Planning

- Incident response
  - Director and Administrators form primary team
  - Additional IT staff as needed
  - Offsite support through our Partners at DIR, Weaver, and THECB
- Data Continuity planning
  - Offsite Backups
  - Cloud Services
  - Multi-site failovers
- Data Retention
  - WebXtender retention
  - Offsite backups
  - Digitizing physical media to digital archives (ongoing)

# Financial Outlook

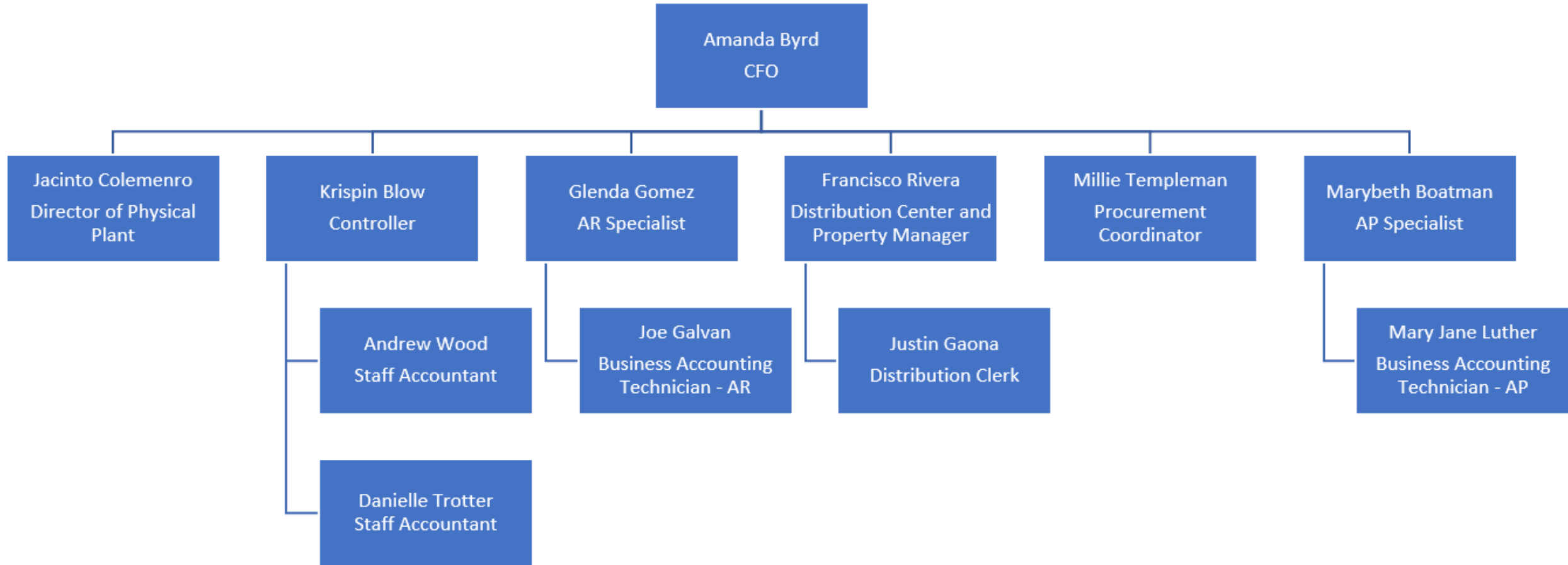
*Presenter:* Amanda Byrd, Chief Financial Officer



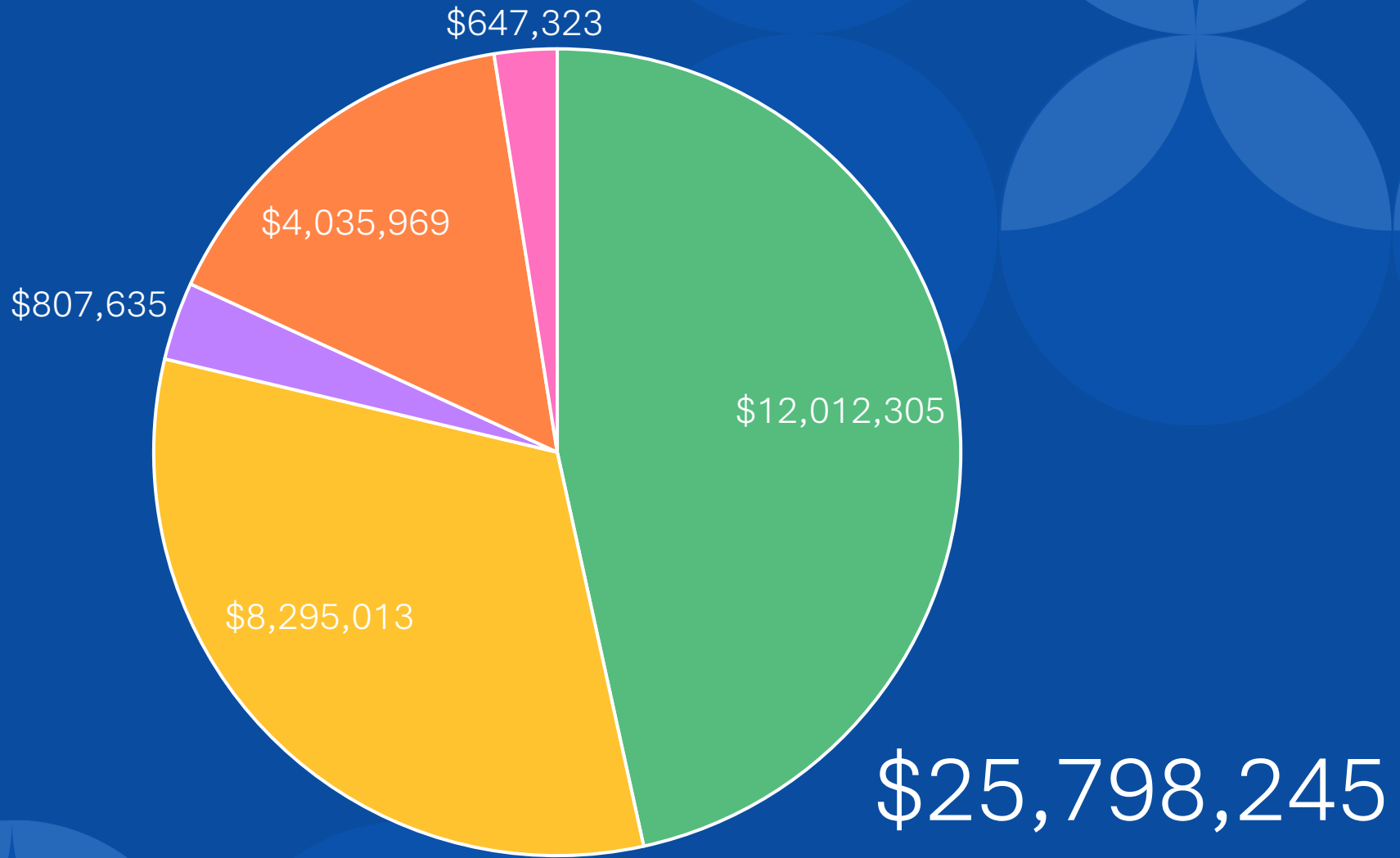
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# BUSINESS SERVICES ORG CHART

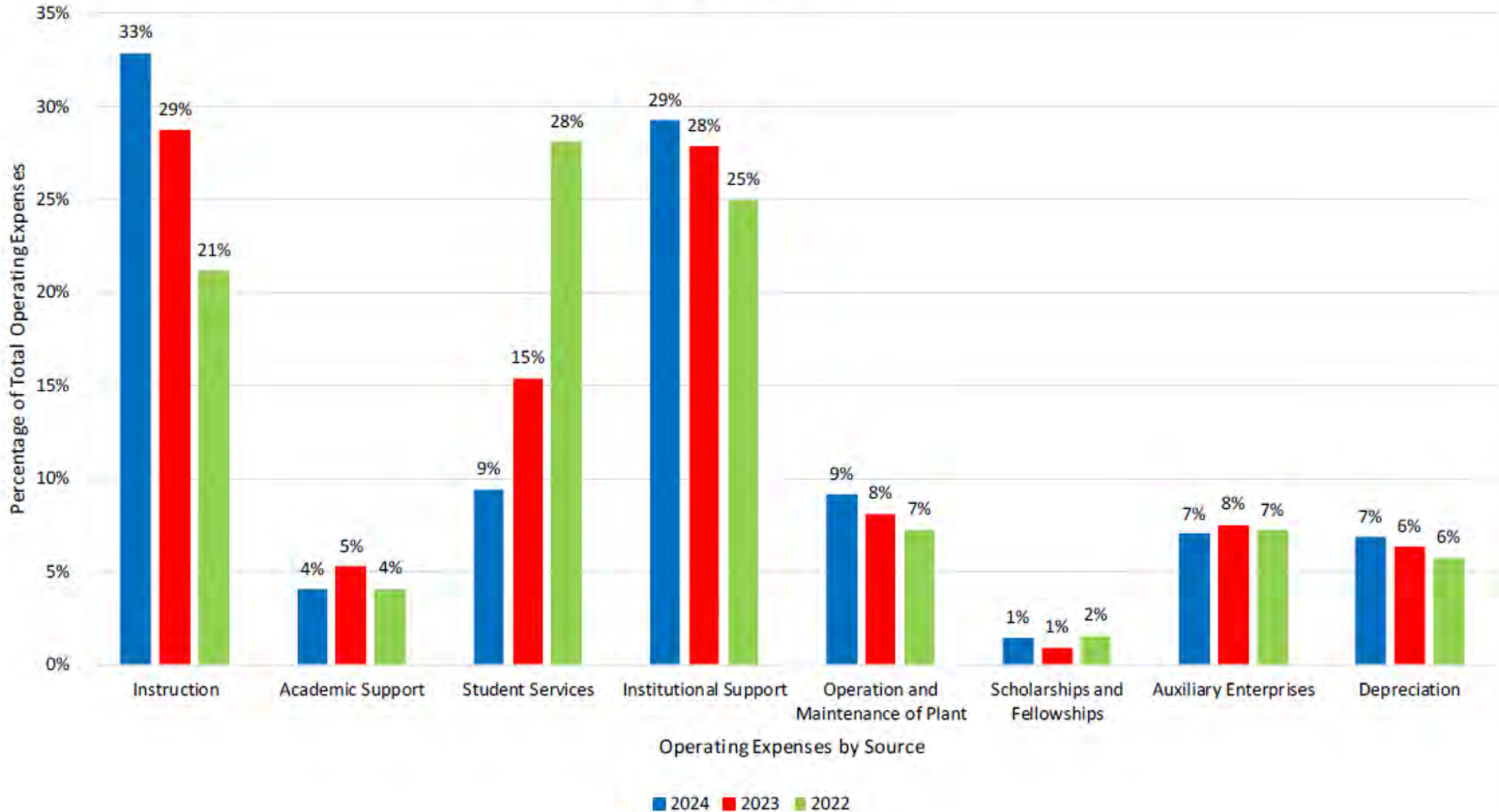


# REVENUE SOURCES FY24



■ State Funding ■ Tuition ■ Auxiliary ■ Taxes ■ Miscellaneous Income

# Operating Expenses





# STATE FUNDING CALCULATION

## Base Tier Funding

- Compares our operating needs (based on full-time student equivalents) against our local sources (tax revenue and tuition/fees)
- We receive a Small College Scale Adjustment because we have fewer than 5,000 full-time student equivalents.

## Performance Tier Funding

- Is based on measurable, student-focused outcomes.
  - The number of credentials the college awards, with an emphasis on credentials for high-demand occupations.
  - The number of students who earn at least 15 credit hours and transfer to (or are co-enrolled in) a four-year public university.
  - The number of high school students who earn at least 15 credit hours through academic and workforce dual credit programs.

**Coastal Bend College**  
**Annual Operating Budget**  
**Summary of Revenues and Expenses by Function**  
**Fiscal Year 2024-2025**

	<u>August 31, 2024</u>	<u>% of Budget</u>	<u>As Amended August 31, 2025</u>	<u>% of Budget</u>
<b>Revenues</b>				
State Appropriations	\$ 10,988,947	41.14%	\$ 12,128,051	45.84%
Student Tuition	6,670,093	24.97%	6,638,874	25.09%
Student Fees	3,156,169	11.82%	2,794,900	10.56%
Ad Valorem Taxes	4,120,080	15.42%	3,869,500	14.63%
Auxiliary Enterprises	974,258	3.65%	788,050	2.98%
Other Income	801,223	3.00%	237,950	0.90%
TDCJ Income	0	0.00%	-	0.00%
<b>Total Revenues</b>	<b><u>\$ 26,710,770</u></b>	<b>100.00%</b>	<b><u>\$ 26,457,325</u></b>	<b>100.00%</b>
<b>Expenditures</b>				
Instruction	\$ 8,798,318	32.94%	\$ 9,609,233	33.86%
Public Service	6,250	0.02%	241,586	0.85%
Academic Support	548,898	2.05%	424,145	1.49%
Student Services	1,724,182	6.46%	3,258,116	11.48%
Institutional Support	5,203,045	19.48%	8,564,811	30.18%
Operation and Maintenance	2,526,870	9.46%	2,659,774	9.37%
Scholarships and Fellowships	1,454,987	5.45%	270,000	0.95%
Auxiliary Enterprises	2,036,726	7.63%	2,539,559	8.95%
Debt Service	743,494	2.78%	609,901	2.15%
Unallocated Staff Benefits	3,468,000	12.98%	-	0.00%
Reserve for Contingency	200,000	0.75%	200,000	0.70%
<b>Total Expenditures</b>	<b><u>\$ 26,710,770</u></b>	<b>100.00%</b>	<b><u>\$ 28,377,126</u></b>	<b>100.00%</b>
<b>(Over)/Under Budget</b>	<b>\$ 0</b>		<b>\$(1,919,800.70)</b>	

# PRIORITIES

- College Leadership will be performing a programmatic review of academic and auxiliary programs to identify additional areas for revenue growth and expense reduction this spring.
- Processes will be reviewed to ensure that transactions are processed in a timely manner and redundancies are eliminated.
- The general ledger will be refined to ensure accurate data collection.



TIME FOR A  
BREAK



*ACTIVITY 1*

Collaborative Clarity:  
A Deeper Dive into  
Opportunities

# ACKOFF'S PROBLEM-SOLVING:

**“The First Thing that You Must Learn About Problem Solving Is:**

Humans possess different points of view when it comes to judgement and this complicates access to a method to solve it, so problem solving is dependent on the source that appraises it and the context in which it happens. For this reason, Ackoff suggests judging a problem in its entirety.”



# A FRAMEWORK FOR PROBLEM-SOLVING:

According to Ackoff there are four ways to solve a problem:  
Absolution, Resolve, Solve and Dissolve.

**Absolution:** It's just thinking that the problem will solve itself, or completely ignoring it.

**Resolve:** Going into depth in the root of a problem similar to one that was previously resolved and applying the same procedure. This process brings acceptable answers, but not innovative enough in order to bring a revolutionary solution.

# A FRAMEWORK FOR PROBLEM-SOLVING:

**Solve:** Finding a real solution. Requires research on the problem. Explains that each solution generates new problems. Those who solve problems clinically, support themselves mostly in experience, experimentation, qualitative judgments and common sense. They try to identify the cause of the problem, eliminate it, and then return to the previous state.

**Dissolve:** Understand this system as the entity that possesses the problem or its environment. Redesigning it takes us to the “ideal solution” and to an ideal system. In this way we can surpass in the future the best results that can be achieved now. Dissolving a problem is the best thing you can do.

# The Essential Properties of Good Management – Ackoff's Five C's

**Capacity:** In order to understand the conflicts that present themselves and solving problems and finding the best solutions in a quick and effective way.

**Communication:** Communicating in the best way doesn't just require talking and give points of views. Proper communication also includes listening to others' opinions and ideas. Good communication must be reciprocal.

**Conscience:** To detect and foresee everything that involves the problem.

**Constancy:** to resolve conflicts. Good problem administrator must be constantly generating activities in order to find the desired ends in the best way.

**Creativity:** A creative administrator generates its own opportunities. In a general sense this is the most important. Without it, the administrator could do a good job, but not an excellent one. Thinking without restrictions is creative thinking.



# JANUARY EXERCISE FEEDBACK- BEST THINGS ABOUT CBC

Personnel & Campus Culture	Affordability	Service Area (Geographical)	Community Connections	Organizational Strengths
The staff is helpful and knowledgeable	Affordability	Geographic opportunities	“Success does happen”	Nimbleness/ organizational agility
Human responders are very helpful (phone)	Student faculty affordability	Small/family orientated (rural)	Community connections (educational partners)	“Success does happen”
The faculty and students		Service area is diverse		
Faculty/Staff care				
Faculty/student ratio				
Faculty/staff ratios				

## DEEP DIVE: OPPORTUNITY MINING ACTIVITY: BEST THINGS

<b>Personnel &amp; Campus Culture</b>	<b>Affordability</b>	<b>Service Area (Geographical)</b>	<b>Community Connections</b>	<b>Organizational Strengths</b>
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**STEP #1:** What are the aspects or hidden gems that makes the above so successful for CBC?

**STEP #2:** Now, review the answers above and rank them in order of importance with 1 being the most important thing CBC needs to focus on scaling across the College.

# JANUARY EXERCISE FEEDBACK- CHALLENGES AT CBC

Communication	Student Readiness & Instruction	Student Enrollment	Student Readiness & Advising	Operations	Personnel & Campus Culture
Cross department communication	Preparedness of incoming students	Increase enrollment	Advising recommendation vs. requirements	Written processes & procedures	Low employee Motivation & Morale
SVCS Communication	Online engagement	Projected decline of enrollment	Modality advisement	Onboarding position training	Competitive salary
Difficulty reaching human responder by phone	Advisor/degree plan	Shrinking K-12 enrollment	Advisor/degree plan	Deferred maintenance – aged facilities	(un)Qualified candidates for positions
Returning calls	Too many classes at the same time	Neighboring Comm. Colleges recruiting/offerings	Success coaches/advisors not properly answering student questions	Training/ onboarding position procedure	“Not my job” attitude
Contact via phones (Student & Employee)			Student engagement	Standardized procedures	
Long contact return time				Transportation services for athletes	
Communication with students via phone or email				Website navigation/broken links	
Class department communication & training				Technology – no history or background	



# DEEP DIVE – OPPORTUNITY MINING ACTIVITY

<b>Communication</b>	<b>Student Readiness &amp; Instruction</b>	<b>Student Enrollment</b>	<b>Student Readiness &amp; Advising</b>	<b>Operations</b>	<b>Personnel &amp; Campus Culture</b>
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**STEP #1:** What are the challenges or areas of improvement for this aspect of the institution?

**STEP #2:** Now, review the above challenges or areas of improvement, and rank them in order of priority with 1 being the highest priority for the institution.

TIME FOR A  
BREAK



## *ACTIVITY 2*

# Stop, Start, Continue

Take a few moments to reflect  
and make a few notes for each.

# Questions to Ask During a Start-Stop-Continue



## Start

What should we start doing?

Is there a tool, process, or resource that would help us achieve our goals?

What strengths do we have that we aren't currently leveraging?



## Stop

What should we stop doing?

What do we do that takes up a lot of resources but doesn't produce results?

Is there a tool or process that isn't working the way it was intended to?



## Continue

What are we doing right that we need to continue doing?

What works well that shouldn't change?



## *ACTIVITY 2*

Scan the QR  
Code and begin  
adding them to  
the Survey.



[CBC Stop, Start, Continue 2025](#)